



**THE EFFECTS OF STRATEGIC PLANNING ON  
INSTITUTIONAL PERFORMANCE IN HUMAN  
RESOURCE MANAGEMENT: CASE STUDY AT  
THE UNIVERSITY OF BAGHDAD**

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Karabuk University  
Institute of Graduate Programs  
Department of Business Administration as  
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## THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Zahraa Jasım Mohammed MOHAMMED titled “THE EFFECTS OF STRATEGIC PLANNING ON INSTITUTIONAL PERFORMANCE IN HUMAN RESOURCE MANAGEMENT: CASE STUDY AT THE UNIVERSITY OF BAGHDADAD” is fully adequate in scope and in quality as a thesis for the degree of Master Degree.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master Degree thesis. June 14, 2023

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The degree of Master Degree by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

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Director of the Institute of Graduate Programs

## DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

**Name Surname** : Zahraa Jasim Mohammed MOHAMMED

**Signature** :

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## **ABSTRACT**

This thesis study explores the impact of strategic planning on corporate performance. It also examines how employees and professionals can adapt their skills and safely transfer them to new technology to advance organizational performance at the university. For this purpose, data were obtained from 400 academic and administrative staff working at Baghdad University by survey technique. According to the results of the research, the main hypotheses and sub-hypotheses related to strategic planning and organizational performance were accepted. The results showed that strategic planning affects organizational performance positively and significantly, the strategic vision has a positive and significant effect on organizational performance, the internal and external environment has a positive and significant effect on organizational performance, monitoring has a positive and significant effect on organizational performance.

According to these results, it was seen that the research variables, the institutional performance of the university and the objectives of the activities carried out to develop human resources, and the thoughts of the employees and managers about these activities were similar. Also, the goals of the University of Baghdad with specific results that it wants to achieve are written, and the university is willing to make up for the shortcomings in the internal environment, and the administration tries to keep up with the constant changes in the global environment. Baghdad University has a written vision and mission, as well as high organizational performance. In addition, the management is willing to monitor the performance of the university and constantly adopt the strategic planning process and discuss ways of business development.

**Keywords:** Strategic Planning; Institutional Performance; Human Resources Management; Baghdad University

## ÖZET

Bu tez çalışması, stratejik planlamanın kurumsal performans üzerindeki etkisini araştırmaktadır. Çalışanların ve uzmanların becerilerini nasıl uyarlayabileceklerini ve üniversitedeki kurumsal performansını ilerletmek için bunları yeni teknolojiye nasıl güvenli bir şekilde aktarabileceklerini de incelemektedir. Bu amaçla, Bağdat Üniversitesi'nde görev yapan 400 akademik ve idari çalışandan anket tekniğiyle veriler elde edilmiştir. Araştırma sonuçlarına göre, stratejik planlama ve organizasyonel performans ile ilgili ana hipotezler ve alt hipotezler kabul edilmiştir. Sonuçlar, stratejik planlamanın örgütsel performansı pozitif ve anlamlı bir şekilde etkilediğini, stratejik vizyonun organizasyonel performans üzerinde pozitif ve anlamlı bir etkiye sahip olduğunu, iç ve dış çevre analizinin organizasyonel performans üzerinde pozitif ve anlamlı bir etkiye sahip olduğunu, izlemenin organizasyonel performans üzerinde pozitif ve anlamlı bir etkiye sahip olduğunu göstermiştir.

Bu sonuçlara göre, araştırma değişkenlerinin, üniversitenin kurumsal performansı ve insan kaynaklarını geliştirilmek için yaptığı faaliyetlerin hedefleri ile çalışan ve yöneticilerin bu faaliyetler hakkındaki düşüncelerinin benzer olduğu görülmüştür. Ayrıca, Bağdat Üniversitesi'nin ulaşmak istediği belirli sonuçları olan hedefleri yazılıdır ve üniversite, iç ortamdaki eksiklikleri gidermeye isteklidir ve yönetim, küresel ortamdaki sürekli değişikliklere ayak uydurmaya çalışmaktadır. Bağdat Üniversitesi, yazılı bir vizyon ve misyonun yanı sıra yüksek organizasyonel performansa sahiptir. Ayrıca yönetim, üniversitenin performansını izlemek ve stratejik planlama sürecini sürekli olarak benimsemek ve iş geliştirme yollarını tartışmak konusunda isteklidir.

**Anahtar Kelimeler:** Stratejik Planlama; Kurumsal Performans; İnsan Kaynakları Yönetimi; Bağdat Üniversitesi

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## **SUBJECT OF THE RESEARCH**

**HEIs** : Higher Education Institutes

**SPSS** : Statistical Package for Social Sciences

**KMO** : Kaiser-Meyer-Olkin

**HR** : Human Resources

**IBM** : International Business Machines

**Sig** : Significant

**HRM** : Human Resources Management

## STUDY STATEMENT

This study presents the effects of strategic planning in human resource management and depends on institutional performance at the University of Baghdad. Strategic planning is an important factor in the administrative stage, because it is suitable for the success of all kinds of systems different, and in the continuation of their competitive advantages.

Strategic planning: It is a way of thinking that depends on the long-term view of the survey, as it studies the variables of environmental conditions and the needs of administrative work, as well as testing the quality of society and the challenges of life in the future. Studies indicate that institutional performance is affected by the strategic planning variable, as 45% of institutional performance changes with increasing interest in strategic planning. The use of strategic planning has become common in institutions of all kinds, and its application has become an urgent necessity if institutions want to develop their performance and increase their competitive capabilities. Experiences have proven that institutions keen to improve and develop their performance to reach the best results, in the long run, are the ones that plan strategically, unlike the ones that do not plan strategically, as they shrink and do not continue. The impact of strategic planning on institutional performance is divided into three sections, the structural section through which the organizational structure of the institution is studied, the second human section related to the employees of the institution, and the technical section related to the technology used in work within institutions.

The human section is the most important factor governing the development of various institutions, it means the human resource, which contains all permanent and temporary employment in it, and it refers to the heads of organizational units at all organizational levels. Human resources are defined as the processes of attracting employees, appointing individuals, developing their capabilities, and maintaining them to achieve the goals of the institution. Through strategic planning, the human resources section planning, follow-up, and alignment of its objectives with the objectives of the institution have been done. The human resources section needs to predict the future human resource needs of the institution after analyzing the current human resources, the external labor market, and the future human resources environment in which it will work.

The changes that surround higher education institutions from every aspect and in every field, also the increasing challenges and pressures that universities face, increase their knowledge of the concept of strategic planning and its dimensions, which may contribute to raising the level of their administrative performance. In this aspect, the impact of strategic planning on the human resources of Baghdad university is studied, to identify the reality of strategic planning at the University, and human resource development to help university officials identify weaknesses in strategic plans and work to avoid them.

## **PURPOSE AND IMPORTANCE OF THE RESEARCH**

The purpose of this study is to introduce new concepts and their experiences in higher education at the University of Baghdad in order to improve institutional performance and create a good example that can be used as a model for achieving the desired institutional growth.

The implementation of educational institutions in Iraq to strategic planning and human resource management in its scientific sense, is an urgent and imperative necessity, due to the importance of the educational sector, especially as it constitutes the main pillar of comprehensive development.

The research importance is limited to three important aspects:

1.Theoretical Importance: It is a good reference for students due to the lack of topics related to strategic planning in universities, as well as opening up horizons for new research in the field of human resource development for higher education institutions. It also represents a unique scientific addition to the impact of strategic planning on institutional performance.

2.Scientific Importance: Basically, the scientific steps that must be followed in the management of the university's strategies are shown, especially the steps of designing the strategies, because they precede every action, but rather control any action or behavior, as well as identifying the impact of the implementation of the strategic management method on the performance of the university.

3.Practical Importance: The stages of human resource development in universities are among the important topics in the field of business, as we hope from this

study to organize the relationship between employees and the university, through integration with the university's strategy as well as achieve performance efficiency by reaching the maximum use of human resources efficiently in the university.

## **METHOD OF THE RESEARCH**

Higher education institutes (HEIs) are critical to developing countries' scientific advancement. However, due to data availability issues and national institutional limits, as well as the variability of higher education institutions, poor performance, and a drop in their educational level, significant challenges must be overcome (Bonaccorsi, Daraio, Lepori, & Slipersaeter, 2007).

In the 1980s, Philip Kotler conducted a study on the future problems of higher education and the institutional stagnation that will occur, in which he stated that higher education institutions will need to become more deductive and decomposing, as well as develop strategic plans to identify areas of increased student interest and create new programs to replace those that have decreased demand (Kotler & Murphy, 1981). As a result, research methods began to emerge through strategic planning, with an influence related to institutional performance and human resource management in order to develop university institutional performance in a manner appropriate to today's student needs.

The research tools were devised from data collection methods, books were relied on as a primary source, published and unpublished articles, and scientific sources related to strategic planning topics, as well as articles related to institutional performance and human resource management. Reliance on scientific references that have a common relationship between the concepts of strategic planning, institutional performance, and human resources. The citation was taken from publications related to higher education and how to develop institutional performance in universities. A questionnaire was also conducted for employees and administrators, as well as academics working at the University of Baghdad, and their answers were analyzed to reach the research objectives.

As a data collection tool, a special closed-type questionnaire was created. The questionnaire is divided into two parts based on the research sample.

Section one: It contains the respondents' personal and professional information, which includes: (gender, age, educational qualification, Field of current job, and years of experience).

Section two: It contains four axes:

The first axis: It is represented by the variable "strategic vision of the university administration", which included (5 phrases) aimed at identifying the practice of strategic planning stages from the research sample members' perspectives. The phrases were distributed as follows in terms of strategic vision:

1- Strategic vision: exemplified by the numbered phrases (1-2).

2- Strategic goals are represented by the numbered phrases in (3 - 5).

The second axis: is represented by the variable "analysis of the internal and external environment of the university", which included (15) phrases aimed at identifying the internal and external environment of the University of Baghdad, which the research sample members perceive, distributed across three dimensions, as follows:

1- The analysis of the internal and external environment: represented by the numbered phrases from (1-4).

2- Management and employee's dimension: represented by the phrases numbered from (5 - 7).

3- The internal operations of the administration and the university dimension: represented by the phrases numbered from (8-15).

These dimensions were chosen after reviewing many previous studies on the subject and identifying the measures used by those studies for the level of practice of this strategic planning stage for the internal and external environment of the university, and identifying measures of the level of university performance among administrative workers, in universities, including a study (Türkay, Solmaz, Şengül, & Sciences, 2011)

The third axis: It is represented by the variable "monitoring university performance" which includes (2) phrases aimed at identifying University performance, and is divided into one dimension, as follows:

1- Dimension of monitoring and evaluation: represented by the numbered phrases from (1-2).

The fourth axis: It is represented by the variable "organizational performance" which included the following (13) phrases aimed at identifying Organizational performance, broken down into two dimensions:

1- The dimension of mission and university vision is represented by the numbered phrases from (1-6)

2- dimension of senior management support and plan implementation through employees and members: represented by the numbered phrases (6-13).

## **HYPOTHESIS OF THE RESEARCH AND RESEARCH PROBLEM**

The administrative bodies in educational institutions face problems in various fields due to the rapid development in the work environment. For decades, the University of Baghdad has been at the fore in its scientific achievement and literary endeavor, also its graduates have played important roles that transcend the borders of their country and their regional surroundings. In recent years, due to the security and political conditions, higher education institutions witnessed a decline in the scientific level, and many believe that educational institutions in Iraq still suffer from real problems. Professors at the University of Baghdad point out that; many employees are subject to pressure due to a large number of students, the lack of educational means and laboratories, the lack of human resources, and the lack of strategic plans.

The link between strategic planning and the quality of institutional performance has not received sufficient attention at the University of Baghdad. Through survey research, it was found that the process of planning and formulating strategic plans is still placed separately from indicators and standards of quality in performance. It was also noted that Iraqi higher education institutions develop their strategic plans and then develop plans for quality to improve their institutional performance, which indicates a weakness in realizing the importance of the role of strategic planning, and its integration with quality performance and human resource management(Zwain, 2012).

Hence, the research problem emerges that the institutional performance at the University of Baghdad does not reach quality without knowing the strengths and weaknesses in its internal environment, as well as knowing the opportunities and threats to its external environment. The human resources department is one of the departments

that interact most with its internal and external environment. The human element is the basis for building and developing the university, and on this depends its success or failure. Accordingly, the Human Resources Department analyzes the needs of the university and then attracts, selects, appoints, trains develop, compensates, and leads the human resource for business to ensure the achievement of the desired goals(Jasim & Khalifa, 2019).

To achieve the goal of the research and solve the problem, the study is concerned with the role of strategic planning in achieving the quality of institutional performance, and the extent of the link between the strategic planning processes and the components of institutional performance represented by: (mission, goals and objectives, governance and management, institutional scope, institutional resources, and services). A detailed guide for institutional self-assessment criteria must be developed that links planning and quality, as well as setting clear and specific performance standards and indicators that include, all aspects of institutional performance based on careful planning and management of available human resources in proportion to the environment at the University of Baghdad(Al-Harethi, Al-Maamari, & Science, 2018).

The study adopted some hypotheses to answer the problem of the study, achieve its objectives, and test its scheme, as noted below:

H1: Strategic Planning has a significant and positive effect on Organizational Performance.

H1a: Strategic Vision has a significant and positive effect on Organizational Performance.

H1b: Internal and External Environment Analyzing has a significant and positive effect on Organizational Performance.

H1c: Monitoring has a significant and positive effect on Organizational Performance

## **POPULATION AND SAMPLE RESEARCH**

To collect data and information, the primary and secondary sources were relied upon as shown below:

1.The primary sources: It was obtained by designing a questionnaire and distributing it to a sample of the research community within the University of Baghdad, as well as through personal interviews and observations.

2. The secondary sources: They are represented in reports, periodicals, bulletins, books, references, and scientific management, as well as paper and electronic publications, theses, and articles related to the subject.

The resort to secondary sources in the research aims to identify the sound scientific methods and foundations in writing the thesis, as well as taking a general background of the latest developments that occur in the field of our current research.

Research population consists of employees are working in supervisory positions in the administration related to planning and human resource development, such as the Department of Planning and Development, the Quality Unit, the Department and Development of Human Resources, the Department of Administrative Affairs at the University of Baghdad, also members of the colleges and departments councils. The target research community consists of administrators and employees at the University of Baghdad. The number is more than 12 thousand employees and teaching staff, The survey form is distributed to 475 employees. Researcher used Convenience Sampling Technique and received 400 usefull form for analyzes.

## **SCOPE AND LIMITATION /DIFFICULTIES**

1.Topic boundaries: The research deals with the impact of strategic planning on institutional performance in the human resources management of the University of Baghdad.

2. Spatial boundary: The research was restricted to Baghdad University.

3. Time limit: The research was applied in 2021-2022.

4. The human limit: Those working in supervisory positions in the administration related to planning and human resource development, such as the Department of Planning and Development, the Quality Unit, the Department and Development of Human Resources, the Department of Administrative Affairs at the University of Baghdad, also members of the colleges and departments councils.

Obstacles were encountered in adding the results of the questionnaire to the SPSS program, as it was not possible to analyze the results of the questionnaire directly when placing them on a file and submitting them to the program. The only solution was to manually enter the data into the program in order to show the results accurately.

The difficulty of collecting data and answers to the questionnaire from employees due to working hours, and that many of them were in the summer vacation period



# 1. STRATEGIC PLANNING

## 1.1. Strategic Planning

Strategic planning is the process by which a company defines its strategy or direction and decides how to allocate resources to achieve that goal. Strategic planning can be defined as a type of planning technique aiming at establishing a strategy (Steiner, 2010). It can also include control mechanisms to guide the implementation of the strategy. As a result, strategic planning is a subset of strategic planning that incorporates the application of planning techniques (Ocasio & Joseph, 2008).

Every organization requires three types of strategic planning: corporate, business, and functional.

In a study conducted in Malaysia, the effectiveness of strategic planning on the performance of university founders was proven, as higher education policy was directed in the direction of the “national interest”. The strategic plan, which returns more autonomy to universities away from state domination, was activated (Sirat, 2010).

It is possible to benefit from the and the studies conducted on it in developing the performance of the University of Baghdad and increasing its independence to reach the research objectives (ALnuaimi, Alzubi, Alzoubi, & AL-Shinewi, 2015).

## 1.2. Strategic Planning Concept

Strategic planning refers to the art of management and leadership in the field of management. Due to its prominence in business organizations and the management of their internal affairs, it has attracted the attention of numerous researchers (Steiner, 2010). Strategy is a term that describes planning, such as creating effective plans and techniques. Putting the strategy into practice and following instructions will help the administration follow the road it has chosen, profit from the surrounding plans, and overcome the obstacles, dangers, and risks to which it is exposed to accomplish its strategic goals (Nowak, 2020). At the organizational level, strategy is the organization's direction. To manage its resources in a changing environment to get a competitive advantage and to meet stakeholder expectations (ElBardissi, Wiegmann, Henrickson,

Wadhwa, & Sundt III, 2008). It may also be described as the process of determining the primary goals of a business organization, as well as the rules and guidelines that govern how those goals are managed and how resources are used to achieve them (Spee & Jarzabkowski, 2011).

It also provides insight into the ideal future shape of the organization (Gagné, 2018). Strategic planning includes the following elements to achieve this form:

1. Insight into the organization's future features.
2. Visualize the organization's future trajectory and direction.
3. Future mission vision for the organization Considers the business and activities in which the organization is involved.

Strategic planning is an important component of strategic management, and the previous definitions state that strategic planning is "a mental and analytical process for selecting the organization's future location based on changes in the environment and the organization's adaptation to it." As a result of its instability, the environment can be said to be a critical factor for organizations (O'Regan, Sims, & Gallea, 2008).

### **1.3. Characteristics of Strategic Planning**

Since strategic planning is a methodical approach to establishing the outcomes and goals to be attained over a specific period (O'Regan & Ghobadian, 2002), experts have been encouraged to define the traits that set it apart from the other types of planning (Spee & Jarzabkowski, 2011).

**Integration:** the strategic planning aims to achieve integration between all the elements of the organization. Integration: where the strategic planning aims to achieve integration between all the elements of the organization (Wulf, Meißner, & Stubner, 2010). Strategic planning begins with defining goals, then strategies, followed by defining policies, and developing plans to ensure the implementation of goals, and thus the results are integrated into the organization (Jarzabkowski & Balogun, 2009).

**The process:** the strategic planning process starts with goal-setting, then moves on to strategies, policies, and making future plans to guarantee that objectives are implemented? This process also involves planning activities that must be taken into

account. When will we put it into action? How will we put it into action? Who will carry out(Dutton & Duncan, 1987).

**Philosophy:** The process of strategic planning entails forward-looking thought and reflection. This can only be accomplished by adopting strategic planning as a philosophy and curriculum life(Parnell, 2005b). Senior management and employees of the organization, at all organizational levels, must be convinced of the advantages and importance of strategic planning, and they must practice it in all activities within the organization(Parnell, 2005a).

**Flexibility:** When environmental conditions change, the organization can switch from one plan to another. This demands strategic flexibility to develop a variety of resources and their development, which calls for the organization to be educated.

**Structural:** Strategic planning is an organized process that aims to set fundamental objectives, strategies, and policies as well as produce plans, as we indicated in the previous sentence. The careful application of certain tactics to meet the goals and objectives of the organization Consequently, it can be claimed that programs, medium-term plans, and strategic planning all work together(Wilson & Eilertsen, 2010). Since short-term strategic plans and programs typically go through several stages before taking on their final form, it is important to connect all these different types of plans contained within a specific building to the ultimate form of planning strategy(Polverari et al., 2006).

**Forecasting the future in decision-making:** making decisions based on the future it is one of main characteristics for Strategic planning because it aims to predict potential future events, pay attention to them, and stabilize them from the present(Karl, Kock, Ritchie, & Gauss, 2021). This requires identifying potential future alternatives because it is concerned with determining long-term goals and the methods to achieve them(Cheng, Wong, Cheung, Leung, & change, 2016).

**Comprehensiveness:** strategic planning considers all of the organization's internal and external components, as well as the organization's many administrative levels. The approach boosts employees' productivity and instills a drive to better the companies in which they work, which makes them feel more accountable for attaining the objectives of such organizations(Elbanna & Fadol, 2016).

**Consensus:** strategic planning is seen as a challenging process that calls for cooperation, agreement, and the presence of suitable capabilities. To fulfill the organization's goals and primary objectives, the consensus in strategic planning decisions refers to a structured process that aims to set fundamental goals, strategies, and policies as well as produce comprehensive plans to put those strategies into action (Kellermanns, Walter, Lechner, & Floyd, 2005).

**Uncertainty:** strategic planning is grounded in Uncertainty. The future variables are uncertain and dangerous because there is not enough information about them. It is difficult to predict the future, so all management levels must work together and participate to analyze the organization's performance, opportunities, and environmental threats (Schwenker, Wulf, & Kryszewski, 2013). This can only be done through strategic planning to deal with uncertainties where plans and their directions can change (Fitzsimmons, 2006).

#### **1.4. Strategic Planning Objectives**

- Assisting in developing the operational plan and facilitating communications and participation (Ropianto et al., 2017)
- Coordination in the overall work and clearly defining the vision and goals.
- Establishing discipline by developing coordinated plans with all individuals within the organization.
- Help to motivate employees by achieving organizational goals of the organization.
- Assist in evaluation and monitoring by providing information to senior management so that they are fully aware of all activities.
- Verifying long-term growth potential in order to formulate and develop the institution's mission and its various strategic objectives.
- Assisting in decision-making and providing information to senior management so that they can make better decisions at work.
- It utilizes both quantitative and qualitative data, concentrating on both the internal and external environments.

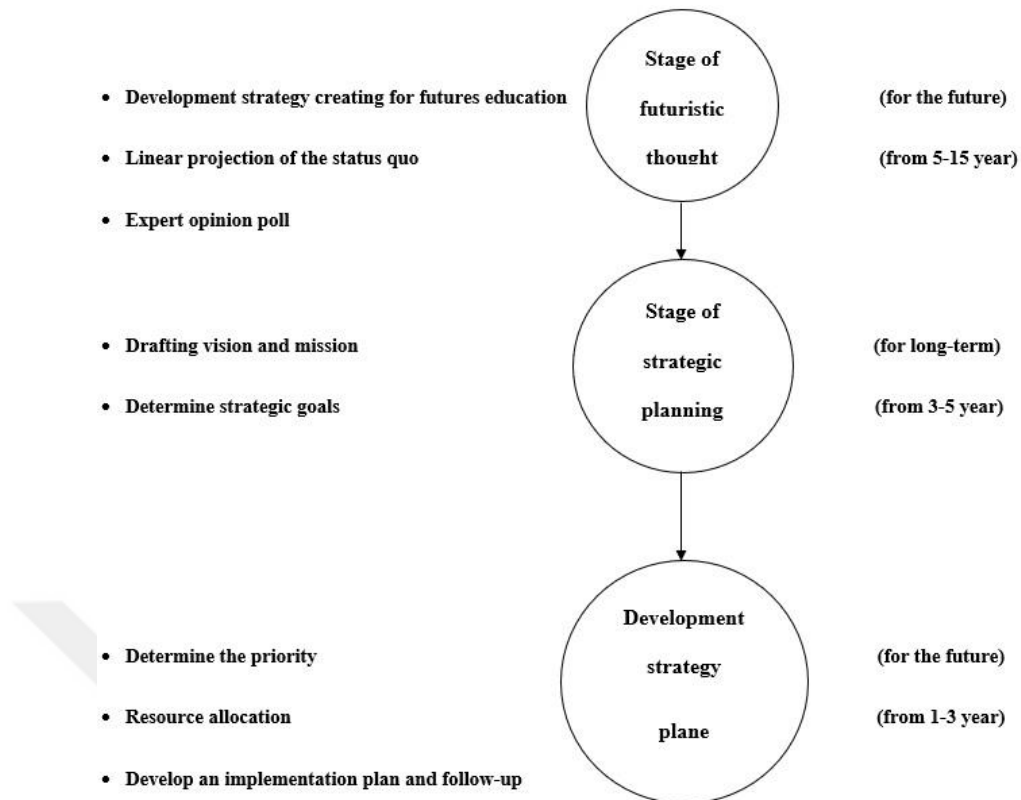
- The three administrative levels engage strategically and constructively to plan for the organization's future and strategies to achieve success and growth. This planning also serves to direct administrative decision-making.
- Strategic planning supports the organization's decision-making processes in the future in a methodical manner based on research, analysis, and forecasting to produce the best and most actionable judgments;
- Strategic planning involves considerable expense and effort in order to achieve its long-term goal of bringing about fundamental and major changes inside the company;
- Flexibility is a hallmark of strategic planning since it allows for potential implementation modifications.

### **1.5. Strategic Planning Models**

Strategic planning uses different models, some of which are mentioned:

Brent Davis, Linda Ellison (1997):

- This concept first appeared in the early 1990s to make plans (including those for universities) two or three years long. The university was an independent unit looking to develop its structure and performance to attain effectiveness, therefore the idea of a "development plan" was in line with the emerging trend at the time (Mottaghi & Management, 2019). The parameters of the Davis and Leeson three-stage strategic planning model are shown in the following figure:



**Figure 1.** The Three Stage Model of Strategic Planning by Alison Davies (1997)

**Resource:** Abu Hashem Muhammad Khalil, (2007). “The reality of strategic planning in Al-Awt Agency schools in the Gaza Strip and ways to develop it.” Master’s thesis in Educational Administration, Unpublished, the Islamic University of Gaza, College of Education, Department of Education Foundations / Educational Administration, p.: -39-40.

- West-Burnham Model:

Burnham illustrates the model in the following set of points(Gumus, 2020), (Previous ref, p. 40):

- The university's essential principles, as well as the message created and backed by every employee, are crucial in guiding the actions of the institution.
- Strategic planning typically spans a period of three to five years, but unexpected events could call for an immediate response. Planning is always the duty of the upper university administrators.
- With the adoption of the strategy, the next stage of university policy development begins, which is translated as policies serving as the basis for

decision-making and processes, as well as in the processes of developing the competencies of employees. and budget preparation processes

- Implementing policies requires medium-term planning, which is typically qualitatively achieved through yearly plans for the expansion of the university, the allocation of resources and funds, and the delegating of duties.
- The short-term plan's goals are negotiated based on the medium-term plan, and individual performances are required to meet them.
- The evaluation system is based on the degree to which those are matched, the performances of the standards, and the extent to which they produce the qualitative outputs that that vision talked about because the vision can be transformed into activities and performances.

## **1.6. Strategic Planning Levels**

The strategic plan depends on the administration that carries it out in terms of preparation and implementation. It aims to create an institution that is a coherent whole with all of its components working together to achieve the objectives. We divide strategic planning into four tiers based on this foundation(Gavin, 2014).

- Senior management strategic planning is also known as overall strategic planning. It is determined by the board of directors, which focuses on the project's goals as a whole, and as a result, it has an impact on the entire project. The project's work in terms of products, processes, markets, and consumers is the focus of the overall strategic planning, and naturally, the majority of these strategic decisions are long-term.
- Key planning for business units: This planning is concerned with how each strategic business unit may improve the success and overall strategy of the organization.
- Functional-level strategic planning: It is tailored for the departments in the organizational units, where these departments create their strategies under the direction of the units' strategy. This level is distinguished by being short-term and having an operational focus on the department.

### **1.6.1. Strategic Planning at the University of Baghdad**

There is a need to develop a clear strategic plan for investing qualitative contributions from the Ministry of Education in the University of Baghdad's strategic planning (Lafta, 2015). Focus Higher education institutions must adapt their current strategies or adopt new ones as part of strategic planning to provide new avenues for competitiveness, stay up with scientific advancement, and identify practical and impartial working methods. It is important to understand the realities of the university's strategic planning to invest in the products of prestigious schools for the presidents of public institutions. According to the findings of certain studies, there hasn't been any strategic planning to invest in the products of prestigious colleges and institutions (Al Zuabidi, Babamir, & Elameer, 2018). He arrived at several findings. According to one of the proposals, there is a lack of coordination between the ministries of education and higher education and scientific research over how to treat students from prestigious institutions. This leads to the conclusion that there is a scientific gap regarding the impact of strategic planning on the institutional performance of the University of Baghdad and that strategic planning is required to invest in the academic achievements of outstanding high school students and to improve the educational reality and performance at the university (AHMED & Researches, 2021).

## **2. ORGANIZATIONAL PERFORMANCE AND HUMAN RESOURCE MANAGEMENT AND PREVIOUS STUDIES**

### **2.1. Organizational Performance**

Organizational performance requires focusing on the unique elements that distinguish the enterprise from other enterprises, as it considers the ability of the organization to reach its goals and improve results (Abu-Jarad, Yusof, & Nikbin, 2010). In today's workforce, a company can achieve goals in a state of constant change. Broad aspects of corporate performance include strategy and operations and human resources (Shahzad, Luqman, Khan, & Shabbir, 2012).

#### **2.1.1. Organizational Performance Concept**

The capacity of an organization to achieve its objectives while enhancing output and performance is known as organizational performance. Organizational performance, which is a notion that connects the characteristics of activity and the goals that these activities strive to achieve, can be characterized in today's workforce as the company's capacity to achieve goals in a stable state (Jenatabadi, 2015). Performance is defined as the effective and efficient use of resources to achieve organizational goals. (Elena-Iuliana & Maria, 2016). Performance is a notion that pertains to both human and organizational behavior and holds a special place within any organization as the result of all of its operations at the individual, organizational, and state levels. The different standards and metrics used by managers and organizations in the study and measurement of performance are to blame for the differences in the concept of performance. Despite these variations, most researchers define performance as the degree to which an organization succeeds in achieving its objectives. According to the broad trends in managerial thought, performance is a notion with wide-ranging characteristics (Frese & Psychology, 2008).

In terms of human initiative, organizational behavior concepts are more interactive than is ideal. Goals, information collection, planning, and feedback are formed as elements of personal initiatives. People with more personal initiative are better able to deal with problems at work, such as stressors, unemployment, career changes, or

starting their own business(Knies et al., 2016). Increased personal initiative alters employees' working conditions and is linked to entrepreneurship success. The ideas of mutual determinism, organizational citizenship behavior, creativity, entrepreneurship, job performance, intrinsic motivation, and self-regulation are all considered as modifications and refinements of personal initiative for good organizational behavior (Frese & Fay, 2001).

### **2.1.2. Organizational Performance Indicators**

The following are the most crucial measures of an organization's performance:(Popova & Sharpanskykh, 2010).

- Administration: workforce participation, teamwork, employee productivity, and organizational climate are all influenced greatly by management. Employee disengagement generally results from bad management, which in turn lowers productivity, retention, and motivation(Marr, Schiuma, & Neely, 2004).
- Productivity and performance of the workforce: a worker's contribution to the effectiveness and outcomes of a work unit is directly influenced by his or her performance. Each business unit's performance has an impact on the company's overall performance(Medne & Lapina, 2019). Employees are essential to the success of a firm and the quality of its performance. In other words, whether the organization selects its programs and activities in line with the needs of the target groups, and what is the degree of their satisfaction with them. It is represented in the extent of the beneficiaries' and stakeholders' satisfaction with the services provided and the performance of the employees(Ishaq Bhatti, Awan, & Razaq, 2014).
- Sustainability: is achieved if the institution's programs and activities are in harmony with the social and cultural environment. It reflects the institution's capacity to raise the funds required to implement the various programs and activities, whether it has the financial and human resources that enable it to continue its work, and whether it can provide its services with high efficiency and effectiveness(Choi & Yu, 2014).

- **Accountability:** every task is allocated, delegated, and tracked thanks to accountability. Rules, procedures, and processes are clearly defined; accountability ensures that everyone is aware of their responsibilities and that goals are achieved. People receive rewards or warnings in accordance. Systems of accountability are necessary to keep workers on task, coordinated, and productive(Han & Hong, 2019).

## **2.2. Institutional Performance**

It means the results and the forces that are driving institutional change are studied inside it, which is the overall performance of the organization and is considered the integrated outcome of the results of the organization's activity in light of its internal and external interactions. which refers to the consistency between outputs and goals or other standards, as well as the effectiveness that connects outputs to inputs(Shin, 2010). In attempts to assess institutional performance, the efficiency factor has been largely ignored; its relationship to economic notions of productivity and efficiency is examined(Polischuk, 2013).

### **2.2.1. Institutional Performance Components**

Efficiency and effectiveness are the two primary components of the term "performance," hence an organization is said to be performing when it combines efficiency and effectiveness(Usman, Elsalih, & Koshadh, 2020):

- **Efficiency:** is a concept used to rationalize the use of existing information, material, human, and financial resources. It is defined as "the value of the resources required to generate one unit of products." The availability of human and material energies, the availability of information, and the methods for using those resources to achieve the goals are the two key indicators used to determine efficiency(Ruparathna, Hewage, & Sadiq, 2016).
- **Effectiveness:** It serves as a gauge of how well the goals have been accomplished. As a result, it is concerned with the goals set by the organization and the degree to which they are met, in addition to streamlining its internal procedures and getting resources from the environment in which

it operates that are referred to as scarce(Altanashat, Al Dubai, & Alhety, 2019).

### **2.2.2. Institutional Performance Characteristics**

The integrated system for an organization's business success is referred to as institutional performance, and it is distinguished by several characteristics, the most significant of which are (Essel, Adams, & Amankwah, 2019):

- Preserving the stability and continuity of the work through cumulative, prior experiences that are beneficial to the institution and are passed down from generation to generation so that the institution is not impacted by the absence or change of leaders(Kaissis et al., 2021).
- Relying on collective performance and involvement in decision-making by specialists and experts ensures that the institution's leader is not the only one making management and decision-making judgments.
- Abiding by the established laws and regulations, the institution's administrative and financial stability is maintained.
- Committing all employees to the institution's development while adhering to a defined set of roles and responsibilities, and working together to achieve the organization's objectives(Boachie-Mensah & Seidu, 2012).
- Selecting the greatest management philosophies and strategies to advance the institution's level of services.
- Not being alone in the work is important because an individual's deficit in one area must be represented in the work. However, an institution's collective effort, which aims to continuously review performance, does not accept the same level of inadequacy(Amarat, Akbolat, Ünal, & Güneş Karakaya, 2019).

### **2.3. Human Resource Management**

- It includes the processes of hiring, selecting, training, directing, and evaluating employees. In addition to motivating workers, fostering

appropriate relationships between them and professional unions, ensuring the safety of the workplace, emphasizing health precautions, abiding by customary laws, and obeying orders(Boon, Den Hartog, & Lepak, 2019).

### **2.3.1. Importance of Human Resource Management**

To achieve organizational goals and improve employee experiences, human resources management's responsibility is to manage people at work. These outcomes can be attained when the management process is carried out in a sound and efficient manner. achieving the intended outcomes(Kabene, Orchard, Howard, Soriano, & Leduc, 2006). Human resources management is crucial for sustaining a firm's reputation in the labor market and assisting it in being competitive in its industry because a good company has good employees (Rudancic & Proceedings, 2019).

### **2.3.2. Human Resource Management Goals**

The human resource management system's goals are to provide resources, make data easily accessible, provide timely payroll, and ensure compliance. These goals are primarily driven by organizational and vertical goals(Shantz & Latham, 2011). Resource management systems aim to guarantee a stable working environment with information in one location and environmentally friendly activities(Chams, García-Blandón, & Recycling, 2019; TIMI-JOHNSON).

### **2.3.3. Human Resources Management at the University of Baghdad**

Many issues affect education at the University of Baghdad, including administrative and organizational issues that are evident in the university's outputs and outcomes. Furthermore, the university should remain put and make an effort to deal with a controlling administration. By establishing expectations for such education in the future, he came to the conclusion that it is vital to try and find answers to the problems with the University of Baghdad's department of university education(Abdullah & Fendi, 2022). In order to effectively manage resources, it is important to understand the realities

of higher education as well as a number of future expectations and perceptions of universities and academic institutions in Baghdad (Ali & Education, 2021).

## **2.4. Previous Studies**

The surveys on the subject of strategic planning and institutional performance in human resource development varied and attracted the attention of many researchers and thinkers, and many of their studies appeared through articles and scientific research or masters and doctoral theses. The following is a summary of some previous studies and a presentation of the goals and results that they reached, it was arranged in chronological order from the oldest to the most recent, as follows:

### **2.4.1. Studies Related to Human Resource Management**

*Andersen, Torben Juul (2000)*, the influence of strategic planning is examined in conjunction with independent techniques enabling managers to achieve a comprehensive and decisive understanding of strategic planning's consequences. This research demonstrates how strategic planning improves economic performance and organizational innovation in a variety of industrial settings. Where the findings show that strategic planning has a beneficial impact on performance by allowing managers to make timely decisions that improve performance in changing environments (Andersen, 2000). The development of higher education institutions through strategic planning and human resource development, as well as institutional decisions under changing conditions, is our contribution to this topic.

*Wood, Stephen (2000)* focused on the relationship between human resource practices and performance. Recent studies on human resource systems and performance have been largely reviewed. The study of human resource management is invigorated by the promise of best practices and highly participatory management that can ensure superior organizational performance (Wood, 1999). Our practice of this study in the management of human resources in higher education institutions to develop their institutional performance.

*Richard, Orlando C., and Nancy Brown Johnson (2001)* is concerned with the function of human resources in strategic management to broaden the scope of human

resource practices and their impact on organizational performance. Human resource management was studied as an integral aspect of strategic operations, with human resource management activities viewed as a resource that adds to production capability vs production cost. Where the role of strategic human resource management effectiveness was investigated as techniques that build a distinctive collection of human capital, resulting in more successful human resource management (Richard & Johnson, 2001). Our contribution to this study is to complete the research on the horizons of human resources and their effectiveness in institutional development.

*Rothwell, W.J. and Kazanas, H.C (2003)* focuses on human resource strategic planning, as it was discovered that proactive human resources specialists can play a strategic leadership role in helping their organizations attract, retain, and develop intellectual capital and human talent, as well as participate meaningfully in strategic business planning. It was determined that some provisions should be made to feed information about the results in each practice area into the evaluations of the overall HR plans, as well as to return information about the overall results of the HR plans / grand strategy to organizational planning and strategy evaluation/formulation. It is possible to determine the limitations imposed on the major strategies of the organization and human resources in the future. Developing the relationship between strategic planning and human resource management for the development of government and educational institutions is our contribution to this study (Rothwell & Kazanas, 2003).

*Adeyeye, Olufemi. J (2009)* focused on the contributions of human resource management in academic institutions, particularly large universities in Nigeria, and assumed that many large universities, with more than 1,000 academic and administrative employees, can be distinguished from small universities and require human resource management practices. Universities are recruited based on bureaucratic administrative techniques such as the overuse of written doctrine and the application of consistent norms or administrative manuals to public policy, according to the findings (Adeyeye, 2009). Contributions to this research can be made by modifying human resource management techniques at academic institutions and adjusting employment procedures by the university's development policy.

#### **2.4.2. Studies Related to Strategic Planning**

*Tapinos, Efstathios, Robert G. Dyson, and Maureen Meadows (2005)* looked at the impact of measuring performance on the strategic planning process and the factors that most influence its effectiveness. It used a questionnaire and a survey to create a map of current strategic planning practice and identify the factors that have the greatest impact on the process' effectiveness. The researchers concluded that one of the four primary criteria that characterize modern strategic planning practice is performance measurement. The complexity resulting from organizational size and rate of change in the sector that creates variance in the impact of performance measurement in strategic planning is also identified. Performance measurement is increasingly used by large enterprises in dynamically changing situations. We hope to create a questionnaire as a contribution to this research to open up new perspectives on strategic planning and its relationship to institutional performance for capacity development and government institutions (Tapinos, Dyson, Meadows, & management, 2005).

*Chang, Gwang-Chol (2008)* was to improve national education systems in a more strategic way. The primary method used in the study was strategic planning, which involved identifying objectives, outputs, strategies, responsibilities, and timelines (what, why, how, who, and when) in order to create a survey and aggregate data. Education entails more intricate and multifaceted issues. Governments will be unable to address wide social needs without enacting restricted educational policies and specific tactics. It was determined that mastering strategic planning concepts and procedures is an enabler, but not sufficient, for dealing with the educational requirements and obstacles that education planners and managers encounter (Chang, 2008).

*Young, Dorothy Y (2009)* discussed the role of strategic planning in business science and questioned the possibility of applying strategic planning in the field of education, and specialized in its application to schools in the city of Winnipeg, to review the strategic planning activities of school departments within the city limits to determine whether these activities are generally compatible with the strategic planning cycle in a way. In general, the study found that strategic planning works well in school districts in Winnipeg. Our contribution to this study is to analyze the function of strategic planning in the field of education on a larger scale, from schools to universities, and the impact that strategic planning has on it (Young, 2009).

*Cania, Luftim (2014)* used strategic planning for human resources to assess the level of organizational performance of organizations, concluding that it is vital to manage human resources strategically and align its strategy with the organizational strategy. The purpose of this research is to examine the role of human resource strategic management in achieving organizational performance. The purpose of this study was to establish the extent to which the institutions might compete in the market by meeting performance targets. Strategic human resource management was established, as a detailed method of managing human resources throughout an organization that is connected with the organization's overall strategy. The HR strategy allows the company to discover workers with the necessary talents and place them in positions according to their level of qualifications and skills. Many firms were found to lack an HR strategy, and organizational performance will have an impact on strategic HR management. Twenty-one firms (70 percent) showed a considerable improvement in their performance as a result of strategic human resource management. Our research contributes to understanding the impact of human resources strategy on universities and whether it is possible to see a noteworthy change in university performance by utilizing human resource strategic activities and changing university employment practices (Cania, 2014).

*Dowsett, Leah (2020)* focused on strategic planning tools and their impact on the institutional performance of some institutions in boosting their worldwide rankings, this study presents the findings of the academic categorization of some international universities. This investigation looks into how classification affects institutions, with a particular focus on their research strategy. The chosen universities show that they are strategic in their approach to influencing and responding to annual rankings announcements. The findings suggest that certain changes in strategic direction can help the university not only improve its market position but also dramatically increase its rating. Our contribution to this study is to improve the university's institutional performance through strategic planning, by publishing a query between employees and administrators, and by developing the university's general administrative and institutional methods in a way that supports the university's academic classification (Dowsett & Management, 2020).

### 2.4.3. Studies Related to Institutional Performance

*Coffé, Hilde, and Benny Geys (2005)* is concerned with institutional performance and the impact of social capital on it in the context of local government. This research found that societies with higher levels of social capital had better institutional performance, and that the scope of experimental work should be expanded to include local government while maintaining the use of objective data to assess institutional performance. Even after accounting for the different social, economic, and political variables between municipalities, social capital leads to improved financial and institutional management for the government. This is in line with findings from higher levels of government, indicating that even little variations in social capital can have a large impact on democratic government performance. Furthermore, because social capital is an internal idea (and hence vulnerable to change even in the near term), it is feasible to improve the functioning of government institutions by developing social capital for the region. We support this research by promoting the development of social capital through human resource management and strategic planning in order to improve the government field's institutional performance in higher education (Coffé & Geys, 2005).

*Zaring, David (2009)* looked at how international institutions perform during crises, and it was discovered that global financial crises present a challenge to institutions and their management, and that the strength of these institutions is determined by how they deal with crises, how they exit them, and how they minimize losses. The World Trade Organization, the International Monetary Fund, and the International Network of Regulatory Agencies were studied for their performance. The strong performance of these three institutions in the aftermath of the financial shocks of 2007-2008 is examined in this essay, and it is discovered that they have little to say in response. The impending answers were either ineffectual or destructive, with the International Monetary Fund emerging as the sole survivor of the crisis. The track record appears to justify international institutions' critics and demonstrate political superiority in dealing with international crises. The concept was expressed in the crisis's combined coordination and worldwide reaction. Our contribution to this study is the need for international cooperation to address crises in universities and the area of higher

education through strategic planning to improve institutional performance (Zaring, 2009).

*Çalışkan, Esra (2010)* provided a summary of the impact of human resource management strategy on institutional performance, where resource management is concerned with establishing a link between the business's general strategic objectives and the human resource strategy and implementation of institutional performance. The findings show that there is a statistical link between increased adoption of human resource strategies and improved business performance. Because of the causal relationship between human resources and institutional performance, human resources managers will be able to create programs that will result in improved operational results and thus higher organizational performance. After publishing a query to learn the perspectives of employees and workers on the importance of strategic planning and human resources in building institutional performance to attain the intended goals, our study adds to the development of organizational performance through strategic planning (Çalışkan & Engineering, 2010).

*Owolabi, Sunday Ajao, and Olubisi Grace Makinde (2012)* was interested in the implications of strategic planning on institutional performance in university education at Babcock University. It also looked at how this affects management, efficiency, and effectiveness, as institutional organizations require strategic planning. Secondary data was used for the study, and the study used a questionnaire to elicit information from Babcock University employees. The results showed that there is a significant positive relationship between strategic planning and corporate performance. Therefore, the study concluded that strategic planning is useful for organizations in achieving it, setting goals and recommending the need for universities and other corporate institutions to Whether engaging in strategic planning in order to enhance the performance of the company. It was concluded that the organization can achieve its goals while workers can benefit by clarifying individual responsibilities and thus contribute to motivation. Our contribution to this study is to develop the institutional performance at the university by adding the concept of human resources management to strategic planning and expanding the query to include them together to see a stronger impact on institutional performance at the university (Owolabi, Makinde, & Review, 2012).

*Froumin, Isak, Yaroslav Kouzminov, and Dmitry Semyonov (2014)* summarized the diversity of institutional performance in higher education in Russian universities and ways to develop it. The changes in the structure of the higher education system in Russia were studied, and both the historical context and the current institutional diversity were analyzed. They concluded that the administration increased market-oriented programs to remain financially stable. Oftentimes, this strategy has led to the rapid diversification of universities and institutional performance. Market forces can rapidly transform the higher education system, but this does not mean that the economy and population will necessarily benefit in the long term. The results show that universities are adapting to new institutional conditions so that they can survive in the short term. But these adaptations also laid the foundations for long-term growth difficulties. By bringing the Russian case into a general context, it seems that the traditional approach to task differentiation does not fully reveal the nature of changes in higher education institutions in cases such as the Russian case. The current institutional “landscape” of Russian higher education is still developing. The analysis points to the emergence of new types of universities as a result of conflicting influences. Our contribution to this study is to face the difficulties of growth and development in universities and institutional performance through new strategies other than market programs as well as other economic resources and good management of human resources and methods of employment (Froumin, Kouzminov, & Semyonov, 2014).

### 3. STATISTICAL ANALYSIS AND RESULTS

#### 3.1. Study Methodology

Through which the practical strategy of the research is theoretical stated and as in the following points:

##### 3.1.1. Research Questions

To overcome the research problem, some questions were formulated by the researcher:

‘What is the role of strategic planning in the quality of institutional performance of human resources at the University of Baghdad’

From it the following questions arise:

- What is the quality level of the institutional performance of the University of Baghdad?
- What is the relationship of strategic planning to human resource development?
- What is the reality of the quality level of strategic planning at Baghdad University?
- Is there an impact of strategic planning for human resource development at the University of Baghdad?
- What is the level of human resource development at the University of Baghdad?
- Are there statistically significant differences in the averages of researchers’ responses about the reality of human resources development at the University of Baghdad due to (gender, age, educational qualification, place of work, years of service, job title)?

### **3.1.2. Research Objectives**

- Present a clear and accurate scientific vision of how to deal with obstacles in the human resources management of the University of Baghdad.
- Understand the concept of strategic planning and institutional performance and its reality, furthermore its role in providing the basic needs of the university.
- Conducting an analytical field study on the institutions of the University of Baghdad to find out the applied human resources management strategy related to the subject of the study.
- Recognize the efficiency and effectiveness of the institutional performance of human resource management in the university.
- Presenting research proposals and future plans to researchers and those interested in this field the area not covered by this study.

The thesis' contribution to this study is to strive to achieve the required goals by developing institutional performance and raising the level of strategic planning within the University of Baghdad.

### **3.1.3. Research Model**

The descriptive analytical approach is used in this study, which depends on how the study is described as it actually is in reality and represents it in either a qualitative or quantitative form. While the quantitative expression provides us with a numerical representation of the amount or size of the occurrence in the form of data tables, the qualitative expression defines the phenomenon and illustrates its features. Within the scope of this section, demographic information, descriptive statistics, factor analysis, correlation analysis and regression analysis findings and comments for testing hypotheses are included.

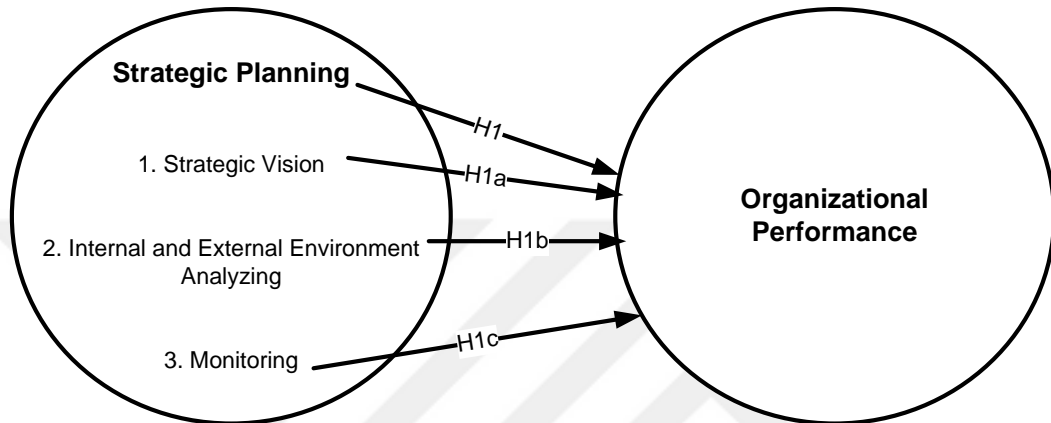
Hypothesis:

H1: Strategic Planning has a significant and positive effect on Organizational Performance.

H1a: Strategic Vision has a significant and positive effect on Organizational Performance.

H1b: Internal and External Environment Analyzing has a significant and positive effect on Organizational Performance.

H1c: Monitoring has a significant and positive effect on Organizational Performance.



**Figure 2.** Model of the Research

#### **3.1.4. Research Sample**

The University of Baghdad is the largest Iraqi university, located in the center of Baghdad, the country's capital. In the late 1950s, the Iraqi government developed and funded it. However, the Faculty of Law was founded in 1908, and other faculties followed in the following years, including the Higher Teachers' House, Medicine in 1927, Pharmacy, and Engineering.

Research population consists of employees are working in supervisory positions in the administration related to planning and human resource development, such as the Department of Planning and Development, the Quality Unit, the Department and Development of Human Resources, the Department of Administrative Affairs at the University of Baghdad, also members of the colleges and departments councils. The target research community consists of administrators and employees at the University of Baghdad. The number is more than 12 thousand employees and teaching staff, The survey form is distributed to 475 employees. Researcher used Convenience Sampling Technique and received 400 usefull form for analyzes.

### 3.2. Statistical Methods for Data Analysis

Using the Statistical Package for Social Sciences (SPSS Program), descriptive and analytical statistics techniques were employed to address the study questions and evaluate the accuracy of its hypotheses as follows:

1. Likert scale: it is Utilized in questionnaires, particularly in the field of statistics. Responses showing the level of support or resistance for a formula are the basis for the scale. The name of the ranking comes from the method of expressing a specific perspective with five options to gauge the degree of agreement and disagreement on a subject (Kandasamy, Kandasamy, Obbineni, & Smarandache, 2020).

2. Measures Statistic Descriptive: to describe and show the characteristics of the research community using percentages and frequencies, answering research questions, and arranging research variables according to their importance using arithmetic averages and standard deviations (Mishra et al., 2019).

3. Kaiser-Meyer-Olkin (KMO): to check the quality of the measurement, the KMO value of the paragraph must be greater than 0.5 to ensure that it belongs to the axis in the questionnaire (Shamsudin, Ali, Ali, Shabi, & Reviews, 2019).

4. Factorial analysis: factorial analysis explains the commonalities which represent the percentage of variance in the original variables. The value of the commonalities must be for each variable (0.50) or more, after the deletion of words less than 0.50 has been completed, all the parameters are valid for analysis (Hidayat, Habibi, Saad, Mukminin, & bin Wan Idris, 2018).

5. Alpha Coefficient s' Cronbach: it's used to measure the stability and Reliability of the search tool. The accepted Cronbach coefficient in management studies is greater or equal to (0.7)

- The questionnaire consisted of one or several axes
- It calculates the discrimination coefficient for each question
- Delete a question whose discriminant is negative or weak
- The accepted Cronbach coefficient in management studies is greater or equal to 0.7.

(Ravinder, Saraswathi, & Medicine, 2020).

### 3.3. Research Scales and Likert Scale

The questionnaire used to measure the impact of strategic planning on corporate performance in human resources management was adapted from researcher Zaibi (2013-2014). These dimensions have been examined, and many previous studies on this subject have been examined, and on the one hand, the criteria used in these studies have been used for the level of application of these stages of strategic planning. For example, Hassan Siam (2010) based his study on the following dimensions. These dimensions are top management support for strategic planning, strategic analysis of external and internal environment, presence of strategic directions (vision, mission and goals), existence of strategic plan, implementation of strategic plan, effectiveness, efficiency, relevance, continuity.

It is Utilized in questionnaires, particularly in the field of statistics. Responses showing the level of support or resistance for a formula are the basis for the scale. The name of the ranking comes from the method of expressing a specific perspective with five options to gauge the degree of agreement and disagreement on a subject.

Since the variable that expresses the options is (1= Agree, 2 = Strongly agree, 3=Neutral, 4=Disagree,5=Strongly Disagree) (Jebb, Ng, & Tay, 2021).

We compute the arithmetic mean (weighted average) by first calculating the range, which equals  $5 - 1 = 4$ . Then we calculate the category length by dividing the range by the number of categories (options) which is  $4/5 = 0.8$ . The first category of arithmetic mean values is from 1 to 1.8 and so on for the rest of the arithmetic averages. As in the following table, which shows how to interpret the values of arithmetic averages.

**Table 1:** Analyze the Arithmetic Averages' Values.

<b>The level</b>	<b>Arithmetic mean (weighted)</b>
<b>Agree</b>	From 1-1.80
<b>Strongly agree</b>	From 1.81-2.60
<b>Neutral</b>	From 2.61-3.40
<b>Disagree</b>	From 3.41-4.20
<b>Strongly Disagree</b>	From 4.21-5

Relying on the previous table which represents the Likert scale value, the weighted averages and standard deviations of the student's responses to the statements that make up the axes are calculated (Taherdoost, 2019).

### 3.4. Descriptive Statistics

In the descriptive statistical analysis, the questions are examined for each variable in the axis to find out full details about each question entered with regard to frequency, percentages, and average, as well as an estimate of the total result of the answers on the axes, to arrive at the quantitative expression of the questionnaire results.

#### 3.4.1. Descriptive Statistics Analysis of Demographic Variables

Descriptive Statistics was used to measure strategic planning, which aims to describe, organize, classify, summarize and display strategic planning data in a clear manner in the form of tables. Also, the Descriptive Statistics scale was used to describe and classify organizational performance.

Information on gender, age, academic qualifications, job position, professional experience years of the research participants is given in table 1.

**Table 2:** Distribution Table of Demographic Variables

Information		Frequency (F)	Percentage (%)
<b>N=400</b>			
<b>Gender</b>	Female	164	41
	Male	236	59
<b>Age</b>	Less than 30	226	56,5
	31-40	132	33
	41-50	28	7
	More than 51	14	3,5
<b>Academic Qualifications</b>	Diploma	33	8,3
	Bachelor	229	57,3
	Master	117	29,3
	PhD	21	5,3
<b>Job Position</b>	Unprofessional	115	28,7
	Administrative Work		
	Professional	98	24,5
	Administrative Work		
	Employee	166	41,5
<b>Professional Experience Years</b>	Head Section	21	5,3
	Less than 5 years	246	61,5
	6-10 years	69	17,3
	11-15 years	44	11,0
	16 years and more	41	10,3

According to the gender variable of the research participants, 164 (41%) were female and 236 (59%) were male.

The highest level of participants is 226 (56,5%) in the age group less than 30. In the second place, 132 people (33%) are between the ages of 31-40. 28 people (7%) are in the age range of 41-50, 14 people (3,5%) are in the age range of 51 and over.

According to the educational status variable of the participants, 229 people (57,3%) are faculty graduates. In the second place, 117 (29,3%) graduates and 33 (8,3%) high school graduates. With the lowest rate, 21 (5,3%) are PhD graduates.

According to Job Position, 166 people (41,5%) have employee status. 115 people (28,7%) work in Unprofessional Administrative Work status.

According to the length of service, 246 people (61,5%) at the highest level have been working for less than 5 years. At least, 41 people (10,3) have been working for 16 years or more.

### 3.4.2. Descriptive Statistics of Strategic Planning

The percentages and means of participants' participation in the strategic planning variable questions are given below. Through the SPSS Program, the answers are analyzed and the values of the arithmetic mean and standard deviation are extracted, as well as the number of answers for each paragraph and their value in percentage.

**Table 3:** Descriptive Statistics of Strategic Planning

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Str.Vision1	190	147	55	6	2	1,71	0,796
Str.Vision2	182	102	93	21	2	1,71	0,980
Str.Vision3	204	85	104	4	3	1,92	0,915
Str.Vision4	199	111	70	17	2	1,79	0,918
Str.Vision5	191	129	65	11	4	1,78	0,888
Int.Ext.Env.1	153	188	44	13	2	1,77	0,795
Int.Ext.Env.2	153	188	44	13	2	1,81	0,795
Int.Ext.Env.3	144	140	63	46	7	1,81	1,064
Int.Ext.Env.4	150	139	76	30	5	2,08	0,990
Int.Ext.Env.5	174	103	68	46	9	2,00	1,127
Int.Ext.Env.6	194	101	84	19	2	2,03	0,951
Int.Ext.Env.7	149	153	63	31	4	1,84	0,965

<b>Int.Ext.Env.8</b>	194	120	62	18	6	1,97	0,959
<b>Int.Ext.Env.9</b>	205	108	59	17	11	1,80	1,020
<b>Int.Ext.Env.10</b>	171	114	76	33	6	1,80	1,041
<b>Int.Ext.Env.11</b>	151	190	44	13	2	1,97	0,793
<b>Int.Ext.Env.12</b>	147	143	59	44	7	1,81	1,055
<b>Int.Ext.Env.13</b>	186	143	52	17	2	1,77	0,870
<b>Int.Ext.Env.14</b>	150	138	77	30	5	2,00	0,991
<b>Int.Ext.Env.15</b>	174	103	64	50	9	2,04	1,140
<b>Monit.1</b>	194	99	82	18	7	1,86	1,006
<b>Monit.2</b>	182	119	68	27	4	1,88	0,986

When the participation percentages of the Strategic Vision variable were examined, the participants responded with the highest mean score to the statement “The name of the company is written with specific plans that it seeks to reach” with the Str.Vision3 code, and 204 people answered “strongly agree”. From the table's results, we can see that some questions received neutral responses, i.e., that the university has written goals with specific outcomes that it seeks to achieve and that it has a written vision and message, while the rest of the responses were positive. However, it should be noted that responses to this indicator as a whole were agreed.

According to the participation percentages of the Internal and External Environment Analyzing variable, the highest mean belongs to the variable “The university is keen to implement the plan in accordance with its vision and mission” with the code Int.Ext.Env.9. 205 people marked the option “strongly agree” to this item. From the results of the table, we conclude that the university has written goals with specific results that have been reached and the answers are strongly in agreement. The university is keen to address the shortcomings facing the internal environment and that the administration is trying to keep pace with the continuous changes in the global environment.

Regarding the Monitoring variable, 194 people answered "strongly agree" to the statement "The university has a written and specific follow-up system", which is included with the Monit1 code with the highest average. The administration is keen to monitor the performance of the university and adopts the strategic planning process constantly, and it is keen to discuss ways to develop work, and in return, some of the answers came with high approval, which is related to the fact that the administration is keen to develop assessment at the university.

When looking at the results field in the tables of the four axes for all the questions, most of the answers were strongly agree and then agree. We conclude from this that the questionnaire's axes are close to what the employees and administrators aspire to as a target group for the development of institutional performance and human resources within the university.

### 3.4.3. Descriptive Statistics of Organizational Performance

According to analyzing results (Table 3), the university administration has a high organizational performance, and the answers were in agreement with all suggestions regarding staff and teaching staff. There is a compatibility between the performance level of the employee or coach and the performance required of him, and that the members have the ability to develop their skill.

When looking at the results field in the tables of the four axes for all the questions, most of the answers were strongly agree and then agree. We conclude from this that the questionnaire's axes are close to what the employees and administrators aspire to as a target group for the development of institutional performance and human resources within the university.

**Table 4:** Descriptive Statistics of Organizational Performance

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
<b>Org.Perf1</b>	181	111	79	18	11	1,92	1,036
<b>Org.Perf2</b>	158	109	98	11	22	2,07	1,118
<b>Org.Perf3</b>	180	101	86	20	13	1,96	1,077
<b>Org.Perf4</b>	157	94	103	32	14	2,13	1,128
<b>Org.Perf5</b>	177	72	100	51	0	2,06	1,096
<b>Org.Perf6</b>	157	114	93	33	3	2,03	1,012
<b>Org.Perf7</b>	179	111	65	32	13	1,97	1,107
<b>Org.Perf8</b>	201	92	60	42	5	1,89	1,085
<b>Org.Perf9</b>	183	110	80	25	2	1,88	0,970
<b>Org.Perf10</b>	204	96	75	23	2	1,81	0,968
<b>Org.Perf11</b>	205	91	73	29	2	1,83	1,002
<b>Org.Perf12</b>	173	85	99	38	5	2,04	1,083
<b>Org.Perf13</b>	178	85	104	28	5	1,99	1,049

According to the participation percentages of the Organizational Performance variable, 205 people answered “strongly agree” to the statement “Employees can keep pace with the specified time schedule, which leads to raising the level of performance” with the code Org.Perf11 with the highest mean. The highest mean belongs to the variable “Work is carried out according to the required quality standards” with the Org.Perf2 code. 158 people marked this item as “strongly agree”.

### 3.5. Validity and Reliability Analysis Findings

In order for a scale to be reliable, there should be consistency between the survey questions and the scale questions should reflect the research problem at a good level (Kalaycı, 2017). This can only be determined by Cronbach's Alpha analysis (Sekaran, 2003).

**Table 5: Results of Reliability Analysis**

<b>Dimensions</b>	<b>Cronbach Alpha</b>
<b>Str. Planning</b>	0,812
<b>Str.Vision</b>	0,887
<b>Int.Ext.Env</b>	0,881
<b>Monitoring</b>	0,902
<b>Org.Perf.</b>	0,846
<b>Employ.Perf.</b>	0,875
<b>Managerial Perf.</b>	0,880

According to the results of the reliability analysis of the Strategic Planning and Organizational Performance scales, the Cronbach Alpha coefficients were found to be 0,812 and 0,846 respectively. Additionally, as the sub dimensions, strategic vision, internal and external environment, monitoring, employee performance an managerial performans scales, the Cronbach Alpha coefficients were found to be 0,887, 0,881, 0,902, 0,875 and 0,880 in order. In a study, if the Cronbach Alpha coefficients of the scales are between 0,80 and 1,00 the scale is highly reliable (Kalaycı, 2017:405). Based on this information, the scale is highly reliable.

### 3.6. Kaiser Meyer Olkin (KMO)

Test analyzes the suitability of intervariable relations (correlations) for factor analysis. Accordingly, the common variance (communality) values and the values of the scale items should exceed 0,40 (Field, 2000). The Barlett Test of Sphericity tests whether there is a sufficient level of relationship between the variables in order to apply factor analysis. This value should be less than 0.05 (Field, 2000). For this reason, the KMO value and the Barlett Sphericity Test were taken into account for the analyses.

The conformity of the research data to the normal distribution was determined according to the Skewness and Kurtosis values. Since the values are between  $\pm 1.96$  and 0,05 significance level (Tabachnick & Fidell, 2001), they are suitable for normal distribution.

The results of the KMO and Bartlett tests for the research variables are shown in Table 11.

**Table 6:** Strategic Planning Scale KMO and Bartlett Test Findings

<b>Kaiser-Meyer-Olkin Measure</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		0,830
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	1996.037
	Df	190
	Sig.	0.000

The KMO measurement value of the questions must be greater than 0,5 to ensure that it belongs to the axis in the questionnaire (Rovai, Baker, & Ponton, 2013). 0,830, it is an acceptable value. We find that the value of sig is less than 0,01 which satisfies the demand. This means that there are interrelationships between the vocabulary of the statistical function, which makes the factor analysis legitimate and feasible.

Varimax rotation method was applied to all factor analysis scales. The values of a variables are measured, and each variable must have one value among the components greater than 0,040 which is described as having a simple compound (Pearson, 2008). As for the variables that are saturated with more than one component that carries a value greater than 0.040, it is a compound variable and must be deleted and re-analyzed.

According to the factor analysis findings, since the factor loads of the 4 expressions (StrPlan19, StrPlan3, StrPlan17, StrPlan8) of the Strategic Planning scale were below 0,40. So, the expression was excluded from the analysis and reanalyzed. The factor analysis findings obtained are given in the table below.

**Table 7: Strategic Planning Explanatory Factor Analysis Findings**

	<b>Component</b>		
	1	2	3
<b>StrPlan10</b>	0,873		
<b>StrPlan20</b>	0,862		
<b>StrPlan18</b>	0,541		
<b>StrPlan1</b>	0,533		
<b>StrPlan9</b>	0,508		
<b>StrPlan13</b>		0,617	
<b>StrPlan22</b>		0,604	
<b>StrPlan5</b>		0,571	
<b>StrPlan21</b>		0,551	
<b>StrPlan14</b>		0,517	
<b>StrPlan4</b>		0,493	
<b>StrPlan12</b>		0,464	
<b>StrPlan11</b>		0,441	
<b>StrPlan15</b>		0,437	
<b>StrPlan6</b>			0,915
<b>StrPlan7</b>			0,915
<b>StrPlan16</b>			0,596
<b>Eigenvalue</b>	4,909	1,688	1,430
<b>Ratio of Variance Explained</b>	28,876	9,929	8,41
<b>Mean</b>	1,864	1,852	1,809
<b>Extraction Method: Principal Component Analysis</b>			
<b>Rotation Method: Varimax with Kaiser Normalization</b>			

As a result of this analysis, Strategic Planning consists of 3 dimensions. Dimensions are named as “Strategic Vision (Column 1), Internal and External Environment Analyzing (Column 2), Monitoring (Column 3)”. The naming process was carried out by examining the studies using the said scale, adhering to the literature. Explanation percentages of the total variance of the sub-dimensions are also shown in the table above. Strategic Vision explains 28,876% of the total variance. Internal and External Environment Analyzing explains 9.929% of the total variance and Monitoring explains 8.410% of the total variance.

**Table 8:** Organizational Performance Scale KMO and Bartlett Test Findings

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		<b>0,852</b>
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	1401,173
	Df	78
	Sig.	0,000

Organizational Performance Scale KMO value was 0,852 and  $p < 0,01$  was found to be suitable for factor analysis.

**Table 9:** Organizational Performance Scale Explanatory Factor Analysis Findings

	Component	
	Emp.Perf.	Manag.Perf.
<b>OrgPer8</b>	0,807	
<b>OrgPer9</b>	0,741	
<b>OrgPer1</b>	0,633	
<b>OrgPer7</b>	0,601	
<b>OrgPer2</b>	0,54	
<b>OrgPer10</b>	0,519	
<b>OrgPer3</b>	0,457	
<b>OrgPer12</b>		0,693
<b>OrgPer5</b>		0,676
<b>OrgPer13</b>		0,645
<b>OrgPer11</b>		0,59
<b>OrgPer6</b>		0,56
<b>OrgPer4</b>		0,455
<b>Eigenvalue</b>	4,641	1,131
<b>Ratio of Variance Explained</b>	35,703	8,703
<b>Mean</b>	1,8645	1,852
<b>Extraction</b>	1,93	2,014
<b>Method: Principal Component Analysis</b>		

According to the results of explanatory factor analysis, Organizational Performance scale consists of 2 dimensions. The dimensions are named as Employee Performance (Column 1) and Managerial Performance (Column 2). The naming process was carried out by adhering to the literature and examining the previous studies. Explanation percentages of the total variance of the sub-dimensions are also shown in

the table. Employee Performance explains 35,703 percent of the total variance and Managerial Performance explains 8,703 percent of the total variance.

### 3.7. Correlation Analysis

The relationships between Strategic Planning and its dimensions (Strategic Vision, Internal and External Environment Analyzing, Monitoring) and Organizational Performance in the research model were revealed by the Pearson Correlation Analysis. These findings are presented in the table below.

According to the correlation analysis findings, there is a significant relationship between Strategic Planning and Organizational Performance at the rate of 60.9% at  $p < 0.01$  level.

**Table 10:** Correlation Analysis Results

	Mean	Std. Deviation	1	2	3	4	5	6	7
<b>1 Str.Plan.</b>	1,842	0,504	1	0,609**	0,817**	0,804**	0,751**	0,573**	0,524**
<b>2 Org.Perf.</b>	1,972	0,624		1	,506**	,555**	,396**	,903**	,899**
<b>3 Str. Vision</b>	1,864	0,679			1	,579**	,344**	,481**	,430**
<b>4 Int. and Ext.Env.Analy</b>	1,852	0,553				1	,394**	,527**	,472**
<b>5 Monitoring</b>	1,8092	0,683					1	,364**	,350**
<b>6 Emp.Perf.</b>	1,9302	0,699						1	,623**
<b>7 Manag.Perf</b>	2,0142	0,686							1

\*\* $p < 0,01$

According to the Pearson Correlation Analysis findings, significant and expected relations were found between Strategic Planning and Organizational Performance. At the same time, significant relations in the expected direction were found between the sub-dimensions of Strategic Planning and Organizational Performance. All variables are related to each other.

### 3.8. Results for Testing Research Hypotheses

In the research, Simple Linear Regression Analysis was applied in order to test the hypotheses to determine the effect of strategic planning on organizational

performance and the relationships between the variables were determined in terms of direction and severity.

**Table 11:** Regression Analysis Results on the Effect of Strategic Planning on Organizational Performance

<b>Dependent Variable: Organizational Performance</b>				
<b>Independent Variable</b>	$\beta$	t	Significance (p)	Result
<b>Strategic Planning</b>	0,754	6,205	0,000**	ACCEPTED (H1)
<b>Model Constant</b>			0,583	
<b>Model F</b>			234,973	
<b>R<sup>2</sup></b>			0,371	

\*\*p<0,01

Within the scope of the research, the hypothesis of “H1: Strategic Planning has a significant and positive effect on Organizational Performance” was tested. According to the results of the analysis, Strategic Planning affects Organizational Performance positively ( $\beta=0.754$ ) and significantly ( $p < 0.01$ ). This shows that a one-unit increase in Strategic Planning at the university will increase Organizational Performance by 0,754 units. In line with this information, the H1 hypothesis was accepted.

**Table 12:** Regression Analysis Results on the Effect of Strategic Planning's Sub-Dimensions on Organizational Performance

<b>Dependent Variable: Organizational Performance</b>				
<b>Independent Variables</b>	$\beta$	t	Significance (p)	Result
<b>Strategic Vision</b>	0,227	5,054	0,000**	ACCEPTED (H1a)
<b>Int. Ext. Env. Analyzing</b>	0,386	6,846	0,000**	ACCEPTED (H1b)
<b>Monitoring</b>	0,161	4,062	0,000**	ACCEPTED (H1c)
<b>Model Costant</b>			0,543	
<b>Model F</b>			82,559	
<b>R<sup>2</sup></b>			0,385	

\*\*p<0,01

Within the scope of the research, Multiple Regression Analysis was applied to test H1a (Strategic Vision has a significant and positive effect on Organizational

Performance); H1b (Internal and External Environment Analyzing has a significant and positive effect on Organizational Performance) and H1c (Monitoring has a significant and positive effect on Organizational Performance).

According to the analysis results;

- Strategic Vision affects Organizational Performance positively ( $\beta=0.227$ ) and significantly ( $p<0.01$ ).
- Internal and External Environment Analyzing affects Organizational Performance positively ( $\beta=0,386$ ) and significantly ( $p <0.01$ ).
- Monitoring affects Organizational Performance has a positive ( $\beta=0.161$ ) and significant ( $p <0.01$ ).

Accordingly, 1(one) unit increase in the Strategic Vision of the university increases Organizational Performance by 0,227 units. 1 (one) unit increase in Internal and External Environmental Analysis at the university increases Organizational Performance by 0.386 units. An increase of 1 (one) unit in the Monitoring of the employees at the university increases the Organizational Performance by 0.161 units. Therefore, hypotheses H1a, H1b, H1c were accepted.

## 4. ANALYSIS RESULTS, DISCUSSION AND CONCLUSION

### 4.1. Study Result Analysis

Simple Linear Regression Analysis was used in the study to test hypotheses about the impact of strategic planning on organizational performance, and the correlations between variables were evaluated in terms of direction and severity. The study was based on a main hypothesis and sub-hypotheses as follows:

The hypothesis "H1: Strategic Planning has a significant and positive effect on Organizational Performance" was investigated within the scope of the research. According to the findings, Strategic Planning has a positive ( $\beta=0.754$ ) and significant ( $p < 0.01$ ) impact on Organizational Performance. This means that a one-unit rise in Strategic Planning at the institution will result in a 0.754-unit gain in Organizational Performance. The H1 hypothesis was accepted based on these information.

Multiple Regression Analysis was used within the scope of the research to test H1a (Strategic Vision has a significant and positive effect on Organizational Performance); H1b (Internal and External Environment Analyzing has a significant and positive effect on Organizational Performance); and H1c (Monitoring has a significant and positive effect on Organizational Performance).

According to the findings, Strategic Vision has a positive ( $\beta=0.227$ ) and significant ( $p < 0.01$ ) impact on Organizational Performance.

Internal and external environment analysis had a positive ( $\beta=0.386$ ) and significant ( $p < 0.01$ ) impact on organizational performance.

Monitoring has a positive ( $\beta=0.161$ ) and significant ( $p < 0.01$ ) effect on organizational performance.

As a result, a one-unit rise in the university's Strategic Vision raises organizational performance by 0.227 units. Increases in internal and external environmental analysis at the university boost organizational performance by 0.386 units. An increase of 1 (one) unit in personnel monitoring at the institution raises organizational performance by 0.161 unit. As a result, hypotheses H1a, H1b, and H1c were accepted.

## 4.2. Discussion

The study relied on four axes (the strategic vision of the university, analysis of the internal and external environment, prospective performance, and organizational performance) also main and sub-hypotheses as follows:

Relying on the analysis by (SPSS program) according to the Likert factor, the results showed that the strategic vision indicator for the university's performance is high. The arithmetic mean value was about (0.928) with a weight percentage of about 92%. Thus, we note that some questions received neutral responses. The university has written goals with specific results that it seeks to achieve and that it has a written vision and message, while the rest of the responses are positive. However, it should be noted that the total responses were agreed for this axis as a whole.

The results of (analysis of the internal and external environment) showed absolute agreement as the university is keen to address the internal environment's shortcomings, and the administration is trying to keep pace with the continuous changes in the global environment. We conclude that the university has written goals with specific results that have been reached and the answers are strongly agreed upon.

The results of the (University Performance Monitoring) showed strong agreement. The administration is keen to monitor the performance of the university and adopts the strategic planning process constantly, and is eager to discuss ways to develop work, and in return, some of the answers came with high approval, which is related to the fact that the administration is keen to develop assessment at the university.

On the fourth axis, the university administration has a high organizational performance, and the answers were in agreement with all suggestions regarding staff and teaching staff. There is a compatibility between the performance level of the employee or coach and the performance required of him, and the members can develop their skills.

When looking at the results field in the four axes for all the questions, most of the answers were strongly agree and then agree. We can say that the questionnaire's axes are close to what the employees and administrators aspire to as a target group for the development of institutional performance and human resources within the university.

According to results, Strategic planning has a positive and significant impact on organizational performance. Strategic Vision has a significant and positive effect on Organizational Performance; Internal and External Environment Analyzing has a significant and positive effect on Organizational Performance; Monitoring has a significant and positive effect on Organizational Performance.

### **4.3. Conclusion**

Looking at the results of the axes (the strategic vision of the university, analysis of the internal and external environment, expected performance, and organizational performance) as well as the main and secondary hypotheses, the conclusions were as follows:

Relying on the analysis of the program (SPSS Program), we note that the answers to the questions in the questionnaire were close to all axes and confined between agree and strongly agree. It was concluded that the University of Baghdad has written goals with specific results that it seeks to achieve, the university is keen to address the shortcomings in the internal environment, and the administration is trying to keep pace with the continuous changes in the global environment. The University of Baghdad enjoys the high organizational performance. It also has a vision and a written message. In addition, the administration is keen to monitor the performance of the university and adopts the strategic planning process constantly, and is keen to discuss ways to develop work. We conclude that the axes of the questionnaire are close to what the employees and administrators aspire to as a target group for the development of institutional performance and human resources within the university.

For the main hypothesis was (the planning strategy have a noticeable impact on the organizational performance of Baghdad University employees and trainers for practical guidance and training), and this means that it does require officials and employees who have experience in the field of strategic planning to have high-performance organizational experience also. It follows from this that there is an effect of strategic planning on job performance and that there is an relationship between them.

For the study. It was concluded about the existence of a significant effect and statistical significance between strategic planning and job performance indicators for

employees and trainers at the University of Baghdad for Applied Education and Training. This means that there is a statistically significant correlation between the four indicators of strategic planning and organizational performance so the hypotheses were accepted. University employees or administrators who have experience in the field of strategic planning are required to have good experience in analyzing the internal and external environment - supporting senior management - monitoring and evaluating organizational performance.

#### **4.4. Recommendations**

- The strategic planning process should receive the attention it deserves from the University of Baghdad administration. Due to the significance of it in contemporary management, it takes precedence over all other priorities. This is accomplished by providing senior management with strategic planning training.
- Along with the administration's deployment of transparent, suitable monitoring and evaluation mechanisms, there is interest in articulating the university's vision and goal and communicating them to all personnel.
- Identifying the university's performance indicators and periodically monitoring them to gauge the level of actual institutional performance.
- Carefully addressing the issues with the internal environment and attempting to keep up with the ongoing changes in the.
- Addressing issues at work and strategies to improve work with employees, using a system of rewards and penalties based on performance.
- The requirement to consider community feedback in order to meet its demand.

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## APPENDIX

### SURVEY FORM

**Questionnaire List:** The questionnaire consists of two sections; the first section is for personal information to determine the scientific and social level of the people who answer the questionnaire. The second section consists of the questionnaire and the field study axes that cover the departments of strategic planning and institutional performance, as well as human resource development within the University of Baghdad.



Section 1		Please indicate (x) the acceptable response in the appropriate box for your selection.				
Personal Information						
1.	Gender	Male ( )		Female ( )		
2.	Age	Less than 30 ( )	Between 31-40 ( )	Between 41-50 ( )		
				51-and more ( )		
3.	Qualification	Diploma ( )	Bachelor ( )	Master ( )	PhD ( )	
4.	Job position	Unprofessional administrative work ( )		Professional administrative work ( )		
		Employee ( )		Head section ( )		
5.	Professional Experience Years	Less than 5 years ( )	11-15 years ( )	6- 10 years ( )	16 years and more ( )	
Below is a set of statements to assess the university's strategic planning and organizational performance. Below is a list of some phrases, and for each phrase there are five options According to the five-point Likert scale, please consider accuracy and objectivity when choosing the number that expresses your answer, where the number (1) indicates strongly disagree, Number 2 (disagree), Number 3 (neutral), Number 4 (agree), and Number 5 (strongly agree).						
Section 2		You must indicate your lacity of approval or disapproval by placing an (x) inside the box				
Strategic Planning						
			Strongly Disagree	Disagree	Neutral	Agree
						Strongly Agree
1.	Messages for the vision and mission of the university through specialized experts and consultants	( )	( )	( )	( )	( )
2.	I feel that the university's vision and mission represent me and agree with my views.	( )	( )	( )	( )	( )
3.	The name of the company is written with specific plans that it seeks to reach.	( )	( )	( )	( )	( )
4.	The university has written goals with specific results that it seeks to achieve.	( )	( )	( )	( )	( )
5.	The vision and mission of the university are characterized by the future outlook.	( )	( )	( )	( )	( )
6.	The strengths and weaknesses of the action plan are identified.	( )	( )	( )	( )	( )
7.	The university administration studies similar experiences in other countries.	( )	( )	( )	( )	( )
8.	The administration is keen to address the shortcomings facing the internal environment.	( )	( )	( )	( )	( )
9.	The administration tries to keep space with the continuous changes in the global environment.	( )	( )	( )	( )	( )
10.	Employees are involved in defining the vision and mission of the university.	( )	( )	( )	( )	( )
11.	The management constantly adopts the strategic planning process.	( )	( )	( )	( )	( )
12.	The management is keen on developing and qualifying employees.	( )	( )	( )	( )	( )

13.	There is an annual executive plan that the university seeks to achieve.	( )	( )	( )	( )	( )
14.	The university is keen to implement the plan in accordance with its vision and mission.	( )	( )	( )	( )	( )
15.	The university administration is keen to discuss with employees about work obstacles and ways to develop work.	( )	( )	( )	( )	( )
16.	Senior management is interested in holding scientific courses and seminars to develop awareness of the strategic planning process.	( )	( )	( )	( )	( )
17.	The administration constantly strives to place the university in a distinguished position	( )	( )	( )	( )	( )
18.	The university develops the capabilities of the employees in a way that contributes to the implementation of the plan.	( )	( )	( )	( )	( )
19.	The university constantly attracts qualified human cadres to implement its plans.	( )	( )	( )	( )	( )
20.	The university relies on joint cooperation between departments and departments to implement plans.	( )	( )	( )	( )	( )
21.	The university has a written and specific follow-up system.	( )	( )	( )	( )	( )
22.	The university has clear standards for follow-up and evaluation.	( )	( )	( )	( )	( )

Section 3		You must indicate your level of approval or disapproval by placing an (x) inside the				
Organizational Performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Employees and trainers perform their work efficiently and effectively.	( )	( )	( )	( )	( )
2.	Work is carried out according to the required quality standards.	( )	( )	( )	( )	( )
3.	There is an agreement between the performance level of the employee or the trainer.	( )	( )	( )	( )	( )
4.	The university relies on a system of incentives and penalties based on results.	( )	( )	( )	( )	( )
5.	The university relies on feedback from the community to meet its needs through its plan.	( )	( )	( )	( )	( )
6.	The university is keen on standards of integrity and transparency when conducting the assessment.	( )	( )	( )	( )	( )
7.	Staff and trainers have good communication with students.	( )	( )	( )	( )	( )
8.	Staff and trainers shall abide by the rules and procedures of the university.	( )	( )	( )	( )	( )
9.	Staff and trainers are distinguished for their quick observation and understanding of the university's goals.	( )	( )	( )	( )	( )
10.	Members have the ability to develop their skills in line with the university's goals.	( )	( )	( )	( )	( )
11.	Employees can keep pace with the specified time schedule, which leads to raising the level of performance.	( )	( )	( )	( )	( )
12.	The employee or coach feels a high degree of satisfaction with the work.	( )	( )	( )	( )	( )
13.	There is a great degree of compatibility between management and workers.	( )	( )	( )	( )	( )
Thank you for your help and cooperation						

## Ethical Committee Report



T.C.  
KARABÜK ÜNİVERSİTESİ  
SOSYAL VE BEŞERİ BİLİMLER ARAŞTIRMALARI ETİK  
KURULU KARARLARI

TOPLANTI TARİHİ : 23.06.2022

TOPLANTI NO : 2022/05

Karabük Üniversitesi Sosyal ve Beşeri Bilimler Araştırmaları Etik Kurulu toplanmış ve aşağıdaki kararı almıştır.

Karar 42:

1 1/06/2022 tarihli Doç. Dr. Halime GÖKTAŞ KULUALP'm Etik form ve ekleri görüşüldü.

Karabük Üniversitesi Öğretim Üyesi Doç. Dr. Halime GÖKTAŞ KULUALP danışmanlığında yürütülen "The effects of strategic planning on institutional performance in human resource management: Case study at the University of Baghdad." konulu çalışma kapsamında uygulanmak üzere ekte sunulan çalışmasının etik kurallara uygunluğu oy birliği ile kabul edilmiştir.

Prof. Dr. Elif ÇEPNİ

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