

The Impact of Strategic Planning to Empower Human Resources in Achieving Organizational Creativity an Applied Study in the Engineering Works Directorate - Iraqi Ministry of Interior

Safaa Ayoob Abbas¹ and Ahmed Turki²

Abstract

The relationship of strategic planning in human resources management appears to be an integral part of the organization's strategy, and it is located at the third level of the pyramid of strategic decision-making within the organization. Therefore, empowering employees and providing independence for employees makes them feel less restricted than others, especially with regard to technical aspects or compliance. With work rules, and according to this, management scholars have unanimously agreed about the role of strategic planning in achieving organizational creativity, as it is seen that organizations at the present time are living in changing circumstances, and from here begins the research problem in the need for organizational creativity as it is an urgent need, which requires officials who The senior management is responsible for developing and developing the capabilities of the specializations in the field of administrative work and involving them in solving problems and making decisions in view of the continuous changes and developments and to keep pace with the technological and information revolution, including the Iraqi Ministry of Interior as it provides security services and protection to society and state security and stability. Therefore, the research aimed to verify the importance of. The strategic planning implemented by the Iraqi Ministry of Interior to demonstrate its role in achieving organizational creativity through human resources. The research also adopted a questionnaire tool to collect the opinions of workers in the research community (Directorate of Engineering Works - Ministry of Interior), where data was collected through distributed questionnaires numbering (350). A questionnaire suitable for analysis, and (50) of them were neglected because they were not suitable for analysis. The research reached the most important results that there are a group of obstacles and problems facing strategic planning, and the most important problems facing it are the problems of monitoring and implementing plans, as those in charge of departments do not succeed in implementing them for many considerations, the most important of which is weak culture. The importance of strategic planning, and the lack of administrative experience and qualifications related to strategic management tools, which recommended the necessity of increasing attention to strategic planning as an important approach to achieving institutional creativity in government organizations from various aspects.

Keywords: Strategic Planning, Organizational Creativity, Human Resources Empowerment.

INTRODUCTION

The vast majority of today's organizations recognize the importance of strategic planning for their survival and long-term growth. Strategic planning is used to help business organizations perform better work and direct their energy optimally, and ensure that its members work towards one goal, evaluating and directing this goal to interact with the changing environment. In short, planning Strategic means a process in which it is determined how the organization will reach what it seeks, and at the same time the process of determining what the organization will do to accomplish its goals and achieve them. Organizations that adopt the strategic planning approach always perform better in the long term than other business organizations that do not. The strategic planning process. Whereas experts and experts in this field alike agree that strategic planning makes the organization focus on the main strategies that must be followed and the procedures that must be taken if it is to achieve success, so many view the strategic plan as the backbone and nerve center of business organizations.

¹ Doctoral student in the Department of Business Administration, Faculty of Economic Sciences and Management in Sfax, University of Sfax, Tunisia, Email: safaaayoob1@gmail.com

² Professor of Business Administration, Institute of Higher commercial Studies in Sfax, University of Sfax, Tunisia

The First Section: Research Methodology

The research methodology includes (research problem, importance of research, research objectives, research hypotheses, research methodology, research limits, means of collecting research information, research population and sample, research terms) as follows:

First: The Research Problem

The problem of the research lies in verifying the role of strategic planning in achieving organizational creativity by empowering human resources in one of the Iraqi security institutions, as human resources are considered the basic pillar on which government institutions rely to achieve their goals as they are the source of creativity and development, and they are capable of operating and employing the rest of the material resources. Other available to it, which gives the decisions and activities of human resources management a strategic dimension in the life of institutions issued by strategic planning for human resources, which is the dominant thought in the strategic management of human resources because of the large space it occupied in the field of research and field applications. Therefore, many organizations adopt mechanisms that can Organizational creativity is enhanced in government organizations, as they are able to reap the benefits of the creative talents of their employees, regardless of their levels or administrative activities. Renewal is the essence of organizational creativity for any organization, including the Directorate of Engineering Works in the Iraqi Ministry of Interior. Management scholars agree that organizations At the present time, we live in changing circumstances, which makes the need for organizational creativity an urgent need, which requires officials who assume senior management to be keen to develop and develop the capabilities of workers in the field of administrative work and to involve them in solving problems and making decisions in view of the continuous changes and developments and the result of the technological and information revolution. From this standpoint, the research problem can be defined by the following question:

What is the role of strategic human resources planning in achieving organizational creativity?

Second: The Importance of Research

The importance of the research stems from the fact that it examines one of the relatively modern administrative topics, which is strategic planning for human resources and how it contributes to achieving and influencing organizational creativity, as this concept is considered new in developing countries, including Iraq, so subjecting it to field study gives it more special importance. In light of the multiple technological, economic and political circumstances and changes taking place in the Iraqi public sector.

Third: Research Objectives

The research seeks to achieve a set of goals:

Providing a scientific theoretical background in strategic planning, organizational creativity, and human resources empowerment.

Highlighting the role of strategic planning through its dimensions (strategic direction, external and internal environment, implementation of strategic plans) in achieving organizational creativity through its dimensions (problem solving, flexibility, reorganization and renewal) and its impact on the work mechanism of the Directorate of Engineering Works - Ministry of Interior in the Republic of Iraq.

Identify the reality of empowering workers (human resources) in middle and lower administrations, the research sample, to identify the strengths and weaknesses that may affect organizational creativity.

Explaining the impact of empowering human resources through sharing information, giving them freedom and independence, and building work teams in achieving organizational creativity among workers in the Engineering Works Directorate - the Iraqi Ministry of Interior.

Fourth: Research Hypotheses

The research adopted a set of main hypotheses to ensure the validity or invalidity of the influence relationship between the subject variables as follows:

The First Main Hypothesis, H1: There is a statistically significant correlation at the level of significance ($0.05 \geq \alpha$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in achieving organizational creativity in its dimensions (flexibility, problem solving, reorganization and renewal) In the Iraqi Ministry of Interior, the following hypotheses branch out:

The First Sub-Hypothesis H1-1: There is a statistically significant correlation according to the Pearson rank coefficient at the significance level ($0.05 \geq \alpha$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) and problem solving in the Iraqi Ministry of Interior.

The Second Sub-Hypothesis H1-2: There is a correlation according to the Pearson rank coefficient with statistical significance at the level of significance ($0.05 \geq \alpha$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) and flexibility in the Directorate of Engineering Works in the Ministry of Interior Iraqi.

The Third Sub-Hypothesis H1-3: There is a correlation according to the Pearson rank coefficient with significant statistical significance at the level of significance ($0.05 \geq \alpha$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) and reorganization and renewal at the Directorate of Engineering Works. In the Iraqi Ministry of Interior.

The Second Main Hypothesis, H2: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in achieving organizational creativity in its dimensions (problem solving, flexibility, reorganization and renewal) among Directorate of Engineering Works in the Iraqi Ministry of Interior, from which the following hypotheses emerge:

The First Sub-Hypothesis H2-1: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) between the dimension of strategic orientation and organizational creativity in the Engineering Works Directorate in the Iraqi Ministry of Interior.

The Second Sub-Hypothesis H2-2: There is a statistically significant effect at the level of significance ($0.05 \geq \alpha$) for the dimension of analyzing the external and internal environment on organizational creativity in the Engineering Works Directorate in the Iraqi Ministry of Interior.

The Third Sub-Hypothesis H2-3: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) for the dimension of implementing strategic plans on organizational creativity in the Engineering Works Directorate in the Iraqi Ministry of Interior.

The Third Main Hypothesis, H3: There is a statistically significant influence relationship at the level of significance ($0.05 \geq \alpha$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in empowering human resources in its dimensions (work teams, information sharing, freedom and independence). At the Engineering Works Directorate in the Iraqi Ministry of Interior.

The Fourth Main Hypothesis, H4: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in achieving organizational creativity in its dimensions (flexibility, problem solving, reorganization and renewal) in the presence of... Empowering human resources as an intermediary variable in the Engineering Works Directorate in the Iraqi Ministry of Interior.

Fifth: Research Methodology

The research relied on the descriptive quantitative analytical approach with the aim of extracting results and identifying the most important aspects of strategic planning in achieving organizational creativity through empowering human resources, as well as clarifying the role that strategic planning can achieve in supporting and assisting the study sample, Directorate of Engineering Works - Ministry of Interior in Iraq.

Sixth: Limits Of Research

The research adopted a set of limits:

Time limits: This is the period of starting to prepare the theoretical side of the research and conducting the applied side on the researched samples, which starts from (6/30/2023 AD) until (6/30/2024 AD), interspersed with delivery procedures.

Spatial boundaries: The middle and lower departments in the Engineering Works Directorate - the Iraqi Ministry of Interior were chosen for reasons related to achieving the objectives of the research variables.

Human limits: A group of workers in the Engineering Works Directorate, numbering (350) workers, was selected from the total number of (494) workers, and (400) questionnaires were distributed to the workers in order to achieve the required number according to the equation of the statistician Morgan, group (N) from group (S).

Seventh: Search Terms

The research consists of a set of main concepts of the topic:

Strategic Planning: in terms: is long-term planning that looks at the internal factors, such as strengths and weaknesses, and the external factors, which represent opportunities and threats, and delineates the areas, sectors, and segments of the targeted market (Papke-Shields & Wright, 2017: 172).

Organizational Creativity: in terms, is the creation of value or the production of a new useful idea, whether it is related to the production of a good or service, or related to means, procedures, and operations, or related to organizational strategies and programs, by individuals working together in a complex social system (Abu Rabie, 2019: 10).

Empowering Human Resources in Terms: increasing the interest of individuals by expanding their powers, enriching the amount of information given to them, and expanding their opportunities for initiative to make and take their decisions and confront the problems that hinder their performance, or dispensing with hierarchical organizations in administrative organizations by providing the opportunity for workers at the executive levels to solve problems. Which confronts them at work by delegating powers and granting them broad powers (Al-Ghanimi, 2015: 69).

The Second Section: The Theoretical Framework

In this study, we will discuss the theoretical background of strategic planning, organizational creativity, and human resource empowerment through the following:

First: The Concept of Strategic Planning and Its Dimensions

Interest in this subject began at the end of the nineteenth century and the beginning of the twentieth century at the hands of early pioneers such as (Frederick Tyler, Henry Fayol, Henry Gantt...etc). The concept of strategic management must be clarified as it is the basis for the planning process and is considered part of management, as it is known as: "A system for setting strategies, goals, policies, and managing human and material resources to implement those strategies and goals, taking into account internal and external environmental conditions, and focusing on continuous monitoring of that system." It is understood that planning is a set of strategic steps that lead to decision-making in light of the desired goals (Al-Husseini and Ghanayem, 2017: 12), as the active forces in the system are the forces that adopt a planning strategy and subject their programs and projects to

pre-calculated experimental models, as they take into account the mechanism of decision, the dynamics of action, and feedback to seize the strategic opportunity (Al-Janabi, 2019: 87). Strategic planning also defines it as: “the process through which the organization’s long-term directions are determined by following sound design, appropriate implementation, and continuous evaluation of the specific strategy.” This process includes a number of elements, namely: vision, mission, and goals, and developing, reviewing, and evaluating strategies (Sghur , 2020: 44), or is: “an organizational management activity used to set priorities, focus energies and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement on intended results, and evaluate and adjust the direction of the organization in response to a changing environment.” (Hana, 2020:54).

We conclude from the above that strategic planning is: “the process of preparing plans to suit the interest of the organization and setting the vision and goals on their basis.” Accordingly, the set of basic dimensions of strategic planning can be defined as follows:

Strategic Direction: “A process aimed at supporting leaders to be aware of their goals and means. Thus, strategic direction is to help the organization perform better work. Strategic direction can help the organization focus its priorities in responding to changes occurring in the environment around it and ensure that its members The organization is working towards achieving the same goals with an evaluation, and the direction can be determined by the organization’s mission and strategic goals that are directly related to the positive direction of the factors of its organizations, the environment, and analysis of competition and the accompanying aspects of strength and weakness on the one hand, and opportunities and threats on the other hand (Zuraikat, 2012: 293).

Analysis of the Internal and External Environment: The effectiveness of strategic planning lies in the strategic analysis of the organization’s external environment to extrapolate available opportunities and potential threats. Analysis of the internal environment is to identify strengths and weaknesses and thus generate alternatives and create coordination and cooperation between all activities to implement the organization’s strategy and achieve its goals and mission. Therefore, at the same time, institutions are required not to rely on the past as the best guide for planning, as this traps the institution in the network of experience and remains under the influence of thinking, which leads to the loss of the flexibility necessary to transform change into an opportunity (Abdel-Malik, 2015: 10).

Implementing the Strategic Plan: It is a process that affects the organization’s members and is a very complex process. The organization must provide an administrative team that understands the strategy and is loyal to the organization in a way that ensures that their goals are linked in all aspects, such as the administrative staff and the organization’s goals. At this stage, the plan is implemented by choosing the best and most appropriate alternative among them. Available alternatives, so it is necessary to prepare workers and inform them of the changes that will be implemented, because not doing so will lead to workers resisting future change (Zabat, 2023: 152).

Second: The Concept of Organizational Creativity and Its Dimensions

The current era is witnessing continuous changes between the relationships of individuals and societies as a result of the progress of science and technology, accelerating the volume of information. This is due to the fundamentality of human thought, its creativity, and its ability to confront environmental problems, whether internal or external, which has demonstrated to humans the importance of thinking by employing the final product of the mental image in reality and then It is called (creativity), and it is a new positive action, or achievement in a way that constitutes a development or improvement, and an addition to the existing one in a valuable way, through a set of procedures, behaviors, and processes that help individuals develop their abilities, and generate new ideas, that contribute to developing the institution and achieving its goals. It is Institutional collective creativity, which means the ability to create methods and ideas that can receive the optimal response from workers and motivate them to invest their abilities and talents to achieve organizational goals (Qureshi, 2016, p9). Organizational creativity is defined as: “adopting a new idea or behavior in the organization, whether it is a new product or A new service, a new technology, or a new administrative practice, and it depends on the organization’s speed in adopting more than one of those types.” Or it is: “a new idea that is implemented in order to develop production, process, or service. The impact of creativity in organizations can range from

creating improvements It leads to the creation of something of value,” meaning that it is the ability to create and find new ideas that are applicable in the organization (Amrawi, 2016: 3). Administrative creativity has multiple classifications that differ according to the viewpoints of the book. The most closely related to the creative abilities of managers is fluency, as it means the individual’s ability to produce The largest possible number of ideas spontaneously on a specific topic in a specific period of time, as the individual’s ability to recall appropriate ideas is much greater than others with traditional thinking (Jarwan, 2017, p. 120). Organizational creativity is defined as: “the process that results in... “Creating a new creative idea, product, service, or practice by individuals or creative teams that can be adopted by decision makers,” so that it results in creating some kind of change in the organization’s environment, operations, or outputs (Hamish, 2019: 18).

We conclude from the above that organizational creativity is “a human activity carried out by an individual or individuals who have characteristics that distinguish them from others by providing something new, whether a good, service, or idea that is characterized by scarcity and achieves economic or social benefit for the individual and society.” Therefore, through these concepts, it is possible to define The most important main dimensions of organizational creativity through the following:

Renewal and Reorganization: The creative person has new ideas, and the degree of innovation depends on the repetition of uncommon responses. Many inventions and innovations are considered a transformation of something existing into something more effective, novel, and original, and include a process of reorganization based on flexibility, analysis, and synthesis, called sensing problems, renewal, and reorganization with the cognitive capabilities of creative design work (Al-Obaidi and Al-Shaibani, 2011: 44).

Problem Solving: This means awareness of the existence of problems or needs or weaknesses in the environment or situation. This means that some individuals are quicker than others to notice the problem and verify its presence in the situation. There is no doubt that discovering the problem represents a first step in the process of searching for a solution to it (Abu Al-Ela, 2013: 6), that is, the ability of organizational creativity to present many diverse ideas to help organizations sense the problems around them or their shortcomings and then find appropriate solutions to them (Al-Baroudi, 2015: 44). Sensitivity to problems is represented by the individual’s ability to Discovering different problems in different situations. A creative person can see many problems in one situation. He is aware of mistakes and shortcomings and feels problems with a sensitive feeling, that is, accuracy in monitoring problems, realizing their dimensions and effects, and finding creative solutions to them (Shahnaei, 2015, p. 55).

Flexibility: means the ability to diversify and differ the ideas presented or put forward by the individual, in addition to his ability to change or transform his point of view, vision, or path of thought according to the course and requirements of the event or problem, meaning looking at things from a new perspective that is unfamiliar and outside the framework of what he is accustomed to. People (Al-Safadi, 2019: 41).

Originality: It is the characteristic most closely linked to creativity. Originality means producing what is unusual. There are scholars who say that an idea is not original and new unless it has never been preceded and is unusual, far-reaching, and has distant and intelligent connections. Of course, this does not mean that the person neglects it. Familiar or previously acquired ideas (Krosch, 2020: 38).

We conclude from the above that the dimensions of organizational creativity receive great attention, through organizations, as they seek modernity and creativity, and work with creative methods and approaches in order to advance in a world of extreme progress, speed, and change, and avoid obstacles and crises in all their forms.

Third: The Concept of Human Resources Empowerment and Its Dimensions

The concept of empowerment crystallized from democratic leadership and collaborative management as well as quality circles. This term appeared to include different aspects. Empowerment of human resources focuses on the factors that increase the motivation of employees to improve their performance and efficiency in completing their jobs. Empowerment may focus on the psychological aspect, which supports individuals to make decisions. Effective, and making employees able to exploit their interactive abilities in the workplace in

order to analyze and understand the environment well, as well as linking the behavior of the human resource to the completion of work in a way that positively affects the empowerment process. Empowerment also seeks to make employees able to supervise their jobs and tasks in a better way (787 Mokhtarian & Mohammadi, 2011:), as empowerment is one of the effective methods through which the organization aims to increase the productivity of employees, and through the optimal use of the capabilities of individuals and work teams to achieve organizational goals, development and positive influence are carried out on individuals and groups to achieve continuous improvement of performance (283 Behroozi (2012): There are many concepts of empowerment. He defined it as: “the philosophy of giving more institutions and greater decision-making authority to individuals at lower levels” or it is: “an approach to managing individuals that allows team members to exercise decision-making regarding their daily affairs at work.” (Al-Suwai’i, 2013: 307), and before discussing the concept of empowering human resources management, it is necessary to recognize the concept of human resources management. Therefore, human resources empowerment is defined as: “an administrative method in which managers and other members of the organization participate to influence the decision-making process.” In other words, it is Cooperation in the decision-making process is not determined by official positions of power as much as it is determined by information systems, training and reward systems, sharing of authority, leadership style, and organizational culture. He also defined human resource empowerment as: “an expression of giving employees a power that helps them enhance their self-confidence and overcome feelings of frustration.” This is by giving the employee a feeling of independence while performing his work, as well as efficiency and effectiveness in accomplishing the tasks assigned to him” (Hashemy, 2016:8). Empowerment helps motivate individuals to increase performance by providing opportunities to participate in decision-making. It is mainly concerned with developing Trust and removing boundaries and differences between individuals and senior management. Empowerment is a mechanism to give the employee the authority to make decisions, provides them with powers related to their daily activities at work, and leads to the employee feeling recognized by management for his abilities and efforts. This contributes to the positive development of employees’ thinking and making them exert their best efforts in any work entrusted to them. Empowerment also enhances job satisfaction as well as their organizational loyalty, increases work productivity, and reduces work turnover (Hanaysha, 2016: 300), and (Ahmed, 2018: 12) agrees with this definition, as he emphasizes that empowering human resources is: “a trap of the authority to take Decisions between management and individuals in a way that encourages individuals to make decisions day after day from lower management to senior management,” as he defines his concept as allowing individuals a greater degree of responsibility for making decisions and highlights the directing of the individual’s activity towards various challenges through his internal feeling of ability and control over his sense of meaning. Because its objectives are linked to the organization’s objectives.

We conclude from the above that the definition of human resources empowerment is “providing the necessary information and data, making them accessible to employees, their actual participation, and creative thinking in solving problems related to the organization’s management and bearing responsibility in facing the challenges and obstacles facing the organization.” Human resources empowerment is represented by several dimensions that have a fundamental role in organizations, which are:

Work Teams: This is relying on cooperative work between groups within the organization to achieve a common goal, and developing an organizational culture around sharing information to support and provide workers with resources (Qouz, 2016: 6).

Work Development: The individual’s awareness that he has an influence on fundamental decisions within the organization means that the influence dimension reflects the belief of individuals that they can influence the system in which they work by influencing the outputs, and the individual’s feeling of the lack of his role in influencing the course of his job matters leads to Job alienation: This alienation has negative effects on productivity and the quality of work life, as the individual’s feeling of his inability to influence decisions leads to his feeling of a diminished role in achieving the organization’s goals, which ultimately leads the individual to his lack of sense of job responsibility, his low self-esteem, and his lack of enthusiasm for taking Initiative and risk-taking (Al-Douri, 2018: 87).

Freedom and Independence: It means granting workers the necessary freedom to perform tasks and replacing the hierarchical organizational structure with a flexible structure that relies on work teams, developing the personalities of workers and fairness in distributing work. It also means freedom to dispose of activities related to tasks. As for independence, it refers to eliminating the role of supervisors in the lines of operations. This dimension reflects the extent to which workers at middle and lower levels are given broad powers in making decisions, such as restructuring work, redistributing it among themselves, determining the path of product flow, or creating semi-independent work groups now known as work teams (Yousfi, 2018: 127).

Information Sharing: The information sharing function works to organize a flexible structure of work with the aim of achieving the integration of human energies, which requires decentralization of decision-making and the expansion of responsibilities to make room for the individual initiative of employees, which is based on intelligence and awareness of the organization's conditions. Participation also extends beyond the field of work to include the conditions and policies of the organization. Even the management of human resources (appointment, evaluation, wages, training), and it can also be in ownership by purchasing workers' shares in the organization's capital, resulting in a sense of belonging. However, participation is not effective unless it is supported by a fair distribution of information and skills among workers (Ahmed and Mutashar, 2022: 11).

The Third Topic: The Practical Framework

In this section, we will describe and discuss the results of testing the hypotheses. We will present a set of tables that include a statement of the correlation coefficients for the sub-dimensions of both strategic planning and organizational creativity, a statement of the main correlation between strategic planning and human resources empowerment, and then a statement of the direct influence relationship between strategic planning and its dimensions and Organizational creativity and its dimensions and the empowerment of human resources, based on the research hypotheses whose statistical significance has been validated through the statistical program (SPSS.V21). The value of (Sig), which is the moral value or significance of each influence factor between the variables of the study, will also be stated, and then identified. On the value of (R2), which is the value of the effect or the extent of the direct influence between the parameters, then identifying the value of (F) calculated between the influence factors, and that all the results of these values indicate the validity of the assumption of the influence hypotheses between the variables of the study or the incorrectness of the assumption of the study hypotheses based on the final results. That is, there may be an influence relationship or no influence between the main variables and their sub-dimensions. We will also discuss the results of personal information that relate to the research sample as follows:

First: Discussing the Results of Personal Information

Description of the Results of the Percentage of Males and Females: The results of the (SPSS.V21) program revealed the percentage of males and females, who are a sample of employees working in the Directorate of Engineering Works in the Iraqi Ministry of Interior. The percentage of males reached (63.9%), from the sample's answers, and the number of repetitions is (225).) employees, while the number of female employees reached (125), with a percentage of (36.1), which indicates that the total number of opinions of the study sample is (350), with a percentage of (100%), which can be clarified in Table (1) and Figure (1). following:

Table (1) Sample distribution by gender: N=350

Item	The ratio	Repetition
Male	%63.9	225
Females	%36.1	125
The total	%100	350

Source: Prepared by the researcher, statistical program data (SPSS.V21).

Age	The ratio	Repetition
25-21	%0	0
30-26	%23.1	81
35-31	%16.9	59
40-36	%27.1	95
45-41	%0	0
46	%32.9	115
The total	%100	350

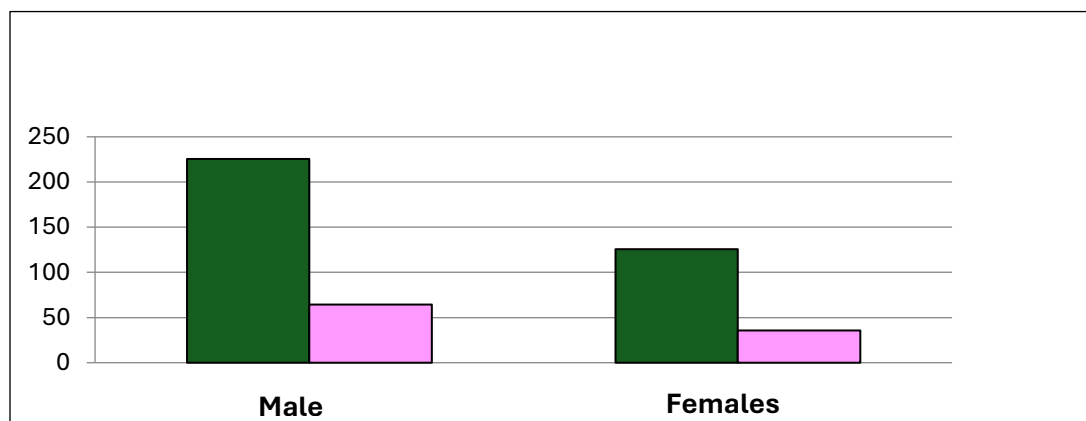


Figure (1) Relative importance of male and female opinions

Description of the Age Percentage Results: This paragraph consists of the age categories of employees working in the Engineering Works Directorate - the Iraqi Ministry of Interior, and includes the first category (21-25), which received a percentage of (0%), and the number of repetitions reached (0) employees, and in the category The second (30-26) received relative importance (23.1%), and the number of repetitions reached (81) employees, who are part of the study sample whose opinions were obtained through the questionnaire directed to them in the directorate. As for the third category, it is (35-31) It obtained a percentage of (16.9%), and the number of them was (59), and in the fourth category (40-36) it obtained a percentage of (27.1%), as the number was (95), while the fifth category (45-41) did not obtain a percentage. (0%) and their number was (0), and the sixth category (46 or more) received a percentage of (32.9%). The number of individuals responding to this category was (115) from the sample, as the total number of employees reached (350) with a percentage of (100%) Note that the highest percentage of age rates is concentrated in the age group (46 and above), as it reached (32.9%). This result is logical, because senior positions in the directorate need those with high experience, as gaining experience takes a long time, followed by the age group (40-36), with a percentage of (27.1%), as shown in Table (2) and Figure (2) below:

Table (2) Sample distribution by age N = 350

Age	The ratio	Repetition
25-21	%0	0
30-26	%23.1	81
35-31	%16.9	59
40-36	%27.1	95
45-41	%0	0
46	%32.9	115
The total	%100	350

Source: Prepared by the researcher, statistical program data (SPSS.V21).

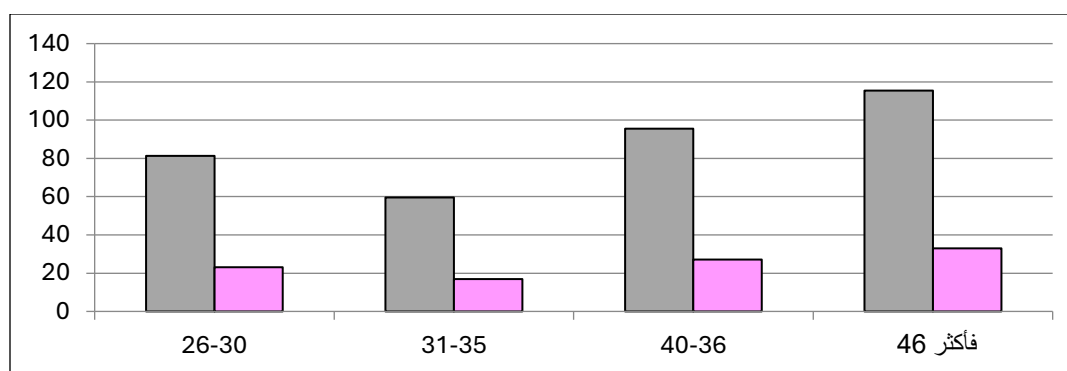


Figure (2) Relative importance of age

Description of the Results of the Academic Qualification Percentage: It means the certificate obtained by the individual employee, starting with the first achievement (preparatory school), which obtained a percentage of (23.1%) and their number reached (81), while the second achievement (diploma) obtained a percentage of (25.7%). The number of respondents was (90), and in the third degree (bachelor's degree), a percentage of (31.4%) was obtained. The number of individuals in the sample was (110), while the number of individuals holding a (higher diploma) certificate was (49), with a percentage of (14.0%, while the number of individuals who obtained a master's degree reached (20), with a percentage of (5.7%), while the percentage of obtaining a doctorate degree was (0). It is clear from the above that these percentages represent the number of employees in the Directorate of Engineering Works - Ministry Interior Ministry in Iraq. It is noted that the academic qualifications of the study population are distributed among three different qualifications. The largest percentage was for the bachelor's qualification (31.4%), followed by the diploma qualification (25.7%), followed by the preparatory qualification (23.1%), and the lowest percentage was For the master's qualification, it amounted to (5.7%). It is noted that the bachelor's degree qualification reached the largest percentage, as shown in Table (3) and Figure (3) below:

Table (3) Distribution of the sample according to academic qualification: N=350

Qualification	The ratio	Repetition
Preparatory school	%23.1	81
diploma	%25.7	90
Bachelor's	%31.4	110
Higher Diploma	%14.0	49
Master's	%5.7	20
Ph.D	%0	0
The total	%100	350

Source: Prepared by the researcher, statistical program data (SPSS.V21).

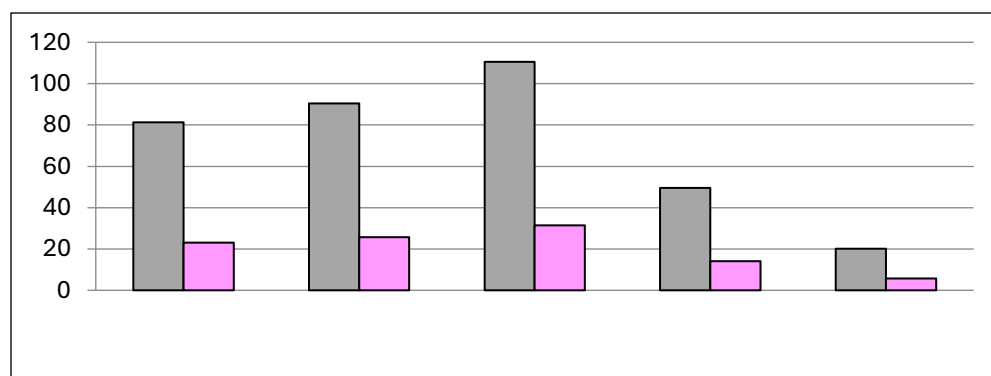


Figure (3) the relative importance of academic qualification

The above figure shows the level of importance of the academic achievement of each employee in the Engineering Works Directorate - the Iraqi Ministry of Interior, because of his important role in the work of the human resources department with regard to the cultural and scientific level, in addition to their role in achieving organizational creativity, and in order for human resources to be empowered, they must be recruited. Appropriate recruitment and selection in order to properly conduct administrative work and better implement strategic plans, which will bring success, innovation and creativity to the individual and organization in the future.

Second: Discussing the Results of the Research Hypotheses

We will discuss the interpretation of a set of results of the study hypotheses that explain the values of the Pearson correlation coefficients between the variables of the subject of the study and the values of the influence degrees between the independent variables and the dependent variables to demonstrate the role of strategic planning in achieving organizational creativity through empowering human resources as follows:

Interpretation of the results of the first main hypothesis: The results of the analysis of the (SPSS.V21) program showed that the value of the correlation coefficient for the independent variable strategic planning in organizational creativity reached (0.992), with a level of statistical significance amounting to (0.000). The result allows accepting the hypothesis of the study which states the existence of a relationship. A statistically significant relationship at a level of significance (0.01) between strategic planning and its dimensions in organizational creativity and its dimensions (problem solving, flexibility, reorganization and renewal), and since the level of significance (0.01) is less than the level of significance (0.05), which indicates the strength of the positive relationship to the role of planning The strategy in achieving organizational creativity based on what was reached through the answers of the study sample members (Directorate of Engineering Works in the Ministry of Interior), and this can be seen in the following table (4):

Table (4) Value of the correlation coefficient between strategic planning and organizational creativity

Correlations			
		Planning	Creativity
Planning	Pearson Correlation	1	.992**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	77909.417	69791.366
	Covariance	223.236	199.975
	N	350	350
creativity	Pearson Correlation	.992**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	69791.366	63476.369
	Covariance	199.975	181.881
	N	350	350
**. Correlation is significant at the 0.01 level (2-tailed).			

According to the above, the results of the analysis of the sub-correlation hypotheses can be shown in Table (18), which result from the first main hypothesis as follows:

The First Sub-Hypothesis H1-1: There is a statistically significant correlation according to the Pearson rank coefficient at the significance level ($0.05 \geq a$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) and problem solving at the Directorate of Engineering Works in the Ministry of Iraqi Interior.

The Second Sub-Hypothesis H1-2: There is a statistically significant correlation according to the Pearson rank coefficient at the level of significance ($0.05 \geq a$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) and flexibility in the Indian Works Directorate in the Ministry of Interior. Iraqi.

The Third Sub-Hypothesis H1-3: There is a statistically significant correlation according to the Pearson rank coefficient at the level of significance ($0.05 \geq a$) for strategic planning in its dimensions (strategic direction,

analysis of the external and internal environment, implementation of strategic plans) and reorganization and renewal at the Directorate of Engineering Works in Iraqi Ministry of Interior.

Table (5) Values of Correlation Coefficients for The Sub-Hypotheses

Strategic Planning		Organizational creativity
Sig	Pearson Correlation	
0.000	0.976	Problem Solving
0.000	0.984	Flexibility
0.000	0.978	Reorganization and renewal
**. Correlation is significant at the 0.01 level (2-tailed).		

Source: Prepared by the researcher according to (SPSS.V21) data.

The results of Table (5) show the values of the correlation coefficients for the sub-hypotheses related to the first main hypothesis, which indicate the existence of a correlation between strategic planning and problem solving, as it reached (0.976) with a level of statistical significance (0.000), which is less than the level of significance (0.05), and flexibility reached (0.05). (0.984), while the correlation of reorganization and renewal reached (0.978), which indicates acceptance of the sub-correlation hypotheses of the study, due to the presence of a positive and strong relationship indicating the active role between the independent variable and each dimension of the dependent variable (organizational creativity), based on The results of the (SPSS.V21) program, and according to the opinions of the study sample, the Directorate of Engineering Works in the Iraqi Ministry of Interior.

The Second Main Hypothesis, H2: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in achieving organizational creativity in its dimensions (problem solving, flexibility, reorganization and renewal) among Directorate of Engineering Works in the Iraqi Ministry of Interior, and this can be stated in the following table (6):

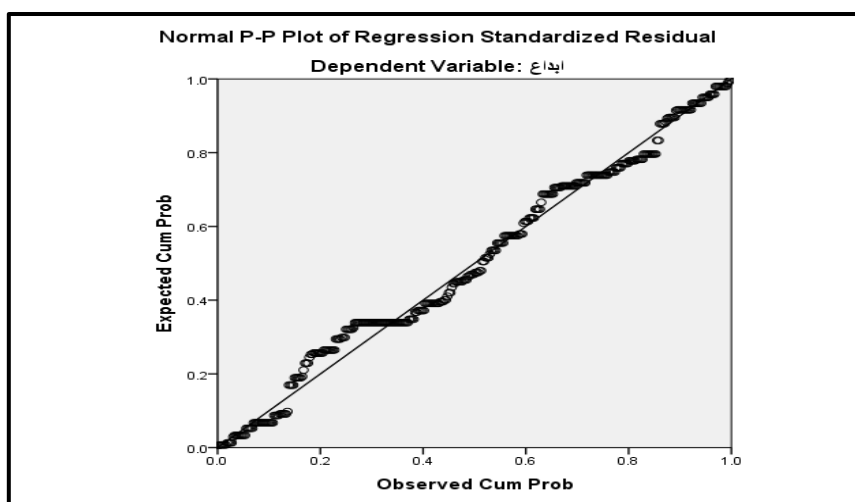
Table 6: Effect results for the second main hypothesis

(Y) Organizational creativity							Strategic Planning (X)
Sig.	T	R	R ²	F	B	Beta	
0.000	150.766	.992	.985	22730.342	.896	.992	

Source: Prepared by the researcher, data from the program (SPSS.V21).

second main study, given that the calculated (F) value was higher than its tabulated value with a significance level ($0.05 \geq \alpha$), as the calculated (F) value reached (22730.342), and the significance level of (F) reached (0.000), and the value of the correlation coefficient R was (.992), which means that there is a strong relationship of influence between strategic planning and organizational creativity, and the value of the coefficient was (.985 = R^2), and this result indicates that strategic planning has explained an amount of (98.5% of the variance in organizational creativity at the Engineering Works Directorate in the Iraqi Ministry of Interior, and through testing the tabular value of (T), it was found that it amounted to (150.766) and that the degree of influence of the value of (B) amounted to (.006). The degree of influence can be shown through Chart (1) follows:

Chart (1) evaluates the impact between strategic planning and organizational creativity



Source: Prepared by the researcher, data from the program (SPSS.V21).

From the above, we conclude the role of strategic planning in explaining variation in creativity, and based on that, we can test the sub-hypotheses of the effect, as follows:

The First Sub-Hypothesis H2-1: There is a statistically significant effect at the level of significance ($0.05 \geq \alpha$) between strategic orientation and organizational creativity at the Directorate of Engineering Works in the Iraqi Ministry of Interior, as the statistical results shown in Table (7) and follow-up t-test values showed. The dimensions of strategic planning have an impact on organizational creativity, as the value of (t) for the dimension of strategic direction reached (75.674), and the value of the degree of influence B reached (.040), according to the results of the Step Wise Multiple Regression analysis, to determine the importance of each variable. Independently, it contributes to the mathematical model, which represents strategic planning with its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in organizational creativity, and can be clarified through the following table (7):

Table 7: Results Of the Impact Factor Values for The First Sub-Hypothesis

(Y) Organizational creativity							Strategic direction (X)
Sig.	T	R	R ²	F	B	Beta	
0.000	75.674	.971	.943	5726.543	.040	.971	

Source: Prepared by the researcher, data from the program (SPSS.V21).

The data in Table (7) above also indicate that there is a positive and strong correlation between strategic direction and organizational creativity, where the value of the correlation coefficient reached ($R=0.971$), and the value of the coefficient of determination reached ($R^2=0.943$). This means that a one-unit increase in the dimensions of Strategic planning leads to an increase in the achievement of organizational creativity by a value of (94.3%) resulting from the strategic orientation dimension. The significance of the model is also evident, as the calculated F value reached (5726.543) with a significance level of ($0.000=\text{SigF}$) which is less than (0.05), which indicates There is a statistically significant effect of strategic orientation on organizational creativity at the significance level ($\alpha \leq 0.05$). Table (20) also shows the values of the regression coefficients for the dimensions of strategic planning, as it turns out that the value of (Beta) for the (orientation) dimension reached (0.971). It indicates that an increase in orientation by one unit leads to an increase in creativity by (97.1%).

The Second Sub-Hypothesis H2-2: There is a statistically significant effect at the level of significance ($0.05 \geq \alpha$) for the dimension of analysis of the external and internal environment on organizational creativity at the Directorate of Engineering Works in the Iraqi Interior, and this can be shown from the following table (8):

Table (8) Impact factor values between analysis of the external and internal environment and organizational creativity

(Y) Organizational creativity						Analysis of the external and internal (X) environment
Sig.	T	R	R ²	F	B	
0.000	125.338	.989	.978	15709.668	.020	

Source: Prepared by the researcher, data from the program (SPSS.V21).

It is clear from Table (8) above that there is a positive and strong correlation between the analysis of the external and internal environment and organizational creativity, where the value of the correlation coefficient reached ($R = 0.989$), and the value of the coefficient of determination reached ($R^2 = 0.978$). This indicates that the environment dimension explained the percentage (97.8%) of the change occurring in organizational creativity, as shown in the table, is the significance of the model, as the calculated F value reached (15709.668) with a significance level of ($0.000 = \text{SigF}$) which is less than (0.05), which indicates the presence of a statistically significant effect of analyzing the external environment. The internal factor in organizational creativity is at the level of significance ($\alpha \leq 0.05$). Table (8) shows the values of the regression coefficients for the environmental analysis dimension, where the value of B was (.020), which indicates that an increase in environmental analysis by one unit leads to an increase in creativity. organizational value by (20%) units, and the value of T calculated in this dimension was (125.338) and at the level of significance ($0.000 = \text{SigT}$), which is less than (0.05), which indicates the presence of a positive moral effect of the analysis on creativity. It is clear from the table that the value of (Beta in the analysis dimension reached (0.989), which indicates that an increase by one unit leads to an increase in creativity by (98.9%) units.

The Third Sub-Hypothesis H2-3: There is a statistically significant effect at the level of significance ($0.05 \geq \alpha$) for the dimension of implementing strategic plans on organizational creativity at the Directorate of Engineering Works in the Iraqi Ministry of Interior, and this can be shown from the following table (9):

Table (9) values of the influence factor between plan implementation and organizational creativity

(Y) Organizational creativity						Implementing (X) strategic plans
Sig.	T	R ²	F	B	Beta	
0.000	132.344	.981	17514.928	.019	.990	

Source: Prepared by the researcher, data from the program (SPSS.V21).

It is clear from Table (9) above that there is a positive and strong correlation between the implementation of strategic plans and organizational creativity, where the value of the correlation coefficient reached ($R = 0.990$), and the value of the coefficient of determination reached ($R^2 = 0.981$). This indicates that after implementing the strategic plans, what (98.1%) of the change occurring in organizational creativity, as shown in the table, is the significance of the model, as the calculated F value reached (17514.928) and the level of significance ($0.000 = \text{SigF}$) is less than (0.05), which indicates the presence of a statistically significant effect of implementing plans. Strategy in organizational creativity is at the level of significance ($\alpha \leq 0.05$). Table (9) shows the values of the regression coefficients for the dimension of implementing strategic plans, where the value of B was (0.19). It indicates that an increase in the implementation of plans by one unit leads to an increase in achieving Organizational creativity increased by (19%) units, and the value of T calculated in this dimension was (132.344) and at the level of significance ($0.000 = \text{SigT}$), which is less than (0.05), which indicates the presence of a positive moral effect of implementing plans on creativity, and it is clear from the table that The value of Beta in the analysis dimension reached (0.990), which indicates that an increase by one unit leads to an increase in creativity by (99%) units.

The Third Main Hypothesis, H3: There is a statistically significant influence relationship at the level of significance ($0.05 \geq \alpha$) for strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in empowering human resources in its dimensions

(work teams, information sharing, freedom and independence). At the Engineering Works Directorate in the Iraqi Ministry of Interior, this can be shown in the following table (10):

Table (10) Results of the impact between strategic planning and human resources empowerment

(Y) Empowering human resources						Strategic Planning (X)
Sig.	T	R ²	F	B	Beta	
0.000	102.644	.968	10535.715	.010	.984	

Source: Prepared by the researcher, data from the program (SPSS.V21).

Table (10) shows the validity of the model for testing the hypothesis of the third main study, given that the calculated (F) value was higher than its tabulated value at the significance level ($0.05 \geq a$), as the calculated (F) value reached (10535.715), and the significance level of (F) reached (0.000), and the value of the correlation coefficient R was (.984), which means that there is a strong influence relationship between strategic planning and human resources empowerment. The value of the determination influence coefficient was (.968 = R²), and this result indicates that strategic planning has interpreted An amount of (96.8%) of the variance in the empowerment of human resources at the Directorate of Engineering Works in the Iraqi Ministry of Interior

The Fourth Main Hypothesis, H4: There is a statistically significant effect at the significance level ($0.05 \geq a$) of strategic planning in its dimensions (strategic direction, analysis of the external and internal environment, implementation of strategic plans) in achieving organizational creativity in its dimensions (flexibility, problem solving, reorganization and renewal) in the presence of... Empowering human resources as an intermediary variable in the Engineering Works Directorate in the Iraqi Ministry of Interior. The results can be shown in the following table (11):

Table (11) values the effect between strategic planning and creativity in the presence of human resources empowerment

(Y) Organizational creativity						The Independent Strategic Planning (X) Empowerment ©
Sig.	T	R ²	F	B	Beta	
0.000	20.035	.992	22730.342	.027	.606	
0.000	13.012	.995	169.304	.027	.393	

Source: Prepared by the researcher, data from the program (SPSS.V21).

Table (11) also shows the validity of the model for testing the hypothesis of the fifth main study, given that the calculated value of (F) is higher than its tabulated value at the level of significance ($0.05 \geq a$), as the value of calculated (F) reached (22730.342), and that the level of significance of (F) It reached 0.000, and the value of the correlation coefficient R = (0.992), which means that there is a strong influence relationship between strategic planning and organizational creativity in the presence of human resources empowerment, its value becomes (0.995), and the value of the determination influence coefficient reached (0.990 = R²), and this result indicates However, strategic planning explained 99% of the variance in achieving organizational creativity through the presence of human resources empowerment at the Engineering Works Directorate in the Iraqi Ministry of Interior.

CONCLUSION

From the above, we conclude a set of conclusions reached by this study by providing a detailed explanation of the scientific and theoretical concepts of the subject of the study, as well as from the results obtained through questionnaire information directed to workers in the Engineering Works Directorate, and according to this, a set of recommendations were presented. Which may benefit scholars and researchers regarding the current topic through two main paragraphs.

First: Conclusions

We will discuss the most important conclusions reached by this research, relying on the conceptual background and scientific theory of the variables of the subject, as well as presenting the results of the necessary practical aspect in light of what was reached as follows:

The results of the analysis showed that the strategic planning in the directorate is relatively good, which indicates the directorate's interest in strategic planning for its work with the aim of confronting the difficult circumstances in the external and internal environment.

The results of the study showed that there is a strong and significant correlation between strategic planning and organizational creativity in the Engineering Works Directorate, as the value of the correlation coefficient between them reached (0.90%).

The result of the analysis demonstrated the existence of a strong influence relationship between strategic planning and organizational creativity in general, as the value of its coefficient of determination reached (98.5%).

There is agreement among the directors and heads of departments in the directorate about strategic planning and organizational creativity, as they unanimously agreed in their answers to all statements related to strategic planning and organizational creativity.

Second: Recommendations

Based on the results of the research, a set of recommendations can be presented that will benefit researchers in the subject of the study, while taking them to stimulate organizational creativity in the study community (Directorate of Engineering Works - Iraqi Ministry of Interior) as follows:

Although the results of the study indicated that those concerned in the Directorate of Engineering Works are carrying out strategic planning processes, they are not at the required level. Therefore, we suggest conducting field studies from time to time to find out the developments that may arise in the agency affiliated with the Ministry of Interior in a way that makes the management of the Directorate optimal. She is clearly aware of what is going on around her.

Focus on strategic planning activities and organizational creativity, commit to implementing them, and move away from a neutral view that does not achieve success and excellence for the directorate and hinders its progress.

Encouraging the process of creativity and innovation among the ranks of creative workers and administrators through a competition for the best administrative work, the best effort submitted, or the best patent, in which the winner is given an appropriate reward to raise the morale of the workers and increase competition among them.

Providing the Directorate with individuals who possess new and diverse talents who can be attracted from within the Directorate or from outside it, and paving the way for some of them to complete their postgraduate studies in order to provide employees capable of managing the Directorate in the future.

REFERENCES

- Abdullah, W. M. Z. B. W., Zainudin, W. N. R. A. B., Ismail, S. B., & Zia-Ul-Haq, H. M. (2022). The Impact of Microfinance Services on Malaysian B40 Households' Socioeconomic Performance: A Moderated Mediation Analysis. *International Journal of Sustainable Development and Planning*, 17(6), 1983–1996.
- Anne Karani Iswan, Dr. Robert Arasa, D. J. N. (2020). The Role of Financial Literacy in the Growth of Women Owned Micro Enterprises: A Case Study of Busia County, Kenya By. *Journal of African Interdisciplinary Studies (JAIS)*: ISSN 2523-6725, 4(12), 16–27.
- Bernard, D. T. K. (2020). Entrepreneurial Success for Women through Microfinance and Effect of Education: Evidence from Sri Lankan. *Journal of Economics and Business*, 3(3).
- Carlos, J., Mejía, U., Gutierrez, L. H., & Rodríguez, P. (2023). Financial inclusion and business practices of microbusiness in Colombia. *Eurasian Business Review*, (0123456789).

- Hair, Joe F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2018). The Results of PLS-SEM Article information. *European Business Review*, 31(1), 2–24.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hammawa, Y. M., & Bappi, U. (2019). Towards Improving the Performance of Women Entrepreneurs in Micro Enterprise in Nigeria, 3(1), 47–65.
- Megan Lang, J. S. (2022). The Economics of Women's Entrepreneurship, 1–45.
- Sawad, B. (2022). Effect Of Microfinance On Entrepreneurship Development: A Case Study Of Kanchanpur District By:, (8.5.2017), 2003–2005.
- Tarisha, A., Ardi, K. H., Fatkhurrahman, I. N., & Margaretha, F. (2021). Financial Literacy on Saving Behavior in MSMEs with Social Influence as an Intervening Variable. *Oktober*, 5(2), 24–37.