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The Impact of Strategic Human Resources Tools on Enhancing Human Competencies - An Exploratory Study for a Sample of Workers in the Salah Al-Din Education Directorate

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Abstract

In a rapidly changing competitive environment, human resources are one of the important sources of competitive advantage. Human resources tools can contribute to achieving a sustainable competitive advantage by facilitating the development of competencies for the organization. Strategic human resources management tools are concerned with finding a link between the overall strategic objectives of the business and the human resources strategy. And implemented in order to enhance the competencies of employees in the organization. The current research aims to demonstrate the impact of strategic human resources tools (strategic map, human resources management card, dashboard) in enhancing human competencies (knowledge, relationship management, work intelligence, capacity assessment) in the Salah al-Din Education Directorate. It includes variables and dimensions, according to the exploratory curriculum in the Salah al-Din Education Directorate, then formulating research hypotheses and testing them using appropriate statistical methods and using the statistical package (SPSS) program. In general, the descriptive approach was adopted in explaining the theoretical and analytical frameworks to test and analyze the research hypotheses, while the study community consisted of workers in the Salah al-Din Education Directorate at the three administrative levels, and the sample size was (85) individuals. The research reached several conclusions, the most important of which was the significant effect of the strategic human resources tools (strategic map, human resources management card, dashboard) in enhancing human competencies in the Salah al-Din Education Directorate. In conclusion, the researcher recommended the necessity of identifying the appropriate tools for strategic human resource management, by relying on academic research regarding the impact of strategic human resource management practices on the efficiency of human resource management in the directorate.

Keywords: Strategic Human Resources Tools, Human Competencies.

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Introduction

The people who make up the organization (human resources) are considered one of the most important resources of today's organizations, so it has become necessary for organizations to take care of how to manage and develop the efficiency of their human resources because it is the basis for organizational success and obtaining a competitive position. The basic competence of the human resource includes knowledge, skill or ability that contribute to the successful completion of the task in the job, as all employees use multiple competencies to perform their work on the one hand, and on the other hand, strategic human resources tools represent a relatively new transformation in the field of human resource management, as it focuses on aligning human resources as a means to gain a competitive advantage, as well as It is about ensuring that the organization obtains and retains the skilled, committed and enthusiastic workforce it needs. This means taking steps to assess and meet the needs of future beneficiaries and to enhance and develop the potential of individuals (their contributions, potential and aptitude) by providing learning and continuous development opportunities. Therefore, the current research focuses on demonstrating the impact of strategic human resources tools in enhancing human competencies through four basic topics. The first topic touched (the methodological aspect of the research) through which we dealt with the methodological foundations of research through the problem, importance and objectives of the research and the scheme and hypotheses of the research, while the second topic (the aspect of research) Theoretical research) only dealt with the theoretical and intellectual frameworks for the research variables (strategic human resources tools, human competencies), while the third topic (the field aspect of the research) presented a description and diagnosis of research variables, testing and analysis of research hypotheses, and finally came a topic (research conclusion - conclusions and recommendations We presented the most important conclusions and recommendations.

The Methodological Aspect of Research

1. The Research Problem

The success of government business organizations is determined on the basis of their ability to provide the best services, which can only be achieved under the current competition conditions through their ability to possess and properly manage the competencies and knowledge of the human resource, as the human resource is one of the important elements in business organizations. Human competencies are the main driver of all activities and the basis for their effectiveness. In the midst of the transformations and challenges that organizations in general and government organizations in particular are witnessing, human resources are emerging as an essential resource and an effective support for achieving integration in the current environment based on quality, knowledge and intense reliance on human competencies, which play a key role in the various activities and functions within these organizations. This constitutes an important gap because the search for new possibilities to adapt to the changing business environment and at the same time employ their capabilities to achieve efficiency, and to achieve human resource efficiency in government organizations, these organizations rely on strategic human resources tools that focus on recognizing that organizations can be more effective if they are Manage its human resources through human resource policies and practices that provide the right number of people with appropriate behaviors, required competencies and the necessary level of motivation to an organization. Through the above subtraction, the research problem can be identified by showing the impact of strategic human resources tools in enhancing human competencies in the Salah al-Din Education Directorate, so asking the following questions can contribute to clarifying the contents of the research problem:

1. What is the availability of strategic human resources tools in the field studied?
2. To what extent are the dimensions of human competencies available in the field under study?
3. Is there a correlation between the strategic human resources tools and human competencies in the field studied?
4. Is there an impact of the strategic human resources tools on human competencies in the field studied?

2. The Importance of Research

The importance of the research is mainly due to the important variables that it dealt with (strategic human resources tools, human competencies) and the field examined (Salah al-Din Education Directorate) in the Iraqi environment, and to show the extent of the interdependence of these variables and the relationships between them for the purpose of improving the work of the Directorate in the field chosen for research, so the importance of the research is evident. Search by:

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1. Building an intellectual and cognitive framework for research topics (strategic human resources tools, human competencies) and their dimensions, by tracing theorizing paths to specialized literature, and then providing conceptual approaches that describe the explanatory trends of those topics, and then describe the views of theorists regarding them according to the field of treatment and the level of their analysis its contents and its variables.
2. This research comes in response to the importance of the topics of strategic human resources tools and human competencies, both foreign and Arab, in the Salah al-Din Education Directorate.
3. Diagnosing the readiness of leaders in the Salah al-Din Education Directorate to demonstrate the impact of strategic human resources tools and their efficient implementation to enhance human competencies.
4. Providing the correct scientific and conceptual foundations that enable the leaders in the Directorate to identify the strategic human resources tools as an advanced concept to enhance human competencies.
5. Directing the administration in the Directorate to pay attention to the strategic human resources tools, and employ them to have the ability to face changes and enhance human competencies with the aim of owning the human resource that achieves value.

3. Research Objectives

By looking at the research problem and its importance, the main objective of the research can be stated by identifying the impact of strategic human resources tools in enhancing human competencies in the Salah al-Din Education Directorate. In addition to the sub-goals, which are as follows:

1. Knowing the availability of strategic human resources tools in the Salah al-Din Education Directorate.
2. Knowing the extent of the availability of human competencies in the Salah al-Din Education Directorate.
3. Testing the correlation relationship between strategic human resources tools and human competencies in the Salah al-Din Education Directorate. 4. Analysis of the relationship of the impact of strategic human resources tools on human competencies in the Salah al-Din Education Directorate. 5. Presenting ways of paying attention to the management's capabilities to direct the strategic human resources tools in enhancing human competencies in the researched field.

4. The Research Scheme

For the purpose of achieving the methodological treatment of the research, the researcher built a hypothetical scheme showing the logical relations between the research variables, and the impact of those relations in the field under study (Salah al-Din Education Directorate). she:

1. The independent variable: which includes the strategic human resources tools variable represented by (strategic map, human resources management card, dashboard).
2. The dependent variable: it includes the human competencies variable and its dimensions (knowledge, relationship management, work intelligence, capacity assessment).

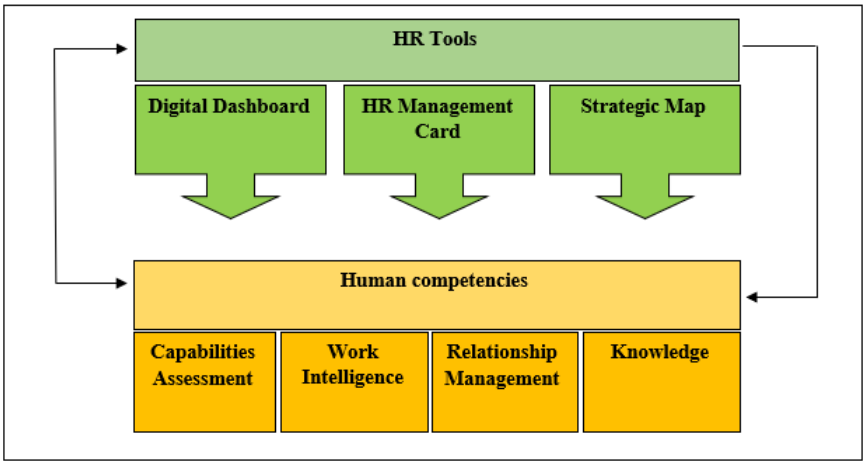


Figure 1: Research Diagram

Source: Prepared by the researcher

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5. Research Hypotheses

In line with what was stated in the research problem, its importance and objectives, and building a hypothetical research scheme, the research sets four main hypotheses, which are as follows:

1. **The first hypothesis:** Are there strategic human resources tools in the researched field?
2. **The second hypothesis:** Are there dimensions of human competencies in the field studied?
3. **The third hypothesis:** There is a correlation between strategic human resources tools and human competencies in the field investigated.
4. **Fourth hypothesis:** There is an effect of strategic human resources tools on human competencies in the field investigated.

6. Research Methodology

The researcher adopted the descriptive analytical approach with the aim of systematically treating the research problem and clarifying the nature of the relationship between the variables and dimensions of the research.

7. Search Tools

A number of data collection and analysis tools were adopted to reach the final results, as follows:

1. **Theoretical Framing:** By reviewing previous books, studies and research related to research variables.
2. **Field Data:** The questionnaire was mainly relied on in the research to collect data from the field, and the tool was developed in this research by reviewing the literature related to the subject of the main variables to obtain standards and design questions of the questionnaire, which were prepared by the researchers with its own standards for its main variables, and modified with the It suits the arbitrators in an Iraqi environment, and includes the following:

The First: A preliminary definition of respondents from identifying information for some characteristics of the study sample that pertain to (gender, educational qualification, job position, years of experience).

The Second: It included the main study variables, namely: (strategic human resources tools, human competencies), as each of these variables includes a set of sub-variables shown in Table (1).

Table 1: The Composition of the Questionnaire Form

S	Main variables	Sub-variables	Number of paragraphs	Measurement Sources
1	**Strategic HR Tools**	**Strategic map**	**7**	(Hasan, 2020, Mia)
		HR management card	**7**	
		digital dashboard	**7**	
2	**Human competencies**	**Knowledge**	**5**	(Al, 2021: Indiyati et)
		Relationship Management	**5**	
		Work intelligence	**5**	
		Capabilities Assessment	**5**	

Source: prepared by researchers

The five-weight Likert scale was used to measure the paragraphs of the research variables in which the answer was distributed from (5-1) degrees, as it gives the maximum degree (5 degrees) to support (strongly agree) and gradually decreases until it reaches the lowest degree (1) to support (Strongly disagree), in order to ensure objective results and to avoid neutral answers that affect the accuracy of the analysis results.

8. Test the Search Tool

The research tool (the questionnaire), with its approved standards, was subjected to tests of validity and reliability, as follows:

1. **The credibility of the questionnaire:** Validity refers to the ability of the questionnaire to measure what it was designed for, and this is one of the most important conditions that must be met in building standards. The loss of this condition means that the scale is not valid and its results cannot be adopted. To test the validity of the scale, there are multiple methods that have been adopted. Some of the researchers are:

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- **Apparent Honesty:** This is done by presenting the form to a number of arbitrators, who are (10) arbitrators, taking into account all the observations and amendments proposed by them to evaluate the validity of these paragraphs.
- **Content Validity:** To test the content of the questionnaire, the researchers tested the internal consistency between the research variables by finding the correlation between them by adopting the correlation coefficient (measuring the correlation between two variables), as the values of the correlation coefficients reflect the strength or weakness of these paragraphs' expression of the phenomenon studied, and from the observation of a matrix the correlation of the variables investigated shows that there is a high percentage of internal consistency between those variables mentioned, and at the same time indicates the validity of the construction of their contents and the validity of their stability.

2. **Resolution Stability:** It is proven that the resolution scale gives the same results if it is re-applied to the same research community again, and then using the reliability coefficient (Alpha Cromback), the value of Alpha Cronbach was 89%, as shown in Table (2).

Table 2: Scale Instrument Stability Test

Study scale	Cronbach Alpha	Pearson	Spearman brown	Guttman
Total	0.896	0.897	0.932	0.932

Source: Prepared by the researcher based on the outputs of the statistical program (SPSS)

9. Society and Research Sample

The study population was represented by workers in the Salah al-Din Education Directorate and its affiliated departments in the three departments (higher, middle, and executive) working within the administrative staff, while the sample size was determined by (85) individuals.

10. Research Limits

The limits of the search can be determined by:

1. **Objective Limits:** They are related to the research variables and their dimensions, as follows:
   - The independent variable: Which includes the strategic human resources tools variable represented by (strategic map, human resources management card, dashboard).
   - The approved variable: The approved variable includes human competencies and its dimensions (knowledge, relationship management, work intelligence, capacity assessment).
2. **Time Limits:** The research in the period from 10/14/2021 to 10/3/2022 considered the time limits for the research as a whole.
3. **Spatial Boundaries:** Included the spatial boundaries of the research in the Salah al-Din Education Directorate.
4. **Human limits:** The research identified a random sample of workers in the three departments (high, middle, and executive) represented by (directors and their assistants, directors of departments, divisions, units, and employees), who numbered (85) individuals.

The Theoretical Side of the Research

The First Axis: the theoretical framework for strategic human resources tools.

First: The concept of strategic human resources: The term "strategy" has been interpreted differently around the world. Strategic thinking came mainly from the military and political fields. The term "strategy" was used for the first time as a separate term applied to "war." The term "war" denotes refers to battles and wars, while "strategy" refers to planning and tactics (Sudarmo, 2020). According to (Kamala & Pebruary, 2021), human resources is a general term for workers in an organization capable of creating material and cultural wealth for the community and performing intellectual work. Regarding the concept of strategic human resources, there are different views regarding its presentation. (Meng, 2021) defines human resources strategy as "a set of processes and activities that work through the human resources department and executive management to achieve the strategic objectives of the business, and thus lead to improved performance Present and future business and keep competitive advantage. Nyandiko & Ongeri, 2015) defines human resource strategy as "the deliberate use of human resources by an organization to help it gain and

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maintain its competitive advantage. It is a plan or approach adopted by the organization and used to achieve the goals of the organization through the effective activities of its employees."

Strategic HR is a long-term plan for the development and management of human resources formulated in accordance with the development strategy of the organization, taking into account the expectations of the entire staff in order to meet the needs of the increasingly changing external environment and the needs of human resource development and management itself (Sudarmo, 2020). Any HR strategy involves building an appropriate cultural mechanism for the development of the organization, a strategy that focuses on how career planning is implemented for workers in all parts of the organization, and how HR policies and practices are compatible with various other organizational aspects (Mtshokotshe, 2018). (Rubel et al, 2018) indicated that the human resource strategy is a functional strategy within the organization's strategy, which supports the organization's overall strategy and business strategy.

We conclude that the concept of strategic human resources means managing human resources in a way that supports the organization's long-term business goals and results. Through strategic human resource management, organizations focus on applying human resources principles and practices to the overall business strategy rather than committing only to the administrative duties for which human resources are famous.

Second: The Importance of Strategic Human Resources: Strategic human resources provide a framework that links people management and development practices to long-term business goals and results. It focuses on long-term resource provision issues in the context of the organization's goals and the evolving nature of work. It also informs other human resource strategies, such as reward or performance, and defines how to integrate it into the overall business strategy (Yong & Mohd-Yusoff, 2016). In an effort to maintain competition in the market, most organizations formulate and implement relevant strategies and seek excellence in what they invest in, and among these strategies, (Boon et al, 2018) refers to strategic human resources that are critical as some organizations tend to allocate less time on human resource issues and thus lose out in the market. (Zehir et al, 2016) refers to human resource strategies as key components that help the organization reach its competitive goals by recruiting, training and retaining employees who have core capabilities and motivations aligned with the organization's strategy. In addition (Chen & Huang, 2009) found that HR strategies are not only important in retaining potential employees, but existing employees are also given opportunities to enhance operations capabilities through expression and creativity. Strategic HR is a pattern of processes for deploying human resources and planned activities aimed at enabling the organization to achieve its goals, organizational systems that use people to gain a long-term competitive advantage, as a result, strategic human resource management is the process by which human resource practices and strategy are linked Work (Darwish, 2012). (Ahmad, 2014) pointed to the importance of strategic human resources by transforming the highly participatory management strategy into policies and procedures that seek to increase employee participation in them to take administrative decisions and equip employees with skills and independence to identify improvements in organizational operations.

Third: Steps to Establishing Strategic HR: Here are five steps on how HR professionals can gain confidence in the strategic activities of organizations: (Kamala & Pebruary, 2021) (Nyandiko & Ongeri, 2015) (Rubel et al, 2018).

1. Get the right training: Before you start contributing to an HR strategy, you need to understand how strategic business works. When there is training in areas such as leveraging networks, data governance, business acumen, and leadership, thoughtful and helpful suggestions can be made, as 76% Many business leaders rely on collaboration to develop their business strategies, and here you can step in and show what you know.
2. Getting to know the organization inside and out: CEOs need team members who understand business metrics, financial model, and organizational risks. Depending on how long you've been in the organization, you probably understand a lot more of these things than you do. To dig deeper, take some time to experiment Working 'Front Lines' Asking Questions About Its History and Really Learning Products A recent study (15 years span) revealed that HR professionals who understand business are uniquely able to 'link business strategy with talent management'.
3. Develop metrics and analytics: Learn about business metrics like profit, margin, and ROI, and you will be a huge asset to strategic business leaders, but by developing your own metrics for employee turnover, employee attitudes, bench strength and performance distributions, and integrating them into strategic business and HR metrics, She has an invaluable understanding of employees, as well as a vested interest in leaders. With 78% of business leaders using data to make strategic business decisions, you'll put yourself in a better position.
4. Create Data-Driven Strategies: It is important to evaluate emerging trends and HR best practices. HR professionals' procedures and policies should always be data-driven. Data can drive practices that support emerging trends and develop into viable business opportunities, or it may reveal that Existing business and human resource strategies more appropriately align with the organization's goals.

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5. Organizational Readiness Assessment: By combining business and HR metrics, you will be able to assess whether the organization has the resources, manpower, and support to implement different strategies, that HR professionals who regularly perform this activity are more strategic and effective because the recommendations that come from This type of analysis links HR to broader business goals and strategy, and this is the core of HR Strategy.

Fourth: Strategic Human Resources Tools: Strategic human resources tools include dimensions: (Mia Hasan, 2020).

1. Strategic Map: A strategy map is a diagram describing how an organization can create value by linking strategic objectives in a cause-and-effect relationship based on four Balanced Scorecard perspectives: financial, customer, internal operations, and learning and growth (Islam Syrus, 2018)). (Adler, 2011) pointed out that the main element of the strategy map is that it is linked to "scorecards" that monitor progress towards strategic goals.

2. The Human Resources Management Card: (Mtshokotshe, 2018) showed that the human resource management card is a tool of strategic planning to help organizations evaluate their performance and activities according to their vision and strategy. The balanced scorecard is not only a measurement system, but rather an administrative system that links Measures, objectives, target levels and initiatives, which in total describe the organization's strategy and help it to provide management with feedback on its internal operations and external products for the purpose of continuous development of the performance and results of its strategy. (Mia Hasan, 2020) pointed out that the human resources management card is an administrative system that translates the vision and mission of the organization into an effective tool that is linked and related to the strategy, and it is also an effective tool for following up performance against the achieved goals, where strategic goals are linked to the performance process measurements, and also helps To implement plans, adjust and monitor institutional growth in an easy way.

3. Digital Dashboard: The digital dashboard is a business intelligence tool that allows business leaders to track, analyze and report on KPIs and metrics. Modern, interactive dashboards make it easy to integrate data from multiple sources and explore and analyze data in depth directly within the dashboard itself (Hamdani et al, 2018). And (Dubois & Rothwell, 2014) indicated that the digital dashboard is an electronic interface used to acquire and integrate data across the organization. The digital dashboard provides in-depth business analysis while providing a real-time snapshot of department productivity, trends, activities and key performance indicators.

The Second Axis: The Theoretical Framework for Human Competencies

First: The concept of human competencies: There are many concepts of human competencies in many studies and scientific books, and a definition of competence cannot be limited to the field of human resources. At the present time, organizations achieve competitive positions by owning efficient, effective, strong and qualified human resources, which constitute the difference between knowledge and ignorance. Therefore, efficient human resources play a major role in sustainable development as the most important assets owned by any organization (Indiyati et al, 2021). According to (Delima, 2016) the competence of people in a situation can be considered as a result of the interrelationship between efforts, competencies and understanding, “efforts” that arise from excitement imply the amount of energy (mental or physical) that a person uses in the performance of his duties. “Competencies” are the personal attributes used in doing a job. “Role understanding” means the ways in which employees and managers believe in leading their efforts in the performance of their work. (Ismail & Abidin, 2010) stated that human resources are the assets of the organization. Scholars in the field of management believe that the difference between rich and poor countries is not due to financial resources, but because of efficient human resources and the way they are managed and managed. Accordingly, strong and competent human resources are one of the most effective and critical characteristics to support the success of organizations, as each organization directly depends on the performance and management of human resources. (Manani & Ngui, 2019: 1692) indicated that if the organization has effective and responsible human resources, the results of the organization will automatically be better, as reaching excellence and success requires organizations to pay attention to processes such as human competencies and the performance of human resource managers. Al-Jarjari and Al-Obaidi, 2020) defined human competencies as a set of integrated skills that the organization’s employees possess and seek to preserve and contribute to reaching high performance rates and achieving sustainable competitive advantage. And defined (Xu & Ye, 2014: 1286) as a series of unique skills and organizational and cultural factors possessed by individuals working in the organization that lead to achieving a sustainable competitive advantage, integration of resources and capabilities, and adaptation of the internal environment with the requirements of the external environment. It can be defined as the factors based on the dynamic interrelationship between skills and knowledge of scarce resources (human, material, financial and informational), which contribute to enhancing the organization’s ability to advance and complete advanced technologies according to

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a smart strategy formula that can lead towards achieving a unique and sustainable competitive advantage (Berkany, 2015).

Based on the foregoing, human competencies can be defined as the accumulated experiences and skills possessed by the human element and that benefit it and the organization in which it works.

Second: The Importance of Human Competencies: Human competencies are of great importance in organizations of all kinds, as they stem from within the organization and depend on their capabilities and ability to create distinction in order to be able to survive and excel over competitors, so it must lead to highlighting this importance in the following points: (Zaim et al., 2013) (Rasheed, 2013).

1. Enabling the organization to outperform its competitors through its outstanding performance to develop new and innovative products or improve existing products to meet the needs of customers.
2. The intellectual activities of the organization lie in focusing on investing in strategic assets that add value to the organization and thus build and maintain the best market position for it.
3. The organization constantly develops the efficiency of its employees, through learning and training for the purpose of enhancing strengths and addressing weaknesses, and that this requires a regular program to update old skills and develop new ones.
4. Human competencies are an important source of performance evaluation and are the basis on which the organization can maintain its competitive advantage more strongly than others in the long term.
5. The importance of human competencies is highlighted in building a permanent learning organization and its adoption of an open system through which the best methods for extracting new ideas are obtained.
6. Human competencies represent the conscious link between skills, knowledge, advanced technologies and scarce human resources.
7. Building human competencies achieves multiple goals, including providing performance instructions, training supplies, internal and external evaluation, developing experiences and continuous learning, as well as distinguishing key skills.

Third: Types of Human Competencies: The goals of human competencies can be framed according to the opinions of a number of researchers: (Ismail & Abidin, 2010) (Indiyati et al, 2021).

1. The organization's diagnosis of its efficiency, capabilities, opportunities and threats enables it to form partnerships between organizations and strategic alliances to create non-traditional skills, as this diagnosis is an analysis of the political, social and economic systems and methods of integration with these systems in line with the culture of the organization, and lays the foundations for building broad practices And logical for the success of the organization in its social responsibilities.
2. Efficient time management, especially in investing resources and capabilities at the right time and at a speed that exceeds its competitors and with the same resources and capabilities that competitors possess to achieve competitive advantage.
3. Sustainability of the competitive advantage, as the organization, in its quest to build its capabilities, realizes the characteristics of competencies that contribute to the production or reproduction of new types of human competencies in order to achieve its dynamism for the organization.
4. Strategic focus that ensures a comprehensive vision of the resources and capabilities available to the organization in its internal and external environment and the possibility of employing these resources and capabilities in order to achieve strategic success that is based on the capabilities of strategic learning, capabilities of strategic content, and capabilities of strategic change.
5. Establishing an infrastructure that guarantees the organization the integration of its resources and capabilities, and achieves sustainability and continuity of these resources and capabilities through rebuilding integrative measures and within a specified period of time so that the organization achieves a value chain unique from its competitors in the field in which it operates.

Fourth: Dimensions of Human Competencies: The dimensions of basic human competencies include the following: (Indiyati et al, 2021).

1. Knowledge: is knowledge of practices and principles of management functions, effective human resources through business management strategy, recruitment of human resources, workforce planning and development, benefits, compensation, labor relations, employee risk management, global, human resource technology and Qadar, talent management, and International human resources, and work to maintain the status of relevant laws, change management, legal provisions and regulations, and maintain the history of knowledge of the general practices of human resources, its strategy and the use of best practices (Lee, 2015).

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2. Relationship management: represented in the ability to manage interactions to provide service and support to the organization in terms of networking business experience, vision, customers (internal and external), people management, negotiation, advocacy, conflict management, credibility in dealing, work, and community relations, transparency, clarity, initiative, participation of employees, team decisions and plans Mutual (Lalu et al, 2020).
3. Business intelligence: It is the ability to understand and apply information for the purpose of contributing to the organization's strategic plan. It includes analyzes of business indicators, enhancing technology in solving business problems, and using organizational measures to make decisions (Hamidi, 2015).
4. Capacity assessment: is the ability to interpret information and data used in the process of making business decisions and recommendations, which includes assessing and measuring skills, objectivity in making sound decisions based on evaluating available information, evaluating the impact of changes in the law on organizational human resource management functions, and transferring knowledge and best practices from case to case, and analysis of information to identify best practices based on evidence (Lee, 2015).

The Third Axis: The Theoretical Relationship between the Research Variables

It is important to realize why success through human resources can be sustained and cannot easily be imitated by competitors, and the reason is that the success that comes from managing human resources effectively is often not visible or transparent to its source, how human resources are managed and its effects on Their behavior and skills are sometimes seen as the "soft" side of the job, which is the basis for the success of the organization and the main driver of its competency development (ÇALIŞKAN, 2010). While (Collins et al, 2013) indicated that researchers in the field of human resource management have increasingly relied on the resource-based organization's viewpoint to explain the role of human resource tools in the organization's performance, through the resource-based view of strategy is that the strategic ability of the organization It depends on its ability to resources, especially its distinctive resources, so the ideal application of these tools works to enhance human competencies in the organization. In fact, it was suggested (Voorde et al, 2010) that strategic human resources tools may lead to higher organization performance and be sources of sustainable competitive advantage because these tool systems are often unique, causally ambiguous and difficult to imitate, and lead to enhancing the organization's capabilities with competencies.

The Field Aspect of Research

The First Axis: Description and Diagnosis of Research Variables

First: Describe and Diagnose the Strategic Human Resource Tools

The independent variable of the study (strategic human resources tools) in the questionnaire includes (3) sub-tools to measure it, and in order to answer the first question of the study's questions: To what extent are strategic human resources tools available in the researched field? The researcher extracted the arithmetic mean, standard deviation, coefficient of variation for the variable and its sub-dimensions, and determined the evaluation level for each dimension and its importance.

Table 3: Results of the responses of the study sample members about the strategic human resources tools

N	Dimensions	Arithmetic mean	Standard deviation	Variation coefficient	Order of importance	Rating level
1	Strategic map	**3.883**	**0.528**	**%13.5**	**3**	**High**
2	HR management card	**3,966**	**0.519**	**%13.0**	**2**	**High**
3	Digital dashboard	**4.256**	**0.446**	**%10.4**	**1**	**very high**
Strategic HR tools as a whole		**4.035**	**0.497**	**%12.3**	**---**	**High**

Source: Prepared by the researcher based on (SPSS) program outputs

We note from the results of Table (3) that the strategic human resources tools achieved by the Directorate of the field in question came with a general arithmetic mean (4.035) and a high level of practice from the point of view of the sample members under study, and this is supported by the standard deviation (0.497), and the coefficient of variation (12.3%), while At the level of the sub-dimensions, it was at a different level of importance, as it came after (Digital Dashboard) in the first place, as it was at a very high evaluation level, followed by the dimension (Human Resources Management Card) in the second place, and finally it came in third place after (Strategic Map) At a high rating level.

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By relying on the arithmetic mean values as a criterion for measurement. This result is explained by the fact that the Salah al-Din Education Directorate has the importance of strategic human resources tools through its ability to achieve the goals of the organization through the effective activities of its employees. What confirms these results is that the coefficients of difference for all dimensions are less than (50%), which reflects the homogeneity and convergence of the answers of the study sample members towards the strategic human resources tools in general, which was high, and thus accepts the first hypothesis that states (strategic human resources tools are available in the field researched).

Second: Describing and Diagnosing the Human Competencies Variable

The variable adopted for research (human competencies) in the questionnaire includes (4) sub-dimensions to measure it, and in order to answer the second question of the study's questions: To what extent are the dimensions of human competencies available in the researched field? The researcher extracted the arithmetic mean, standard deviation, coefficient of variation for the variable and its sub-dimensions, and determined the evaluation level for each dimension and its importance.

Table 4: Results of the responses of the study sample to the dimensions of human competencies

The number	Dimensions	Arithmetic mean	Standard deviation	Variation coefficient	Order of importance	Rating level
1	Knowledge	3.804	0.621	%16.3	3	High
2	Relationship Management	4.272	0.585	%13.6	1	very high
3	work intelligence	3.954	0.559	%14.1	2	High
5	Capabilities Assessment	3.647	0.598	%16.3	4	Average
Human competencies as a whole		3.919	0.590	%15.7	-	High

Source: Prepared by the researcher based on (SPSS) program outputs

We note from the results in Table (4) that the human competencies from the respondents' point of view came with a general arithmetic mean of (3.919) and a high level of practice, and what confirms this result is the coefficient of variation for the variable as a whole, which reached (15.7%) less than (50%), which It indicates the low dispersion in the answers of the respondents, that is, there is convergence and homogeneity in their views towards the practice of human competencies in the Salah al-Din Education Directorate. A very high evaluation level, followed by (work intelligence) and then comes in third place (knowledge) and was at a high evaluation level, and finally after (capacity evaluation) at a medium evaluation level, and these results explain that the administration of the Salah al-Din Education Directorate is characterized by the ability to manage relationships Communication events, the participation of all concerned parties, and the achievement of intelligence in business performance to direct the organization and control it through the capabilities it possesses of the work personnel that correspond to the human competencies, and what confirms these results is that all sub-dimensions have coefficients of variation whose value is less than (50%), This reflects the convergence and homogeneity in the answers of the study sample members towards human competencies and their perception of their importance, thus accepting the second hypothesis which states (the dimensions of human competencies are available in the field investigated).

The Second Axis: Testing and Analyzing Research Hypotheses

First: The correlation hypothesis test: which states that there is a significant correlation between the strategic human resources tools in terms of its dimensions and the human competencies in the Salah al-Din Education Directorate in the field in the research. To test this hypothesis, the Correlation Coefficient Spearman test was used to measure the correlation between the independent variable (strategic human resources tools) with its dimensions and the dependent variable (human competencies), and its results are shown below:

Table 5: (Spearman) test between strategic human resources tools with its dimensions and human competencies

Dependent variable	Link and signification	Strategic HR Tools	Strategic map	HR management card	Dashboard
Human competencies	Spearman correlation (R)	**0.923	**0.854	**0.533	**0.846
	Sig (2-tailed)	0.000	0.000	0.000	0.000
	N	85	85	85	85

Source: Prepared by the researcher based on (SPSS) program outputs

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(**) means a significant correlation between the two variables at the level (0.01). (*) means a significant correlation between the two variables at the (0.05) level. We note through the results shown in Table (5) that there is a significant correlation between strategic human resources tools in terms of its dimensions and human competencies, as the correlation coefficient between strategic human resources tools and human competencies reached (0.923) at a significant level of significance (0.01), which is a positive value. Very strong indicating the direction of the direct relationship between the two variables, and the highest correlation was for the dimension (strategic map) amounting to (0.854) and the lowest correlation (0.533) for the dimension (human resources management card). In other words, whenever the Salah al-Din Education Directorate is concerned with strategic human resources tools in terms of its dimensions in terms of drawing strategic policies through the strategic map and relying on the digital dashboard to direct the work of the organization in question to enhance the human competencies of its employees. Thus, this result confirms the validity of the third main hypothesis in the form of proof, which states: There is a significant correlation relationship between strategic human resources tools in terms of its dimensions and human competencies in the field investigated**.**

Second: Impact hypothesis test: It states that there is an effect of strategic human resources tools on human competencies in the field studied.

And to know the impact of strategic human resources tools on human competencies in its dimensions and to answer the fourth question of the study: What is the impact of strategic human resources tools on human competencies in the field studied? A simple linear regression test was conducted for the effect of an independent variable on the dependent variable, and the results were as follows:

Table 6: Testing the Impact of Strategic Human Resources Tools on Human Competencies

.*Sig	t	B		Df		F	.*Sig	Model Summery	
								R	R^2
0.000	27.697	0.887	Strategic HR Tools	1	Regression	13.767	.000[a]	931.0	867.0
				83	The rest				
				84	Total				

Source: Prepared by the researcher based on (SPSS) program outputs

The results of Table (6) show that the value of (F) reached (13.767) at the level of statistical significance (0.00) less than the level of moral significance (0.05), and these results confirm the significance of the effect, that is, there is a significant effect of the strategic human resources tools in Human competencies in the Salah al-Din Education Directorate, where the value of the coefficient of determination is (R2) (0.867), and it represents the explanatory power that explains (86.7%) of the variation in human competencies in the directorate in question resulting from the changes that occur through resource tools The strategic human population, either the remaining percentage (13.3) is due to other factors that were not included in the research model, and the value of the regression coefficient (B) was (0.887), and what confirms this result is the value (t) whose value was (27,697) at a significance level of less than (0.05), and this means that the increase by one unit in the strategic human resources tools will lead to the enhancement of human competencies for that directorate in question, and thus these results confirm the validity of the study's question that there is an impact of strategic human resources tools on human competencies and the fourth hypothesis in the form of proof, which states that There is a moral effect For strategic human resources tools in human competencies in the researched field.

The Conclusion of the Research (Conclusions and Recommendations)

1. Conclusions

1. The results of the field study showed that the strategic human resources tools achieved by the Directorate of the field in question came with a high level of practice from the point of view of the sample members under study, and this is supported by the standard deviation and the coefficient of variation. Digital) came in the first place as it was at a very high evaluation level, followed by the dimension (Human Resources Management Card) in the second place, and finally it came in third place after (the strategic map) at a high evaluation level.

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2. The results of the field study showed that the human competencies from the respondents' point of view came at a high level of practice, and that there is convergence and homogeneity in their views towards the practice of human competencies in the Salah al-Din Education Directorate. In the first rank (Relationship Management) and was at a very high evaluation level, followed by (Business Intelligence) and then came in the third rank (Knowledge) and it was at a high evaluation level, and finally after (Capacity Evaluation) at a medium evaluation level, and these results explain that the management of a directorate Salah al-Din's education is characterized by the ability to manage relationships, communication events, the participation of all concerned parties, and achieve intelligence in the performance of work to direct and control the organization through the capabilities that he possesses of work personnel that are compatible with human competencies.
3. The results of the field study showed that there is a significant correlation between the strategic human resources tools in terms of its dimensions and the human competencies in the field investigated.
4. The results of the field study showed that there is a significant effect of strategic human resources tools on human competencies in the field studied.
5. It is clear that strategic human resources tools often have an impact on developing the competencies of employees in the organization, as human resources specialists (and direct managers) need to realize that effective implementation of the strategy is the basis of shareholder value, and is directed to developing the capabilities and skills of employees.
6. Researchers in the field of human resource management have increasingly relied on the point of view of the resource-based organization to explain the role of human resource tools in the performance of the organization, through the resource-based view of the strategy is that the strategic capacity of the organization depends on its ability to resources, especially its distinctive resources Therefore, the ideal application of these tools works to enhance human competencies in the organization.

2. Recommendations

1. Addressing the shortcomings that occur in the Salah al-Din Education Directorate as a result of weak reliance on the strategic map by drawing future policies in order to control the completion of work.
2. Educating the employees in the Directorate of the importance of strategic human resources tools in general in order to improve the performance of future work in the smooth performance of duties and tasks.
3. Supporting the strategic human resources tools in the directorate through training programs in order to enhance the competencies of the directorate's employees as an appropriate measure in the field of its operations by developing a clear vision of operations.
4. Provide an appropriate strategy to encourage the directorate's employees by participating in presenting opinions and exchanging knowledge ideas and benefiting from them in developing human skills and competencies.
5. The participation of the employees in the Directorate and encouraging them to take the initiative in presenting new ideas on an ongoing basis through the work environment in which they work in order to enhance their capabilities and competencies.
6. Exerting more attention and effort in providing strategic human resources tools for employees in the Directorate in various fields of work in a manner appropriate to their work.

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