

The Impact of Human Resources Management in Strategic Plan Preparation

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Abstract

The quantity and quality of Human Resources HR available in the organization is very important. Thus, the HR through which the various business activities are done. Hence it is considered vital to the organization's strategy. HR 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 HR necessary to implement its strategic plan are assessed and determined, so as to ensure its operational continuity and achieving the desired goals, and HR planning seeks to achieve a balance between the need for the strategic plan of the organization and its future overall performance regarding the HR 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 HR 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 HR. Thus, HR 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 HR 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 HR planning is responsible for estimating and identifying the needs of organizations business of HR. 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, HR 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 HR planning shall forecast and then estimate and identify the needs of the Strategic Plan of HR, on which Human Resources Management HRM 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 HR in terms of their numbers and quality, HRM 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 HR 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.

Keywords: Human Resources, Strategic Plans, Modern Management.

I. INTRODUCTION

Strategic Human Resource Management is the process of linking the human resource function to the organization's strategic goals to improve performance. The organization gains a competitive advantage by using its employees effectively, drawing on their experience and creativity to achieve clearly defined goals [1].

Given the importance of human resource management strategies and strategic success, the current study seeks to [2]:

- i. Contribute to the preparation of an intellectual framework for the subjects of the study and make a modest contribution regarding its variables.
- ii. Raising motives among the companies investigated in the phenomenon of neglecting the importance of human resource management strategies and their essential role in leading companies towards strategic success.
- iii. Giving some answers to the issues facing the restricted organizations, especially as it is one of the important regions in the company, which has a tremendous and convincing function in accomplishing financial and capital events.
- iv. Providing an unequivocal review of the degree of consumer loyalty to the departments offered by the client's management organizations as one of the main pillars in making vital progress.

It also aims to [3]:

- i. Determining the importance of human resources, the methodologies of the board of directors, and the main achievements, as important factors in managing the general assemblies.
- ii. Expose the example of human resources and board methodologies among investigative test subjects, regardless of whether they are able to lead

organizations toward a vital investigation.

- iii. Explain the idea of impact between human resources, board methodologies, and key achievements in constrained organizations.
- iv. Consolidating an organizational culture among the study sample, with the necessity of striving to achieve strategic success as a basic pillar to face the accelerating environmental challenges.

The study embraced the expressive logical way to deal with the benefit of this methodology with an all-encompassing perspective, and it consolidated the portrayal of the case and its investigation. And afterward, separate the principle results and markers utilizing the depiction in gathering the information and data needed by the investigation to decide the outcomes and recognize the most conspicuous pointers.

II. PREVIOUS STUDIES

The review of the literature of HRM strategies and strategic success resulted in the crystallization of the study model, which was formulated in light of the study problem and its objectives, [4], See Figure 1:



Figure 1: Strategic HRM

It is evident from the following example:

The model contains two variables, the explanatory or independent variable (human resource management strategies) and the responsive variable (strategic success), and each of these variables carries with it a number of sub-dimensions, the first independent variable consists of four dimensions (job analysis strategy, selection strategy, training, and development strategy, strategy Performance evaluation). Also, the responsive variable includes five dimensions (specific strategy, effective implementation, motivational culture, creativity, customer satisfaction) represented by a model movement with a direct impact of the independent variable (human resource management strategies) on the dependent variable (strategic success) [5].

III.HR STRATEGY

Previously, there was a fear that machines might one day have the option of reducing the demands of individuals employed at work, in fact, what has happened is the opposite, as

individuals have become more important in contemporary associations than at any other time. Senior Assembly, they are the new industrialists in the information economy system [6]. The human resources that the Chief Executive Officer (CEO) in the company has worked on have likely acquired the key capabilities responsible for handling critical situations at the neighborhood and sectoral level, ensuring development and mentoring. Imagination, innovation, and customer assistance.

Behind every productive association is the effective human resources of the board of directors in its projects, regardless of whether these projects are people selection, preparation, and evaluation for their exhibition, or through major awards and incentive programs. Particular to employed persons, see Fig. 2 [7], whose task is here to give direction to the top management with a huge and complete job, all through the association by arranging basic HR activities.

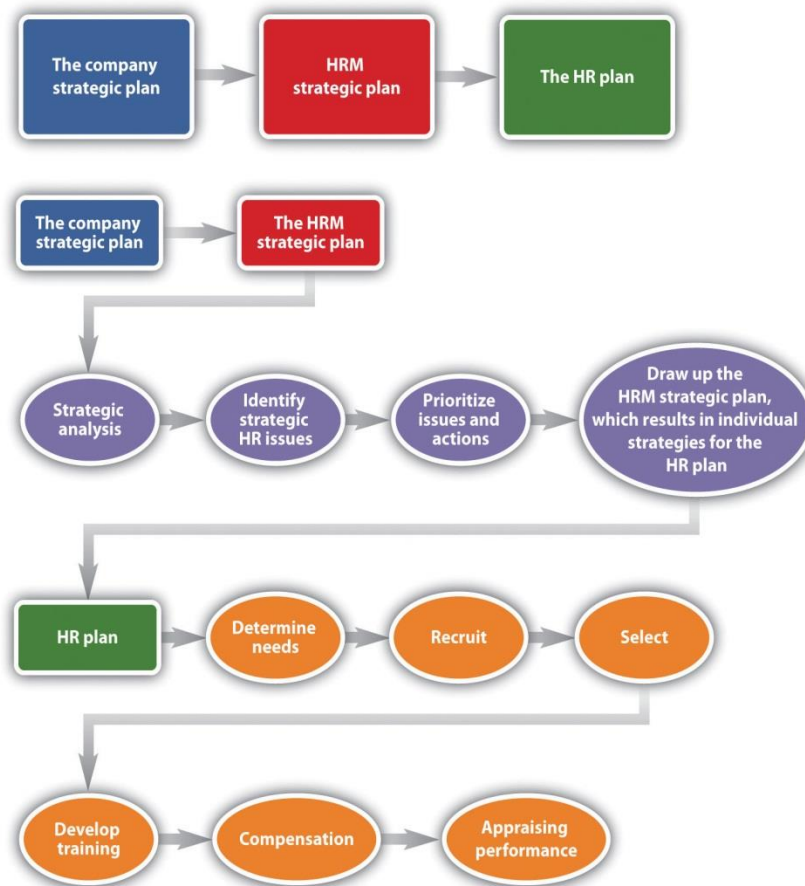


Figure 2: HR Strategy

As the Human Resource Manager has got one of the individuals involved in planning HRM technology, the idea of HRM methodology is thus far one of the amazing and powerful ideas that have arisen in business and board of directors during recent years [8]. The Human Resources System in the Board of Directors deals with the central and essential way of thinking in supervising, arranging and interpreting individuals into arrangements and practices that achieve participation and consensus among all within the association. This methodology has been supported by a few authors.

Obviously, despite the diversity of the ideas of human origins in the council's methodology, we can see the parts of the arrangement between them taking into account the continuing themes between them as follows [9]:

- i. The association searches through the Human Resources Management Strategy (HRMS) to build its goals in achieving the goals sought by the associations.
- ii. The human resources that an executive framework adds to achievement and maintaining the upper hand.
- iii. The reason behind the promotion of human resources is the style of the board of directors as the best use of human resources in the association.
- iv. The human resource management system is defined according to promising external conditions and risks, internal qualities, and deficiencies.

In light of the foregoing, it is possible to describe the human resources of the council's technology as the way towards enhancing the conduct of the basic elements of the human resources of executives according to the methodology of the association. Outside the promising conditions and dangers, the internal qualities and deficiencies in expanding the ability of the association to achieve progress and endurance in the business areas.

IV. THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT STRATEGIES

Moving forward in the achievement of associations depends on their ability to achieve higher hands that are difficult for competitors to emulate. One of these sources is their ownership of physical and mechanical resources and equipment, which may not be difficult to reverse with others, however, when the association has convincing and productive human resources, it will be difficult for competitors to impersonate them. Elements, innovation, market security, etc. [10]. Everyone can make it competitive, but HR tries to make it manageable. Human resources are an important major resource of the association which decides the possibilities of endurance, achievement, and development.

Workers today must be seen as the primary capabilities that give the upper hand to associations, especially if they have unfamiliar and unambiguous abilities and capabilities in the dynamic cycles and have the choice and imagination so that competitors cannot reverse them [11].

The human resources that executives can add to make the upper hand manageable by creating human capabilities in associations.

The human resource system is an important contribution to the association's overall methodology, and the main function these sources of information address is that it is an essential element in linking human Resource practices and business execution.

Human resources are a crucial factor in the basic achievement of associations, which has become required for associations to take into account the number of capabilities and information available to them, regardless of whether they are in the stage of preparation for action or in the implementation stage [12]. Given this, we show that there is a set of central issues that the association can benefit from through the council's technology.

- i. Ensuring coordination and cooperation between the Human Resources Department and the senior management

- of the association, and the impact of each meeting on the other.
- ii. Ensuring that senior management takes into account the characteristics and shortcomings of human resources and promising external conditions and risks when describing and implementing the association's systems.
 - iii. HR and The Board of Directors assumes an essential role in achieving the quality and progress of the association by providing the right conditions for workers to be innovative and persuasive in collecting the desires of customers.
 - iv. It also shows its importance through the ability it performs, which makes optimal use of people (they are workers) to achieve reliable and unique goals.

There are individuals who say that the main and most surprising change in the human resources function on the board of directors today is the expanded collaboration in turning events and implementing the methodology at the association level. This is the importance and positive focus that no association can achieve by simply identifying the human resources of the CEO's style unless it turns the words on paper into action on the ground.

V. HUMAN RESOURCE MANAGEMENT STRATEGIES

i. Job analysis strategy

Conducting a professional investigation is the first step at which any remaining HRM capabilities in an association are pooled. The more this course is implemented in a logical, accurate and comprehensive manner, the greater the possibilities for use and achievement in the CEO's strategies to overcome the staff issues.

The organization consist of job sites that have to prepare staff for their jobs, and job analysis is the method by which the duties of these job sites and the personalities of the individuals who will be chosen for their jobs can be determined, and it is not possible to start translating the goals of the organization into tasks and responsibilities that employees will actually perform to achieve these goals without

completing the job analysis and design and defined job analysis as the scientific method organized for the process of collecting and documenting data and information related to the job [13]. The systematic process of studying and collecting information related to the operations and responsibilities of the job in order to define and develop a full description of it and its conditions or determinants (specifications). job analysis is defining the activities that make up the job and putting that into an integrated description and defining the specifications for the incumbent. It is a systematic process of a set of information about the performance of tasks and work. Based on the above probably defining job analysis we might conclude that it is a scientific method that works on dividing the job into its component elements in order to determine the specifications, job duties, and conditions that must be met by the incumbent.

If the job analysis is concerned with collecting as much data as possible about this job, it provides basic data from the activities and the method by which the activities will be collected into tasks. The collection of tasks into a function represents a method. Job design is the specification of the content, methods, and job relationships in order to satisfy the technological and organizational requirements, as well as the social and personal requirements of the incumbent.

ii. Selection Strategy

It is very likely that the staffing cycle is the main task that the HR department of companies must perform in a clear and actionable way. But depending on the success in getting their work done, the training path of employees is the thing that helps keep the work done well, regardless of whether it is advertising, creative, critical or research training, especially in a company where the board of directors has a reasonable place in the role of Human Resources in the hierarchical structure of the company [14].

The interaction of choice is a framework in which sources of information are addressed

through the after-effects of occupational investigation, human resource plans, polarization outcomes, and its courses in conversation, selection, clinical assessment, and wellness.

Selection has been described as the cycle by which the association selects from among the various professional candidates who have the best chance of meeting the needs of the association. It is the path towards selecting persons with basic capabilities to fill positions within the association [15]. The design is characterized as the way towards selecting the right individual from among a group of candidates for a particular job within the association, and the way towards selecting the best competitors for the profession from among the pool of candidates appointed through the interaction of recruitment. Following the explanation of the idea of choice, we can give our meaning of choice as a set of strategies and tests which the association puts in place to choose the right person in the ideal place.

iii. The Strategy of Training and Development

The system of training and advancement assumes an important role in the achievement of associations, and it has acquired one of the basic exercises that help human resources after associations have understood the way in which preparation and retraining of actors may decide to complete future jobs of a variable type of hierarchical achievement or disappointment.

Human resource preparation, creation, and evaluation of their offering courses are core exercises that are interrelated with each other. The Human Resources Office cannot assume a functional role in achieving the goals of the association if it is not aware of the idea of the necessary preparation based on the distinctive evidence of preparation needs according to a logical methodology that has been much thought. In addition, preparation is one of the means used by the organization to create and strengthen the logical and social capabilities of the representatives, preparing for the development and prosperity of the association

and facing changes at the level of the internal and external climate [16]. Preparation is “techniques used to provide new or existing workers with the capabilities they need to perform their jobs”. Advancement has been described as “securing information, capabilities, and practices that act on the ability of representatives to meet various types of difficulties on the job.”

Existing companies or companies under establishment did not clearly realize the role of each department separately, and although there are slight discrepancies between the departments of the company, the main goal is to raise the efficiency of the company by developing its employees. Preparation and improvement is “the way towards working on current and future implementation through upgrading the capabilities of workers as it is the way towards providing workers with capabilities that are used directly in the culmination of careers. Preparation and improvement are referred to as any work started by an association to incubate and stimulate learning among its members. We can describe preparation and improvement as a philosophy cycle through which the association attempts to provide its workers with information and capabilities and enhance their current and future capabilities to build the association snapshots into key making progress.

iv. Performance Appraisal Strategy

Through the presentation examination scale, the association can come to a judgment close to the accuracy of its arrangements and projects it adopts to select, train, create and monitor its human resources in the associations that form the foundation of the association.

The presentation evaluation technique is one of the important courses for human resources executives, through which arrangements and projects received by the association are evaluated. Implementation evaluation is an important movement of human resources that expects to know how the worker in the association will perform his work successfully [17]. Examination of execution is an evaluation

either exposition evaluation preparation is a framework under which workers are proficient in their truly precarious work, given that professionals have invested time and energy in their work. It is, in addition, a continuous cycle to evaluate and monitor the behavior and results in the work environment and we can give meaning to the examination of implementation as a systematic interaction supplemented by the association to find a relationship between the real presentation and the exhibition that should be done and the important steps to be taken taking into account the effects of the evaluation.

VI. STRATEGIC SUCCESS

Achievement is a multi-layered term that has many ramifications and alludes to some philosophical measurements at once. Achievement is expressed as the achievement of the ideal result, as in the sign of words in dialects, and the notice of progress with success means victory. Requirements and achievements in the English language and as indicated by the reference word for the original means achievement or achievement and achieving a high place. Achievement is a language taken from the word succeeded, which is a statement of something that an individual obtains after hard work and effort. The idea of achievement may cover different terms, for example when we say that this association is fruitful or dominant or innovative, some may realize that these terms mean an effective association, but the truth says that there is some distinction between these two terms [18].

It is clear to us that the previous concepts represent the positive images that any organization seeks to reach, and organizations cannot achieve excellence and creativity unless the organization is successful, because success represents the fertile ground in which excellence and creativity grow. Thus, we see that the researchers did not agree on the concept of success. The success of the organization is a cognitive problem resulting from the difference of researchers in their realization of this concept and the difference in their personal interest in organizational variables over others [19], as a result of their intellectual and personal

inclinations to values over others and in order to analyze the multiple and varied concepts and measures of success brought by the researchers, it seemed from counting efficiency and effectiveness as a measure of success, up to the broader and more comprehensive concept of strategic success.

The role of human resources management not appeared scientifically for a long time, but it has been developed and relied on to some extent with the onset of the rapid change in the requirements of the labor market in terms of finding acceptable trained and qualified labor. As well as the desire of global companies to overcome non-traditional problems. This clearly shows the efficiency of the workers and gives confidence to implement the proposed solutions [20]. In the event that any company faces crises and has a void of qualified workers, this can lead to disappointment and the collapse of the company. In the absence of trained workers, this avoids the company falling into the abyss of failure, and more than this, it helps the company to rise in overcoming the crisis and achieving its goals.

The vital achievement ratio has been described as an assessment of a value-centered around the most information and its best processing. The diversity of the associations and their exercises led to the diversity of most of the indicators, and thus led to a lack of key estimates that could be used to measure the primary achievement of the associations.

VII. CONCLUSIONS

This study deals with the conclusions of the study, as follows:

- i. The analysis of the research showed a decline in the companies' interest in the level of importance of human resource management strategies, which affected the companies' performance negatively. This indicates the weak ability of those strategies to lead the company towards strategic success.
- ii. There is no interest among the companies surveyed in the job analysis strategy compared to other strategies, knowing that the job analysis strategy is

supposed to be the most interested in considering it the basic structure for the rest of the human resources management strategies

- iii. The selection strategy and the training and development strategy achieved the first rank in terms of importance in the surveyed companies, then the performance evaluation strategy and the job analysis strategy came in the last rank.
- iv. Most of the dimensions of strategic success return to the level of importance of the company under study, which indicates weakness in achieving strategic success in companies.
- v. Customer satisfaction from the companies' point of view achieves an average level of interest, which is close to what customers have come from opinions about their satisfaction with the services provided in the company, which is at the same average level. Also, the (Mann-Whitney) test proved that there are no significant differences between managers and customers, which indicates the convergence of the views of customers and the company on customer satisfaction.
- vi. It was found that all the influence relationships between human resource management strategies and strategic success were strong and significant, which indicates the distinguished role played by human resource management strategies and human resources, especially in leading companies towards strategic success.

VIII. RECOMMENDATIONS AND SUGGESTIONS

The research recommended many recommendations in the light of what has been studied, and they are as follows:

- i. Caring for human resources is one of the main pillars in leading companies towards strategic success.
- ii. Increasing and expanding interest in "human resource management

strategies" and giving it a strategic dimension,

- iii. The human resources manager is a member of the senior management of companies in the process of forming and implementing the organization's strategy.
- iv. Forming a committee to formulate the tasks of the company's projects and to be responsible for implementing it and evaluating performance.
- v. Activating job responsibilities to all jobs in the companies and determining their specifications. They are the conditions that must be met by the employee and include the transformation of the nature of work from office work to work on the ground.
- vi. Develop a set of procedures and interviews before selecting the incumbent, based on the results of the job analysis, under the supervision of an independent service council from outside companies, to prevent administrative corruption.
- vii. Resulting in a general configuration according to the data correction dimension.
- viii. Developing a set of training procedures to evaluate the employee after completing the training and measuring performance before receiving the training course and knowledge of the strengths of the training session
- ix. Informing the employee of the performance procedures to know his/her weaknesses, and for the sake of trust between the employee and those in charge of the evaluation procedures.
- x. Following up the effective implementation of the corporate strategy in all its divisions and preparing an annual report on the implementation of the organization's executive strategic objectives, and diagnosing deficiencies in implementation.
- xi. Distribution of motivational culture within companies. A set of steps,

including allocating a financial or moral award for the ideal employee every month as a motivational wage for work and perseverance.

- xii. Forming a committee whose mission is to assess the level of customer satisfaction with the company from the services provided by the companies, provided that it takes place every three months.
- xiii. Implementation of ISO international quality specifications in an attempt to reach the countries' refineries to achieve the customer's goals in finding the highest specifications and quality.

The research also provides some suggestions, which are as follows:

The researcher presents several aspirations that you can work on, and they can be summarized in the following:

- i. The effect of HRM Strategy on outstanding performance (comparison between the public sector and the private sector).
- ii. The impact of strategic leadership on achieving strategic success in public organizations.
- iii. The impact of environmental analysis on HRM Strategy.

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