

The Impact of Strategic Planning on Administrative Decision-Making: An Applied Study at Wasit University

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Abstract

The current research aims to identify the impact of strategic planning on the process of administrative decision-making through an applied study at Wasit University. The research addresses a primary problem, which is "the lack of an effective role of strategic planning in administrative decision-making processes and the relationship between the concept of strategic planning and decision-making processes." This is accomplished by following a descriptive-analytical approach to analyse and interpret the questionnaire results using the arithmetic scale in the questionnaire form designed to measure the impact of strategic planning on administrative decision-making. The research sample's responses to the questions were as follows: It was observed from the analysis of the questionnaire forms and the variables (x, y) that the highest percentage of responses was for item (2), which states, "Strategic planning is considered the most important element in the successful human resource department," with a percentage of (2.9), which is a good percentage indicating the educational staff's interest in this aspect. The main recommendations include the necessity for the responding sample to focus on strategic planning, as well as paying attention to administrative decisions at Wasit University.

Keywords: Strategic Planning, administrative decision-making.

Introduction

It goes without saying that the strategic role of information technology, the internet revolution, and electronic business in achieving a confirmed and sustainable strategic advantage in a world that is redefining its objective laws and driving forces around the knowledge and information economy. Information technology and information systems have changed the structure, functions, and style of management, as well as the planning and execution of essential business activities. The roles of information systems themselves have also evolved in modern organizations. Computerized information systems are no longer mere tools for recording events, processing data, generating information, and producing managerial reports. Today, they are integrated working systems within the flow of planning and execution processes. Therefore, they represent a pivotal part in shaping the value chain, the core and support activities related to supply chain management, value chain distribution, and other aspects that involve electronic information. Strategic planning for total quality management is one of the most effective steps in achieving the fundamental dimensions of productive and service activities in various institutions. Continuous quality improvement represents a comprehensive competitive strategy for human institutions in both the long and current terms.

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Simultaneously, the integration of quality planning processes with the overall strategy of the institution is an intentional case for achieving effective performance.

Research Methodology

The lack of an effective role of strategic planning in administrative decision-making processes and the relationship between the concept of strategic planning and decision-making processes.

Research Objectives

- Identifying the future dimension in the decisions made by the institution.
- Ensuring that strategic planning ultimately leads to the development of implementation plans to achieve the set objectives.

Significance of the Research

Strategic planning for quality encompasses the highest levels of management and is concerned with establishing a long-term strategy for total quality management within the organization. It relies on a specific information system and decision-making based on continuous evaluation.

Chapter One: Strategic Planning

1- The Concept of Planning

Planning is a practical method for determining long-term objectives for the organization and how to achieve them. It is the path or bridge that transforms theoretical goals into realistic numerical outcomes (Al-Housh: 22).

Planning is a type of comprehensive cooperative work that relies on a scientific approach to develop a feasible plan within the limits of available resources and investments (Mahmoud Mohamed Abu Al-Nasr: 2012: p. 28).

Planning is also defined as the process of setting goals, formulating policies, devising work methods, outlining implementation procedures, and preparing budget estimates for various activities at the project level (Mahmoud Mohamed Abu Al-Nasr: 2012: p. 28).

Planning is essential to address the state of uncertainty that imposes requirements for the continuity of modern organizational life. It necessitates internal auditors to change their plans whenever the management's needs change. When the management's needs change, internal auditors must analyse trends and provide flexibility for their plans, modifying them to align with new circumstances (Raed Mohammed Abdurabah: 2010: p. 84).

2- The Concept of Strategy

In the managerial context, strategy refers to the primary operational approaches used to achieve goals over time. It is closely related to objectives and is taken into consideration when formulating and shaping objectives. Strategies and objectives may be theoretically different, but they are often expressed as synonymous. Objectives concern the path, while strategies are the means to accomplish desired objectives (Abdurabah: 2010: p. 88).

Strategy, etymologically derived from the Greek word meaning "from the general" or "from the leader," is closely associated with military operations. According to a dictionary, strategy is "the science of planning and directing military operations."

Shand defined strategy as "determining the organization's long-term goals and purposes, allocating resources to achieve these goals and purposes, and resource allocation or reallocation is the responsibility of top management."

Strategy is also defined as a clear set of leadership plans that outline its mission, goals, and objectives, as well as develop structures and allocate necessary resources to

implement those plans. Other definitions emphasize that strategy does not necessarily have to be an organized plan but can be a set of decisions made in response to environmental factors affecting the organization (Zakaria Muthleq Al-Douri: 4-25-26).

3- The Concept of Strategic Planning

Strategic planning is defined as an administrative tool used by organizations to manage their operations. Strategic planning aims to establish clear objectives and goals and work to achieve them within a specified timeframe, taking into account the available human and financial resources, to reach the desired future state (Abdulrazzaq: 2012: p. 4).

Max Granth defines strategic planning as a continuous formal process for making organizational decisions based on internal and external assessments. It includes organizing people and tasks to implement decisions, measuring the degree of achievement and effectiveness (Basem Ali Hawamdeh: 2015: p. 4).

Strategic planning is a new concept associated with the future of institutions, whether they are academic, production, or service-oriented. It is based on assessing changing environmental conditions and the different needs of the labor market, while considering the quality of society and life in the future system (Mahmoud Abdul-Latif Moussa: 2010: p. 10).

Strategic planning is intended to be the administrative process in which priorities are identified, strategies are formulated, programs are designed, and policies are drawn up to govern the behavior of the system in using various material and human resources to achieve its objectives (Moussa: 2010: p. 10).

Various definitions of strategic planning have been intentionally provided, whether in the field of management in general or in the field of educational management in particular. Some view it as an administrative process aimed at changing and transforming the work system in institutions in a way that achieves efficiency and effectiveness. Others see strategic planning as a philosophy that outlines a problem-solving method in different systems. Steiner (1979) defines strategic planning through four pillars that represent the framework within which this term operates...

Future-Oriented Decisions: Strategic planning aims to identify strengths and weaknesses inherent in the future, take advantage of available opportunities, and avoid risks. Thus, strategic planning means designing a model for the desired future and specifying the means to achieve it.

Planning as a Process: Strategic planning is a process that begins with formulating objectives, strategies, and policies, and then detailed or operational plans that lead to the implementation of the strategy, ensuring the achievement of set objectives.

Planning as a Philosophy: Strategic planning represents a way of life by focusing on performance based on study and predicting the future. It also emphasizes the continuity of the planning process and its reliance on a set of actions and methods.

Planning as a Structure: Strategic planning seeks to link the four main types of components, which are strategic plans, medium-term programs, short-term budgets, and operational plans, to demonstrate integration between them in the form of practical decisions (Ziad Mohammed Thabet: 2006: p. 4).

4- Advantages of Strategic Planning

- It is based on a clear vision.
- It is built on an honest analysis of the current situation.
- It focuses on the internal and external needs of the organization.
- It helps the organization succeed in achieving its future role (Mahmoud Abdul-Latif Moussa: 2010: p. 16).

5- Objectives and Benefits of Strategic Planning

- Changing the management or department's direction.
- Focusing resources on important matters.
- Analyzing strengths, weaknesses, and obstacles to work.
- An organized way to deal with the future.
- Identifying available opportunities and working on utilizing them, as well as recognizing potential threats and working to avoid or minimize their impact.
- Identifying the sources of strength and weakness in management or the department and analyzing them.
- Providing managers with an agreed-upon method or direction to follow.
- Offering a better way to allocate resources.
- Building an administrative control system in management.
- Providing management with a better performance evaluation system.
- Encouraging positive action at work rather than reaction (Abdulrazzaq: 2012: p. 6) (Ramadan Mustafa Abdulrazzaq: 2012: p. 6).

6- Disadvantages of Strategic Planning

Despite the numerous advantages of strategic planning, there are still obstacles that hinder its use across all organizations. Some of the reasons for this include:

- Reluctance of managers to use this approach due to a belief that there is not enough time for strategic planning or a mistaken belief that it is not their responsibility or that it will not be sufficient. The external environment is turbulent, which may make strategic planning outdated before even starting due to rapid changes in environmental factors and the high cost of closely monitoring this change continuously.
- Problems with strategic planning create a negative impression in the minds of managers. The ambiguity of strategic planning for managers makes them less receptive to the idea.
- Insufficient available resources for the organization can be a major reason for not using the concept of strategic planning.
- Lack of encouragement for innovative thinking due to the prevalence of a bureaucratic organizational structure and bureaucratic leadership among parts of the organization (Moussa: 2010: 18-17).
- The belief or assumption that strategic planning is the responsibility of a specialized management on its own, not the responsibility of management at all levels (Moussa: 2010: 18-17).

7- Stages of Strategic Planning

Strategic planning goes through three main stages:

- The first stage: Preparation of the strategic plan.
- The second stage: Implementation.
- The third stage: Evaluation and development (Hulwada: 2001: 15).

Strategic planning involves three main stages, starting with preparation, followed by implementation, and concluding with planning and evaluation (Hawamda: 2015: 16-15).

The first stage: Strategic Planning Preparation Stage includes the steps necessary for preparing the strategic plan and includes:

- Defining the vision and core values: It is essential to define a clear vision for the university, college, department, or administrative unit and determine the core values it is built upon.
- Conducting a SWOT analysis: This involves analyzing both the internal environment (strengths and weaknesses) and the external environment (available opportunities and threats).
- Identifying the goals and objectives: Clear, measurable, and specific strategic objectives that align with the university's goals should be established, based on the SWOT analysis.
- Determining appropriate strategies: Strategies are developed to achieve the strategic objectives, and each strategy is a means to achieve a specific objective. The sum of strategic objectives achieves a goal, and the sum of goals fulfils the mission and vision.

The second stage: Implementation

In this stage, strategic objectives are transformed into clear action plans, including activities and programs to begin implementation. Subcommittees are formed to identify priorities objectives that align with the strategic goals of the university, adopt policies and regulations to achieve them, and prepare the operational implementation plan. The operational plan should include:

- Strategies (Level Three with Objectives)
- Activities/Programs leading to the achievement of each strategy
- The required time frame for completing each activity or program
- Individuals and entities responsible for execution
- The necessary resources (financial, human, technological)
- Performance indicators (Hawamda 2015:32)

The third stage: Evaluation and Improvement

In this stage, a self-assessment of the strategic plan is conducted, as well as an external evaluation. Based on this assessment, plans for continuous review and improvement are developed. This stage encompasses the entire period from the beginning of the strategic plan's implementation to its completion. Special tools relying on objective performance indicators are used in the evaluation process. These tools collect information and data about the objectives and activities carried out within the framework of the strategic planning. The data and information collected can be:

- Financial or non-financial
- Related to short-term or long-term goals
- Concerned with performance (future) or achievements (past)
- Quantitative or qualitative data. (Hawamda 2015:35)

The Second Section: Administrative Decision-Making

1- Definition of Administrative Decision

An administrative decision is defined as a unilateral statement issued by an authorized administrative authority in a legally binding form to create a legal effect. Professor Valin

defines it as any unilateral legal action issued by an administrative authority with the sole purpose of producing a legal effect. (Lilo:2004:158)

An administrative decision can also be described as any action issued by an individual or entity functioning within their administrative role. It is considered a legal action that emanates from a national administrative authority with specific legal consequences. (Tawawi: 1996: 252)

Administrative decisions result from the process of comparing or weighing alternative solutions. They represent the best possible solution, sometimes the most optimal or achievable among alternatives, considering the circumstances of uncertainty and risk. In general, administrative decisions are linked to the process of making and taking decisions, and they are a logical outcome of this process. (Yassin:2011:16)

Administrative Decision can be further defined as a manifestation of a singular will be issued by an administrative authority, resulting in legal consequences.(Talba:1989:228)

2-The Science of Decision-Making

According to Turban, there is often confusion between the terms "decision-making" and "problem-solving." To differentiate between them, one can examine the stages of the decision-making process: intelligence, design, choice, implementation. These stages collectively provide solutions to a problem, and the choice step represents the decision-making process. Therefore, there is often an overlap between the terms "decision-making" and "problem-solving," and the lack of clarity tends to unite these concepts.

The decision-making process includes all the stages of making a decision, starting from problem identification, analyzing its causes, determining its variables (including data collection from sources), reviewing possible solutions, constructing alternative solutions or designs, selecting the best or most suitable alternative, and issuing a decision. This description encompasses all the stages of the decision-making process proposed by Simon. On the other hand, the act of making a decision is usually confined to the stage of choosing between alternatives and selecting the appropriate one, leading to the issuance of a decision. The concepts of both choice and execution include decision-making to solve a problem and implement the solution. However, decision-making primarily focuses on the selection of the most suitable alternative and the issuance of a decision. The choice and implementation stages, as described, constitute the process of making a decision to solve a problem and execute the solution. Nevertheless, the decision-making process includes the key stages necessary for a successful decision-making process.

Intelligence Stage: The intelligence stage includes an environmental survey and the execution of a series of activities aimed at identifying the problem, determining its causes, and narrowing down the problem according to its structure. Simon distinguished between two categories of problems: structured or programmed problems and unstructured or non-programmed problems. In this stage, the complex problem is broken down into sub-problems to facilitate its resolution through simplification.

Design Stage: The design stage involves the production, development, and analysis of possible alternative solutions. It also includes activities such as understanding the problem and selecting the feasibility of solutions (Yassin, 2011: 18-17).

Selection Stage: The boundaries between the design and selection stages are often unclear because some activities can be carried out during both stages. This ambiguity arises because it is possible to repeatedly switch between the activities of selection and design. The selection stage includes initiation, evaluation, and providing an appropriate solution to the model. Consequently, it involves decision implementation, monitoring the resulting outcomes, and analyzing these results through feedback systems (Yassin, 2011: 19-18).

It can be understood from Simon's model the interconnection and integration of the mentioned stages within the context of the decision-making process. Each stage in the

decision-making process is associated with appropriate information systems and tools tailored to meet the decision-making needs at each stage, depending on its nature and the requirements of its implementation. (Yassin:2011:19-18)

3- Characteristics of Administrative Decisions

- An administrative decision is a legal act that creates legal effects by establishing legal entities, whether public or private, that did not exist before.
- An administrative decision is an individual legal act issued by a competent administrative authority with its unique and necessary will. (Awabidi:101-102)
- Administrative decisions are individual legal acts issued by a competent administrative authority. Administrative decisions do not include actions taken by political, legislative, or judicial authorities, as these are not considered administrative decisions according to the prevailing organic standard in current legislation. (Awabidi: 101-102)

4- Classification of Administrative Decisions

Administrative decisions can be divided into multiple types based on various criteria or perspectives. These decisions can be simple or complex, hypothetical or regulatory. The most important classifications include:

Based on Structure: Administrative decisions can be classified into two categories based on their structure:

- **Simple Decisions:** These are characterized by their independent nature and seek a single legal action that is not associated with another legal action. Examples include decisions to hire, promote, or transfer employees, which are among the most common types of administrative decisions.
- **Complex Decisions:** These involve a complex legal process with several stages. Complex decisions encompass actions such as expropriation for public benefit or the decision to hold auctions or tenders for government contracts. Administrative decisions related to expropriation involve multiple stages, including determining the public benefit of the property subject to expropriation, preparing lists of affected properties, and ultimately issuing a decision to transfer ownership or determine the public benefit.

5- Implementation of Administrative Decisions

For an administrative decision to be enforceable, it must be effective against those concerned, and its enforcement must have commenced from a specific point in time. A decision is considered effective for the administration from the date of its issuance, while for individuals, it becomes effective for them from the date they act upon it. This applies whether through personal notification for individual decisions or through publication for regulatory decisions. Administrative decisions, as a general rule, take immediate and direct legal effect unless the law specifies otherwise, except when it is in favor of individuals, in which case retroactive effect may be allowed to correct a previous legal situation.

The administration can achieve the implementation of its decisions through one of two methods:

First: Direct or Compulsory Implementation

In cases where it is permissible to do so without resorting to the judiciary, the administration may opt for direct implementation. For direct implementation to occur, the following conditions must be met:

- Implementation of the decision must be based on a specific legal provision.
- Those affected by the decision must not voluntarily refuse to implement it.

- The administration's direct implementation should not infringe upon the rights and privileges of individuals.

Cases of necessity or explicit legal authorization may also justify direct implementation.

Second: Judicial Implementation

Judicial implementation can occur through a public criminal lawsuit in cases prescribed by law or through a civil lawsuit. However, the latter is not applicable in Algeria but may be available in Egypt. (Haydra: N/A: 60-82).

6- The Importance of Decision-Making

Decision-making is the cornerstone of the administrative process because it is an intertwined process in all administrative functions and activities. When the administration performs the planning function, it makes specific decisions at each stage of the planning process, whether in setting objectives, formulating policies, designing programs, identifying appropriate resources, or selecting the best methods and approaches for implementation. Similarly, when the administration establishes the appropriate organization for its various tasks and multiple activities, it makes decisions regarding the organizational structure, type, size, assessment criteria for departments and divisions, personnel supervision scope, power and responsibility delegation, and communication. (Taher: 2002).

7- Arranging Decisions for Legal Effects

For a decision to be considered administrative, it must arrange legal effects by creating, amending, or canceling a specific legal entity. If an administrative action does not result in such legal effects, it is not considered an administrative decision. Therefore, preliminary activities, reports, and preparatory memoranda that precede the issuance of administrative decisions are not considered administrative decisions. Some of these activities are as follows:

- Preliminary Preparatory Activities: These are a set of decisions made by the administration that involve preferences, consultations, and investigations to prepare for the issuance of an administrative decision. These activities do not generate legal effects and cannot be subject to cancellation.
- Circulars and Directives: These are actions that include instructions and guidance issued by the head of a department to subordinates to interpret laws or regulations and how to apply and enforce them.
- Post-Decision Activities: Generally, these activities do not have legal effects. They may represent executive procedures for previous administrative decisions. (Baali: 11-12-13 : 2015).

8- Obstacles to Decision-Making

- The use of multiple criteria in the decision-making process.
- The element of risk and uncertainty.
- The long-term implications of the decision.
- The lack of tangibility and clarity for many elements related to alternatives and options developed for selection. (Al-Shamimary: 2008: 134-136)

9- Stages of the Decision-Making Process

- Problem Identification and Diagnosis: This stage is the foundation of the decision-making process because decisions are made to address specific problems. Therefore, it is crucial for the decision-maker to acquire expertise, knowledge, and the ability to accurately identify and diagnose the problem. This is not an easy task and often requires seeking assistance from experts within or outside the organization. It is essential

to uncover the real and root causes of the problem and present a clear picture that can impact the choice of alternatives. Incorrect diagnosis of the problem and failure to investigate its causes can lead to errors in all subsequent stages.

- **Problem Analysis:** After identifying and accurately diagnosing the problem, the process begins with research, data collection, and analysis. The decision-maker needs to select relevant facts related to the problem, analyze them thoroughly, and conduct in-depth studies. Decisions should not be made in ignorance or with incomplete information. The decision-maker should verify the accuracy of the information and determine the additional information required to assess the level of risk associated with the decision. (Taher: 2002)
- **Identifying Alternatives:** Once the problem has been diagnosed and analyzed, the next step is to list the alternative solutions. Making an effective decision requires multiple alternatives to choose from. The decision-maker must be creative, thoughtful, and capable of discussing and eliminating various alternatives. It is crucial to exclude several alternatives, such as those that have previously failed to solve a similar problem, those that are impossible to implement, or those that provoke strong reactions from employees within the organization. The chosen alternative should be the most suitable for solving the existing problem.
- **Evaluating Alternatives:** At this stage, several considerations should be taken into account when evaluating the alternatives, including:
 - The feasibility of implementing each alternative and the availability of the necessary material and human resources.
 - The effects of implementing the alternative on the organization's internal and external operations.
 - The cost-effectiveness of each alternative, considering speed and efficiency.
 - The response of those affected by the alternative.
 - The time required to implement the alternative.
 - The selection of the best alternative: This stage represents the most challenging and difficult phase of the decision-making process. After evaluating the alternatives, the decision-maker must make a choice between them. This requires a comparison of the evaluated alternatives and the selection of the best and most suitable option. This process demands experience and practical study. (Taher: 2002) (Al-Shammari: 2008: 133-134-136)

The third section: Practical Analysis

As for the variables (x, y) and with regard to the questionnaire distributed by the researcher to the permanent staff at Wasit University, College of Economics.

As for the first variable (x1), which is stated in the first paragraph, "Can strategic planning be an alternative to strategic management in contemporary business organizations?" The percentage reached 2.2.

As for paragraph (2), which states, "Strategic planning is considered the most important element in successful human resource management." The percentage reached 2.9.

As for paragraph (3), which states, "The reason for the weakness of implementing strategic planning in the organization is that it does not suit the organization's work." It reached 1.9.

As for paragraph (4), which states, "Strategic planning is an advanced stage of development and change in the planning system." The percentage reached 2.8.

As for paragraph (5), which states, "The clarity of the system and the regulations issued by management contribute to enhancing strategic planning." The percentage reached 2.6.

As for the second variable (y), it represents paragraph (1), which states, "Does administrative decision-making affect the university's performance?" Its percentage reached 2.7.

As for paragraph (2), which states, "Some organizations delegate authority to intermediate levels for decision-making purposes." The highest percentage was 0.09.

As for paragraph (3), which states, "The manager should consider the importance of identifying the strategic factor in the decision-making process." The percentage reached 0.09.

As for paragraph (4), which states, "One of the most important means that decision-makers can use in the follow-up process for the implementation of strategic decisions is what is known as feedback to retrieve information." The percentage reached 0.09.

As for paragraph (5), which states, "Administrative decision-making is an executive act." Its percentage was 0.09.

From the above analysis of the variables (x, y), it is noted that there is a statistically significant relationship from variable (x) to variable (y). Thus, the hypothesis stating, "Is there an impact of strategic planning on the administrative decision-making process?" is valid.

From the table above, which shows the research sample's responses to the paragraphs related to strategic planning, where the arithmetic means ranged from 1.9 to 2.9, with an overall arithmetic mean of 2.48. The first paragraph, "Strategic planning is considered the most important element in successful human resource management," came in first place with an average of 2.9, which is higher than the overall arithmetic means of 2.48. This confirms the importance of strategic planning and its effective role in human resource management, reinforcing the research hypothesis regarding the role of strategic planning in the administrative decision-making process.

In second place was the paragraph, "Strategic planning is an advanced stage of development and change in the planning system," with an average of 2.8, which is also higher than the overall arithmetic means of 2.48. This emphasizes the importance of planning and its effective role in the process of improvement, change, and making sound and effective decisions. The paragraphs, "Strategic planning can be an alternative to strategic management," and "The clarity of the regulations and systems issued by management contributes to enhancing planning," also contributed positively to the research findings.

On the other hand, the last paragraph, "The reason for the weakness of implementing strategic planning in the organization is that it does not suit the organization's work," had an average of 1.9, which is lower than the overall arithmetic mean. This underscores the unsuitability of strategic planning for the organization's operations being studied.

From the table above, which shows the research sample's responses to the paragraphs related to strategic planning, where the arithmetic means ranged from 1.9 to 2.9, with an overall arithmetic mean of 2.48. Paragraph 1, which states, "Can strategic planning be an alternative to strategic management in contemporary business organizations," received a score of 2.2.

As for paragraph 2, which states, "Strategic planning is considered the most important element in successful human resource management," it received a score of 2.9.

Paragraph 3, which states, "The reason for the weak implementation of strategic planning in the organization is that it does not suit the organization's work," received a score of 1.9.

Paragraph 4, which states, "Strategic planning is an advanced stage in the development and change of the planning system," received a score of 2.8.

Paragraph 5, which states, "The clarity of the system and regulations issued by management contributes to enhancing strategic planning," received a score of 2.6.

As for the second variable (y), paragraph 1, which states, "Does administrative decision-making affect university performance," had a score of 2.7.

For paragraph 2, which states, "Some organizations delegate authority to middle levels for the purpose of decision-making," the highest score was 0.09.

For paragraph 3, which states, "It is the responsibility of the manager to consider the importance of defining the strategic factor in the decision-making process," it also received a score of 0.09.

For paragraph 4, which states, "One of the most important means that decision-makers can use in the process of monitoring the implementation of strategic decisions is what is called feedback to retrieve information," it had a score of 0.09.

For paragraph 5, which states, "Administrative decisions are executive actions," the score was 0.09.

We can observe from the above analysis of variables (x and y) that there is a significant influence relationship from variable (x) to variable (y). This confirms the hypothesis that there is an impact of strategic planning on the administrative decision-making process.

Chapter Three: Scientific Analysis

The analysis and interpretation of survey results use the arithmetic mean scale in the questionnaire form designed to measure the impact of strategic planning on the administrative decision-making process. The research sample's responses to the questions are as shown in the following table:

Ratio	Variable
2.2	Can strategic planning be an alternative to strategic management in contemporary business organizations?
2.9	Strategic planning is considered a crucial element in the success of human resources.
1.9	The reason for the weak implementation of planning in the organization is that it does not align with the organization's operations.
2.8	Strategic planning is an advanced stage in the development and change of the planning system.
2.6	The clarity of the system and the regulations issued by the management contribute to enhancing strategic planning.

From the above table, which shows the responses of the research sample to paragraphs related to strategic planning, where the arithmetic means ranged from (1.9-2.9), and the overall arithmetic mean was (2.48), Paragraph 1 ranked first (Strategic planning is considered the most important element in successful human resource management) with an arithmetic mean of (2.9), which is higher than the overall arithmetic mean of (2.48), confirming the importance of strategic planning and its effective role in human resource management. This reinforces the research hypothesis regarding the role of strategic planning in the process of administrative decision-making. Paragraph 2 ranked second (Strategic planning is an advanced stage in the development and change of the planning system) with an arithmetic mean of (2.8), which is higher than the overall arithmetic

means of (2.48), also highlighting the importance of planning and its effective role in the process of development and change towards improvement, as well as in making sound and effective decisions. Paragraph 3 (Strategic planning can be an alternative to strategic management, and the clarity of regulations and systems issued by management can enhance planning) had the lowest ranking with an arithmetic mean of (1.9), which is lower than the overall arithmetic mean, emphasizing that strategic planning may not be suitable as an alternative to strategic management, and the clarity of regulations and systems issued by management can promote planning.

As for the second variable:

Ratio	variable
3.7	Does administrative decision-making affect the university's performance?
2.6	Some organizations delegate authority to intermediate levels for the purpose of decision-making.
2.9	The manager should take into consideration the importance of identifying the strategic factor in the decision-making process.
2.7	One of the most important tools that decision-makers can use in the process of monitoring the implementation of a strategic decision, known as feedback, is information retrieval.
2.99	Administrative decision is an executive action.

From the table above, which shows the research sample's responses to the paragraphs related to the decision-making process, where the arithmetic means ranged from 2.6 to 3.7, with an overall arithmetic mean of 2.97. The paragraph, "Administrative decisions affect the university's performance," ranked first with an average of 3.7, which is higher than the overall arithmetic means of 2.97. This indicates the significant impact of administrative decisions on university performance.

In second place was the paragraph, "Administrative decisions have an executive character," with an average of 2.99, which is also higher than the overall arithmetic means of 2.97. This confirms the executive nature of administrative decisions. However, in the last place was the paragraph, "Some organizations delegate authority to middle levels for decision-making," with an average of 2.6, which is lower than the overall arithmetic mean. This suggests a lack of confidence in middle-level decision-making.

Conclusions

- Identifying available opportunities and working on utilizing them while recognizing potential threats and working to mitigate or minimize their impact is crucial.
- Administrative decisions are individual legal acts issued by an administrative authority with its sole and binding will.
- The research analysis showed that the highest percentage of responses was for paragraph (2), which states that "Strategic planning is considered the most important element in successful human resource management," with a percentage of 2.9. This indicates the educational staff's interest in this aspect.

Recommendations

- It is essential for individuals to pay attention to strategic planning.
- It is crucial to focus on administrative decisions.\

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