

The Impact of Strategic Planning of Human Resources on the Organization

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Abstract- The quality and quantity of human resources available in the organization is very important. Thus, the human resources through which the various business activities are done. Hence it is considered vital to the organization's strategy.

Human resources planning is a matter of strategic dimension for all organizations, with direct relationship with its strategic plans, because it is built in the light of the requirements of the needs of its implementation. Hence, through which future needs of Organization of the human resources necessary to implement its strategic plan are assessed and determined, so as to ensure its operational continuity and achieving the desired goals, and human resources planning seeks to achieve a balance between the need for the strategic plan of the organization and its future overall performance regarding the human resources of different kinds, and what is available from these resources in the future, through comparison between the work size required in the Organization's strategic plan, and the labor force which represents the potential of human resources available in the future, if what is available is not enough for the amount of work required, this means that there is expected shortages in the labor force, and must be determined and then supplied. However, if the availability of these resources are greater than the amount of work required, this means an excess of resources in the future must be got rid of, because it represents the cost of the work that impact the organization's profits negatively in order to achieve a balance between the size of the future work of the organization established by the strategic plan with the labor force, which represents the potential of their human resources.

Thus, human resources planning is constant and sustained as long as the organization is existent and running in a diverse and unstable environmental variables, which makes the need for the Organization of human resources variable between now and then, as long as there are cases of constant employment and dismissing in the organization, there will be work rotation rate because of these cases, because the external and internal environmental variables surrounding it does not enable it to control it especially for external variables. whereas the human resource planning is responsible for estimating and identifying the needs of organizations business of human resources. thus it is a work in progress accompanies the implementation of organization's strategies as long as they are existent and operating under an environmental permanent change.

Moreover, human resources planning is a link between the organization's strategy and management of these resources, so that in the light of the data and the requirements of the strategic

plan of the organization and trying to achieve its goals in the future, the human resources planning shall forecast and then estimate and identify the needs of the Strategic Plan of human resources, on which human resources management initiate establishing its work strategy so as to serve and contribute to the implementation of the organization's strategy.

In the light of the needs of the organization of human resources in terms of their numbers and quality, human resources management shall draw their policies and programs of activities and practices in the areas of recruitment, selection, appointment and training and development ... etc., and determine the scope of the exercise of these policies and programs within the organization. Hence, the results of human resources planning are shaping the general framework of the strategy for the management of these resources, which will work within it, to be integrated and consistent with the implementation requirements of the Organization's strategy of human skills and competencies efficient and eligible for work with a high level of productivity and efficiency.

I. INTRODUCTION

The subject of strategic planning for human resources is one of the hottest topics and there is no doubt that the success of any organization is attributed first and foremost to the best use of human resources, and the importance of human resources in the modern organization is attributed to being the real source of its composition, so that the achievement of excellence in the performance of the organization shall not depend on merely possessing natural or financial or technological resources, but also shall rely on their ability to provide special qualities of the human resources that have the ability to take advantage of these resources and have the ability to understand the new concepts and ideas that will help to exploit the features to meet the challenges imposed by the environmental circumstances surrounding the organization. Thus, the organization's success in the long term depends on how individuals have access to the necessary knowledge and capabilities which are directly related to the needs of certain functions within the organization, when the organization defines its goals and strategic objectives.

Then such goals and objectives usually result in structural organization changes, and such new changes bring with them new needs of human resources at the level of jobs, whether in terms of preparation or disciplines that are identified through

human resources planning activities in terms of human numbers and competencies needed to be filled, where we cannot achieve the desired objectives of the planning process, unless the individuals with appropriate talent and skills are available.

Hence, human resources contribute in the success of organizations and this depends how efficient the way they are manage these resources. Thus, process of human resource management can help organization in facing challenges by creating a regulatory environment that enables human resources to grow and develop and human resources management plays an important role in the implementation process of the strategy of any organization, where without conscious leadership, and true directing depending on the guidance and motivation, and sound choice of necessary human competencies or the development of existing employees. we cannot expect success for the process of implementation of the strategy.

This article aims to identify the impact of human resources planning process in light of the strategic planning process of the organization, and what are the processes through which human resources planning exercises its role within strategic planning?

Through scientific framework of the impacts for the schematic planning for strategic human resources on the organization, we can answer the following two questions:

- Does Strategic Planning have an impact on Human Resources Planning in the Organization?
- Is strategic planning at the level of the overall performance of the organization important?

II. STRATEGIC PLANNING

2.1-What is the planning:

All organizations ensure to provide stability and growth requirements as the basis for completion of plans and achieve its objectives, and this requires that the organization must be working to improve its capacity and efficiency in dealing with the changes in the external environment including opportunities, constraints or threats, as well as working to raise their efficiency in dealing with its internal environment and the ability of human resources to deal with it and mentioning their strengths and weaknesses.

Therefore, the planning function and the resulting trends, plans and programs are the basic tool to determine the organization track and set the general framework for its movement and dealing with the environmental changes in all its forms where planning is its first of the management functions, where it precedes the other functions such as organization and guidance, coordination and supervision; and planning process is made in its various administrative levels starting from senior management through to the lower management. Thus, planning was given several definitions; some of which can be included as follows:

- Definition of planning is the administrative function that determine the current status of the organization with the target situation and how to achieve it by setting goals and final objectives, and formulating policies and identify the means leading to the achievement of those goals and objectives and allocate the necessary resources to do so.(ElSayedIsmail-2000)
- Definition of planning as a comprehensive that includes design goals, plans, and all the activities that lead to the

achievement of goals, including strategies, policies, procedures, rules, programs and schedules in order to cope with the changes that occur in the future.(MorsiNabil,2003)

It turns out that planning is the process of selecting the objectives, policies, procedures and programs that decides the organization Activity and its life course in the future, and allocating the necessary resources to do so.

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2.2What is the strategy:

The strategy expresses the way organization believes it will lead to the achievement of goals and objectives, and then it draws its mission and defines its goals and direct its efforts to analyze the external and internal environment factors and variables, contributing to the production opportunities and identifying risks and determining the strengths and weaknesses, and its concept has been associated with in the past with the plans used in the management of battles and arts of military confrontation, as they then extended to the intellectual administrative field and became preferred to be used by the business organizations and other organizations interested in analyzing their environment and achieving the initiative and leadership in the areas of activity.

2.3 The concept of strategy:

Most researchers do not agree on a comprehensive and specific definition of strategy, some of mean the ends of the core nature, and some mean the specific goals and developing different alternatives, and then selecting the appropriate alternative and determining the executable length of time, so there were many definitions that show the meaning of the strategy, and these are some definitions of strategy:

- Definition the strategy is to identify long-term goals and objectives of the organization, the choice of action plans and allocating the necessary resources to achieve these goals and objectives.(MorsiJamal al-Din,2002)

- Definition of strategy is the pattern or plan that integrates the major goals, policies and procedures and follow-up activities to ensure the achievement of full association.(SakrNabil,2008)

- Definition of strategy is plans and activities of the organization that are placed in a manner to ensure the creation of a degree of congruence between the organization's mission and objectives, and between this mission and the environment in which it operates effectively and with high efficiency.(QataminAhmed,2002)

- definition of the strategy is a long-term plan adopted by the facility as base for decision-making by determining the current and future mission and is based on determining the scope of markets and products that it deals with, and uses of the resources available to them competitive advantages it enjoys, and the impact of compatibility between its various administrative functions and business various activities in order to achieve cohesion established internally and enable it to freely move and to cope with the external environment and to reach its goals and objectives and basic ends in a balanced manner.(Gharab Alkamel,2009)and it turns out that the strategy is a set of activities and plans that determine the long-term performance of the organization, and the allocation of resources necessary to implement those plans, so as to ensure the confluence of objectives of the organization with its mission and meet its

mission with the surrounding environment effectively and efficiently.

What is inferred from previous definitions is that it is not necessary that the strategy shall be an organized plan, but rather it is a series of decisions taken in accordance with the position dictated by environmental factors surrounding the organization.

2.2-Strategic Planning Basics

Contemporary organizations seeking to achieve a competitive distinct niche in their markets it targets, and the target customers groups, and between its current and potential competitors, and through movement in accordance with an integrated clear vision, which is the right framework and proper approach to take advantage of the potential and current resources

In the modern scientific reality, in which spatial and temporal spacers are confined, where there are open markets and acute interactions and effects among organizations among themselves on the one hand, and between themselves and business environments on the other hand. Hence, the strategic planning became the correct professional tool for the survival of and growth of the organizations and achieving effective performance on long, medium and short run alike.

2.2.1 The concept of strategic planning:

Strategic planning has become a way of thinking and style of work, in response to the enormous pressure and environmental influences, faced by the business organizations, and many writers and researchers embarked to define the strategic planning, the following are some of these definitions:

- The definition of strategic planning is the accessible future design and determining the necessary means to achieve it.(Alsalmeh Ali,2001)

- Strategic planning definition is a group of processes that define the major directions of the organization allowing them to adjust and improve and strengthen the competitive position.(Khalid Ibrahim,2000)

- The definition of strategic planning is ongoing process to make the decisions of the organization of the work at the present time in a systematic way with great knowledge of the future of these decisions, and organizing the effort required to implement these decisions in a systematic manner and measure the results of these decisions through expectations through the availability of an information system.(FayadMohamed,2011)

- Strategic planning is to develop a definition of the organization's mission, goals and strategic plans and policies and as a process designed to achieve an orderly transition from the current position to the future target position.(Sami Omar,2007)

- Strategic Planning definition means putting the future plans of the organization, and identifying objectives in the long term, and choosing the appropriate style to achieve them. (Nushi Mohamed,2011) and it turns out that strategic planning is a project to change the culture in order to adapt to the future to be accessible, through the design and vision of the Organization's mission and objectives and its main course, as well as identifying operations and activities necessary to achieve these aspects.

2.2.2 - The importance of strategic planning:

The organizations that are interested in planning its operations and activities strategically achieve many advantages and benefits, the following are the most important benefits to organizations by the adoption of strategic planning: (RouyaHassan,2011)

- Strategic planning assists in clarity of vision of the future, so that the formulation of strategy requires a great deal of accuracy in expecting future events and predicting its course, which helped to effectively deal with them.

- Strategic planning helps the organization in achieving environmental interaction in the long term, where business organizations cannot influence in the conditions and environment variables in the short term, whether were political or economic, technological or cultural conditions ... etc.; while it could do so in the long term through strategic decisions that help them to exploit the opportunities and reduce the impact of environmental risks, and it also contributes to the use of its resources and its potential in an effective way to exploit the strengths and overcome the weaknesses of the organization.(Mohamed Sayrafi,2006)

- Strategic planning helps strengthen the competitive position where the strategic planning strengthens organizations status under severe competitive conditions, whether at the local, regional or international levels and supports industries that are facing technological changes, and helps to make use of its resources and its technical, material and human wealth.

- Strategic planning helps to bring about change, as strategic planning depends on human resources with positive thought of and capacity to meet the challenges, and the desire to develop the reality of the organization for the better.

2.2.3 Strategic Planning goals:

Strategic planning system is designed to achieve many of the goals, according to the trends of the organization and the characteristics of the situation in which the planning process is done, and the following are the most important goals that strategic planning seeks to achieve:(Ahmed Qatamin,2002)

- The creation of the organization internally by making adjustments in the organizational structure, procedures, rules and regulations and manpower in a manner that increases their ability to deal with the external environment efficiently and effectively.

- Taking important and influential decisions working to increase the Organization's share in the market and increasing the customer satisfaction with it and maximizing the gains of the stakeholders due to its existence, whether they are shareholders, the whole society or sector of it.

- Identifying priorities and the relative importance, so as to set long-term goals and annual objectives, policies and make resource allocation processes according to these priorities.

- Increasing the effectiveness and efficiency of decision-making, coordination and control and rectifying deviations due to the presence of the criteria represented in the strategic objectives of operations, and coordination between the various decisions and unification of trends.

- Focusing on the external market and environment as exploiting the opportunities and resisting threats is the primary criterion for the success of organizations.

- Collecting data on the strengths, weaknesses, opportunities and threats so that the manager can detect problems early and

thus can take the leadership rather than manager decisions shall be a reaction to the decisions and strategies of his competitors.

- Encouraging the involvement of employees through collective action which increases the commitment of employees in achieving plans in which they participated in their discussion and approving them and reduces their resistance to change and increase their understanding of the foundations of performance and the granting of incentives within the organization.(Habib Al-Sahaf,2001)

- Facilitating the coordination process and preventing conflict and clash between the administrations due to the existence of clear standards and objectives used to separate the opposing views.

- that the organization shall be Keeping up with the technical developments and technology in the workplace.

2.2.4 stages of strategic planning:

1. Identifying the organization's mission: the mission represent an accurate description of what the organization is trying to achieve and determine the future direction as well as the purpose for which it existed and providing the vision it desire to achieve in the future by adoption of the future plans of the organization and working to implement, making it geared towards the strategic choices.
2. Environmental Analysis: If the environment is represented by several variables surrounding and within the organization, the external variables are (economic, technological, social, political variables) that the basic idea of the environmental analysis is to figure out the opportunities and threats and strengths and weaknesses.
3. Identifying the strategic objectives: It is a description of the results to be achieved through the efforts of the organization and should preferably be defined and can be measured to ascertain the extent of their achievement.
4. Developing and setting strategic options: it is represented in the process of developing the available options that determine the direction the organization takes to achieve its goals, mission and take multiple types and varieties, both at the macro level or at the level of functional business units, namely according to its position in the strategic pyramid.
5. Determining the best strategic option: that the strategic option is the sequential steps that begin with the process of evaluating strategic alternatives, then determining the best alternative according to standards based on the results of strategic analysis makes it better for the internal position of the organization and enhances its adaptation to the internal environment, and then achieving their goals.(Nabil Sakr, 2008)
6. Implementation of the strategic options: the implementation of the strategic option shall occupy a part of the researchers interest in strategic planning as a link between drafting and strategic control on one hand and strategic success in the recruitment of energy and determine the mechanism of the strategic implementation and the creation of its requirements effectively on the other hand.

III. HUMAN RESOURCES PLANNING

3.1 The concept of human resource planning:

Any organization need to HR through which it practices its activity, thereby the organization shall identify their needs in terms of the human different numbers and qualities through human resources planning process. Moreover, there are multiple definitions of the concept of human resources planning, the following are some definitions related to the **human resources planning**:

- Definition of human resource planning is to transform the existing or future work plan of the Organization to the needs of human resources for its implementation, and under the plan it shall determine the quantity and quality required and labor available, and linking them to all the functions of human resource management from recruitment and training, information and development and others.(AlSahafHabib,2001)

- Definition of "human resource planning is a structured and continuous process of analyzing the supply and demand sides of human resources in the future so as to help cope with the element of surprise and uncertainty.(MursiMohamed ,2003)

- Definition of human resource planning is a set of activities that enable the organization to determine and identify the future needs of the human resources necessary to achieve organizational goals, and formulate necessary programs to meet the deficit in the human resources available or disposal of its surplus.(Maher Ahmed,2003)

It turns out that human resource planning is the process by which the future needs of the organization of the necessary resources and the potential of human resources future are defined in which, to determine whether the organization is in need of additional work force and what is type and skills required to bear the burden of future work or a shortage or surplus so that existing resources shall be enough to accomplish what is planned including the size of the work in the organization's current strategy; in order to get the right number of qualified human resources appropriate for jobs at the right time.

3.2 The importance of human resource planning:

The main reason for the need for human resources planning is that extends the basic data for many of the functions of human resource management e.g. recruitment, selection, training, and although the planning of human resources must be exercised by all organizations, but its importance is clearly shown in the large and medium-sized organizations as follows . (Al-HitiKhaled, 2003)

1. Human resource planning helps reduce errors in production lines, so it helps to identify the deficits and surpluses in the workforce, and then take the necessary measures, such as firing, transfer, promotion, and training.
2. Human resource planning helps get rid of surplus and filling the deficits and thus the rational use of human resources and reducing the cost of private employment to a lesser extent.
3. Human resource planning helps in the flow of selection and appointment processes as if they wanted number of employees in the organization was not known, we cannot start operations of the recruitment and selection.

4. Human resource planning helps in career planning for employees, as this involves identifying training, transportation and promotion activities.
5. Human resource planning helps show the weakness and the strength and quality of human resources performance and thus in determining the quality of the required training and development programs to raise employee performance levels.
6. Human resource planning helps achieve integration and interdependence between the various human resources management programs, so that the needs of planning does not work in isolation from planning training; for example wages or recruitment, selection planning.(Rouya Hassan,2004)

3.3 The objectives of the Human Resources Planning: The human resources planning objectives are as follows:(Said Salim, 2009)

1. Getting the required number of personnel to perform work at the right time and the right place.
2. The promotions and job changes planning.
3. Occupying vacancies that arise as a result of retirement or resignation or the reasons for leaving the service (labor turnover).
4. Good preparation for acts of recruitment, selection and appointment.
5. Estimating the cost of human resources and the preparation of the budgets of salaries and bonuses.
6. Preparation for training programs and preparing individuals to take over their jobs.
7. Achieving integration between the strategic plans of the organization and the human resource management strategy and its various activities.

3.4 stages of human resources planning:

1. Human resources planning experiences multiple sequential and integrated stages with each other, to form a strategic plan that describes the need for Human Resources, by the Organization which is planning for ; the most notable as follow. (Abu Saleh Mohamed,2007)
2. Demand forecasting: These include estimating the future needs of employment by reference to plans for the project and predicting the needs of the future activities in employment.
3. Supply forecasting: by estimation of workers and analyzing the current resources and capacity to give in the future, after estimating the likelihood of loss of supply.
4. Needs assessment by analyzing the supply and demand to identify the likelihood of shortages or receiving an increase in human resources that the organization can take advantage of them in their future plans.
5. The cost and productivity analysis: by analyzing the productivity of labor and cost of energy used to identify ways to improve productivity and cost reduction methods.

6. Estimating budget preparation and control tools on employment: re-estimating budget and its standards that includes overcoming the problems of adverse employment plans.

3.5 Factors Affecting the Human Resources Planning:

1. Integration with the organization's plans: Human Resources plans must derive from plans at the corporate level and this necessitates the development of effective channels of communication between the planners of the organization and human resource planners.
2. Care of senior Management: In order to conserve the survival and continual of strong operating planning process in the long term, we must get generalization of senior management includes obtaining the necessary resources, and the clear vision and essential cooperation for the success of human resource planning programs.
3. There are two sets of factors: internal factors, a group of factors of the organization relating to the internal environment of the organization influential in determining the size of the required human resources. External influences .are the variables occurring in the external environment organization including economic factors, social factors, employment policy in the state, and technical factors, the situation of the labor market.(AlazzawiNajm,2010)
4. The objectives of the organization: financial status and technical changes and workload.
5. size of the initial efforts: the intensive efforts and excessive speeding in the design of human resources planning programs lead to increasing the likelihood of failure of the programs and therefore the successful human resource planning program starts slowly and then increases when the program proves being successful and the successful starting points are represented in the development of the skills inventory accurately and properly.
6. Coordination between other departments and functions of human resources: It is essential that there is coordination between the management and functions of human resources and other departments to achieve the organization's goals.
7. Engaging executives: human resources planning is not considered a human resources management function only as the successful human resources planning requires coordinated efforts on the part of managers and human resource management.
8. Control over human resources plan: is control over the planning of human resources by focusing on the application of human resources in terms of the needs assessment for an appropriate period of time and dont forget to change the ways and methods and systems work when human resources planning.

3.6 human resources planning problems:

1. The lack of awareness of planning among a lot of employees in administrative organs.
2. The lack of cultural capabilities required to planning as a result of the small number of experts and lack of

practical and cultural experience which increases the likelihood of making mistakes.

3. The lack of quantity and lack of the information required for the process of planning and the lack of organization of information systems for human resources management.
4. The difficulty of reaching a specific and precise criteria to identify tasks assumed by the human resource management.
5. The need to define the responsibilities and tasks between officials in the various departments of the organization in terms of the development of plans and procedures for implementation.

3.7 Benefits realized from the planning of human resources:

You can draw a number of advantages and benefits that the organization can achieve by the application of strategic management and planning of human resources, including:(Abu Sin Ahmed2007)

1. The use of strategic plans as a guide for the organization to identify adapt to the important the changes effectively.
2. Increasing the organization's ability to identify multiple targets and recognize the strengths and weaknesses, opportunities and threats in the organization and determine the operational programs to deal with them.
3. Increasing the organization capacity and forecasting needs of the human resources of quantity and quality and their development in a manner consistent with the achievement of the strategic objectives.
4. Creating a way to link the policies and regulations of human resources, including training policies and development of personnel by work's strategy.
5. Increasing the compatibility between human resources plans and executive operations.
6. Increasing the effectiveness of the use of human resources and improving production and reducing the accident rate, and the rate of labor turnover and absenteeism rates.

IV. THE REQUIREMENTS OF THE INTEGRATION OF HUMAN RESOURCE PLANNING AND STRATEGIC PLANNING

Many of the economic, social, cultural and technological variables affect the combination of the appropriate human resources to deal with these variables, which impose on them the need to find methods and tools that enable them to achieve the response to these changes and adapt to them, so that organizations can be effective in dealing with these variables, and achieve effective integration of human resource planning and strategic planning of the organization. Thus, this would require the availability of several requirements, including: (ZoubiMohamad,2012)

1. The organization must have clear idea on the current situation of human resources, and specifically the strengths and weaknesses.
2. Designing appropriate programs to bridge the gap, if any, between the reality of the current

human resources and what it will need in the future both in terms of numbers or disciplines.

3. We must link between the work planning cycle, and human resources planning, which encourages managers to think in human resources.
4. Human resource planning must be a goal of the organization, as Human resource planning gives an opportunity for senior management to think about the work plan, namely the continued growth of the organization might face constraints represented by the human resource shortfall, and that this problem needs to be focused on and be paid an attention in the upper levels of the organization.
5. Ensuring the ability of traditional human resource programs to satisfy the needs of senior management and career management.
6. Identifying issues and matters of human resources that affect business goals and inform their managers of them.
7. Transforming business objectives in to human resources objectives which represent the basis for the human resources strategy plan.

V. CONCLUSION

Through the above mentioned, it turns out that human resources management is the beating heart of modern management because they assume the jobs and tasks that reinforce the position in the organizational structure of the organization and make it a means of survival, and through strategic planning, the organization can recognize the reality of their potential and their strengths and how to make use of them , and then the weaknesses and ways to treat them , and without the strategic planning process, the organization cannot find a positive impact with its external and internal environment.

Human Resources Planning and plays an active role within the organization's strategy, through which need for the Organization's strategy of human resources is estimated in the light of the level of the volume of work to be achieved, and this necessarily requires the volume of work in each department within the organization, to assess its needs of human resources to cover this volume of work and work to treat it to achieve a balance between the size of its volume of work and then finding out a strategic plan that identifies needs of the organization of human resources in terms of numbers, disciplines and qualities, in manner that serve to achieve the strategic objectives of the organization.

Thus, the goal of human resource planning is to provide the necessary human resources to accomplish the work volume required in the organization's strategic plan, so that there will not be a surplus or a deficit, and so as for the human resources planning process to be effective. Hence, those responsible for this process must be aware of and understand all the strategic plan dimensions of the organization, and this in turn requires the existence of a future vision for the extrapolation of future events with an impact on the human . Therefore, effective planning of human resources gives the organization enough time to deal with

the needs of human resources more flexibly, so as to help it cope with the element of surprise and uncertainty, and the ability to respond to the challenges of the labor market.

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