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THE IMPACT OF STRATEGIC PLANNING ON JOB SATISFACTION: A CASE STUDY AT UNIVERSITY OF MISAN

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ABSTRACT. The paper aims to highlight the importance of strategic planning and job satisfaction and highlight the intellectual and cognitive aspects of the study variables, strategic planning, and job satisfaction, which increases their philosophical clarity and concepts. It also aims to reveal the impact of strategic planning on improving job satisfaction at The University of Misan. The results indicate no statistically significant difference between the views of the members of the research sample on the impact of strategic planning on improving job satisfaction due to the following personal characteristics; sex, age, academic achievement, and years of experience. Furthermore, the findings indicate no statistically significant differences between the views of the research sample members on the impact of strategic planning on improving job satisfaction depending on the gender of the respondent. The findings also reveal that depending on the respondent's age; there is no statistically significant impact of strategic planning on improving job satisfaction. Moreover, the study finds no statistically significant effect of strategic planning on enhancing job satisfaction depending on the respondent's academic achievement. Furthermore, there are also no statistically significant differences between the views of the members of the research sample on the impact of strategic planning on improving job satisfaction depending on the number of years of respondent experience. Therefore, this study Emphasizes the role of strategic planning in enhancing job satisfaction. Therefore, the results of this study can be used to conceptualize how to improve the level of job satisfaction of staff at the University of Misan, which contributes to enhancing the university's performance.

JEL Classification: Q25, **Keywords:** strategic planning, job satisfaction, education, Q18, E27 university

Introduction

At present, the notion of sustainable development is the most crucial topic in all papers at the global, European, and even national levels, including educational development planning

policies and guidelines. The consideration of sustainability has emerged as a critical consideration in the formulation of strategy and the production of development, action, and investment plans. The utilization of multiple variables, forecasting, and a systematic approach are all required in sustainable development planning. Primary schools create their long-term sustainable development strategies over a certain length of time in their respective classrooms. In this scenario, a sustainable strategic plan for a primary school may be viewed as the cornerstone of an educational institution's overall structure.

Additionally, it is essential to outline strategic planning missions, principles, and, most significantly, vision and values (Luce, 2018; Karaca, 2020) in addition to developing a strategy. Strategic planning is one of the features of contemporary management, and success in the strategic planning process helps organizations survive, continue and grow. The organization must forecast, make estimates and determine the programs it wants to achieve based on scientific and methodological bases and in line with its capabilities and capabilities. Therefore, strategic planning has become a topic that constitutes a starting point from which many researchers and thinkers in management science study various administrative and organizational phenomena. As a result, we observed that no studies dealt with the influence of strategic planning on boosting work satisfaction, which is one of the main themes that must be taken into account when drafting a strategic plan, according to the research. The following is a list of the problematic features: To what extent does strategic planning improve the work satisfaction of University of Maysan administrators?" From the perspective of administrative personnel at the University of Maysan, this study examines the influence of strategic planning on job satisfaction. The significance of this study is derived from two factors. First, job satisfaction, a theoretical introduction to the relationship between strategic planning and job satisfaction, is a new scientific addition to the Iraqi library to fill even a small part of the need for researchers and those interested in this type of study. The second aspect is the practical importance, as this study seeks to test the impact of strategic planning on improving job satisfaction at the University of Maysan. Thus, this study is an attempt to attract the attention of the university's administrative staff to the importance of strategic planning in improving job satisfaction, which will reflect positively on the development of the university's performance as a whole.

- Highlight the importance of both strategic planning and job satisfaction
- Shedding light on the intellectual and cognitive aspects of the study variables (strategic planning and job satisfaction) increases their philosophical and conceptual clarity.
- Identifying the impact of strategic planning on improving job satisfaction at the University of Maysan
- Emphasis on the role of strategic planning in improving job satisfaction. Therefore, the results of this study can be used to develop a vision of how to improve job satisfaction among employees at the University of Maysan, which contributes to enhancing the university's performance.

1. Literature review

1.1 The Strategic Planning

Many thinkers and researchers in the field of strategic management addressed the concept of strategic planning, including:

1) The Strategic Planning: The Concept and Importance

Several philosophers and scholars in the field of strategic management have addressed the topic of strategic planning since it is one of the fundamental concepts that has engaged the attention of administrative thinking for decades and continues to do so now. A vision of what the organization will look like in the future and a plan for developing the procedures, processes, and competencies required to realize that vision. Furthermore, according to Al-Sanea (2011), strategic planning determines the organization's future actions based on facts relevant to the organization's strategic position. In the same vein, Goodstein and colleagues (1993) define strategic planning as directing, integrating, and coordinating an organization's administrative and executive activities to arrive at a vision for the organization's future and develop procedures and processes to achieve that vision. In the context of an organization, strategic planning is the process of formulating the organization's vision and future goals, adopting the policies and procedures necessary to achieve these goals, and ensuring their implementation within a specific time frame. Strategic planning requires the support of senior management and the participation of all administrative levels in the organization (Ibrahim, 2018). The process of developing and implementing long-term plans in a way that enables an organization to capitalize on opportunities presented by its external environment while also confronting threats and challenges by utilizing the organization's physical, financial, and human resources is referred to as strategic planning (Wheelen & Hunger, 2012).

When it comes to strategic planning, Al-Salem (2002, 2002) describes it as a mental and analytical process by which decision-makers assess its future path in light of change and development occurring in its external environment surrounding the business. Al-Salem (2002) thinks that strategic planning is a process that involves multiple stages, beginning with thinking and concluding with the selection of the most advantageous strategic option. According to Al-Zanfali (2013), strategic planning is a creative process distinguished by the rationality of its analysis and the intuitiveness of human perception. It begins with assessing the organization's external environment, opportunities, and threats, to arrive at a set of strategic alternatives. Then, it studies those alternatives, selects the best choice based on objective criteria and considerations to enhance strengths and address weaknesses, and finally implements the chosen option. Many aspects of strategic planning are aided by Bryson (2004). These advantages include:

- facilitating communication and harmony between different organizational levels.
- Draws the attention of administrative officials to strategic concerns.
- Outlining the company's mission and vision.
- Sketching its message and deciding on the course of its job.
- Facing challenges that emerge throughout their work.

Bryson (2004) believes that the importance of strategic planning for an organization is crystallized because it helps (Jamal, 2016). The strategic planning process, as defined by Massadah (2013), aids in the methods of making strategic decisions within an organization scientifically and systematically that is based on the study, analysis, and prediction to choose the best strategic alternative and to bring about significant changes within the organization, among other things. The researcher believes that strategic planning is a method or approach that moves an organization from its current situation, the organization's reality, to a better position that allows it to achieve its ambition in the future. The organization adopts it to achieve its future vision as efficiently and effectively as possible. As strategic planning strives to achieve harmony and coherence between an organization's vision, purpose, goals, and strategic objectives, it is also known as strategic alignment. Based on the preceding, strategic planning can assist the organization in deviating from its relationship with its external environment. This

is accomplished by identifying the opportunities and threats in the organization's external environment in light of its strengths and weaknesses to achieve the desired goals.

2) *Strategic Planning Features*

Strategic planning is characterized by a set of features, which can be summarized as follows:

A - Long-term effects: Strategic planning is characterized by having a long-term impact on the organization, as it covers a relatively long-term period and brings about fundamental changes at the level of the organization as a whole that entail high financial costs and significant efforts

B - Broad participation: The strategic planning process depends mainly on broad and effective participation in all stages and steps, starting with the top management, passing through the various administrative levels, and ending with the beneficiaries, the public, and others (Al-Salem, 2005).

C- Comprehensiveness and integration: Strategic planning is characterized by comprehensiveness. It requires studying and analyzing all factors affecting the organization's work, whether internal or external and looking at them comprehensively and from multiple angles.

D- Flexibility: The strategic planning process is characterized by flexibility and the ability to adapt to face changes that occur in the surrounding environmental factors (Salem, 2015).

C- Efficient use of resources: where strategic planning is characterized by its ability to mobilize all the energies of the organization and its material, financial and human resources and direct them towards achieving the desired goals (Al-Salam, 2005).

H- Future: The strategic planning process is concerned with the future of current decisions. It focuses on future goals by mixing past indicators and present data to draw plans (Bani Hamdan et al., 2007).

G- Generating options and arranging priorities: One of the essential characteristics of the strategic planning process is that it sets several options for the organization to achieve its goals and organize the programs needed to implement the plan according to priority and importance (Al-Salem, 2002).

3) *Stages Of Strategic Planning*

Strategic planning is a systematic, organized process consisting of stages and successive steps. These stages can be presented as follows:

A - Formulating the organization's mission is the first stage in the strategic planning process and one of its most essential elements. Wheelen and Hunger (2012) consider the organization's mission as the reason for its existence and continuity. The organization's message attempts to answer the following questions: "What is the reason for the organization's existence? What is the organization's field of work? What is the work it will perform in the future? Who are its customers? What are the values that govern the organization's work? What are the organization's attitudes toward its customers? What are the organization's attitudes toward its employees?" (Jawad, 2010; Abu Al-Nasr, 2012; Al-Ashhab, 2015).

One of the essential characteristics of the organization's message is that it should not be broad and broad in meaning, leading to ambiguity and confusion for its employees (Jawad, 2010). According to Al-Ashhab's opinion (2015), the message must be comprehensive and general, preferably consisting of accurate, summarized, and clear words, and one phrase indicating the reason for the existence and emergence of the organization in the business environment, its goals, tasks, and activities.

b- Formulation of the strategic vision: It is the second stage in the strategic planning process. At this stage, a comprehensive vision of what you want the organization to achieve in the future is formulated. It shows the strategic idea of where the organization wants to go in the future and determines its business direction (Kusnic & Owen, 1992). Realism is one of the essential characteristics that a successful strategic vision must characterize in a sense. It is achievable, constitutes a state of the challenge for all workers in the organization, and is in harmony with the organization's goals and mission, and be clear (Wilson, 1992; Thompson et al., 2010).

C- Defining strategic objectives: This stage represents the pivotal element in the strategic planning processes, as strategic objectives are the basis for the success, growth, and development of the organization (Al-Khafaji, 2004). Jawad (2010) defines the organization's goals as the specific and quantified results that the organization aspires to achieve within a specified period. Madbouly (2001) believes that the strategic goals represent and are the link between the higher strategic level and the next level of planning. It lies between the mission and vision and the level of procedural or executive planning (Madbouly, 2001). Consolidating and deepening the governing concepts and beliefs contained in the organization's mission and vision.

d- Strategic analysis of the internal and external environment: This stage is considered the basis for reaching its specific goals. At this stage, the strengths and weaknesses in the organization's internal environment and the opportunities and threats in its external environment are revealed. In other words, strategic analysis is the organization's understanding and awareness of its external and internal environment and choosing the best and fastest way to respond to potential environmental changes to bring the organization to the best possible performance (Thompson & Martin, 2010). At this stage, the organization must collect as much information as possible about its internal and external environment, determine its strategic position, and then develop and choose the appropriate strategic alternative (Maher, 2009). According to the opinion of Johnson and Scholes (1997) and periodic (2003), Strategic analysis is a tool used by strategic managers to identify the extent of change and development taking place in the organization's external environment to identify potential opportunities and threats. An organization's internal environment is also considered when determining its characteristics, benefits, and competitive advantages. An internal environment study aims to gather and analyze data on the organization's performance to identify its strengths and shortcomings in the words of Jamal (2016: Analysis of the external environment helps the company discover the opportunities accessible in the external environment, according to Idris and Al-Mursi (2002) and Al-Douri (2003). Additionally, it aids in the development of a clearer picture of the environment in which the organization operates at a particular location and time. It determines how best to use such possibilities to reach its strategic aims and ambitions. Analyzing the external surroundings also aids in spotting potential problems or dangers. The challenges could face the organization and lead to negative results that affect its performance.

The importance of analyzing the internal and external environment of the organization can be summarized in the following points:

- Reviewing and evaluating the organization's physical, financial and human capabilities, capabilities, and resources and how to use them effectively to achieve the organization's strategic goals.
- Identifying the strengths and weaknesses of the organization to address the shortcomings and enhance the strengths to increase the organization's ability to exploit the available opportunities and face potential environmental challenges.

- Determine the scope of the stock market, the goods and services that the organization seeks to provide, and how to deliver them to consumers and customers.
- Determining the organization's strategic position by comparing its performance with other organizations operating in the same industry and studying and analyzing the relationship of influence and vulnerability between the organization and various other organizations.
- Setting the strategic goals to be achieved at the level of the organization, at the level of business units, and the group of each function of the organization.

C- Strategic Choice: At this stage, the strategic alternatives reached are presented, and the best among them is chosen to achieve the organization's mission and vision. The strategic choice is the decision to select the strategic alternative that best represents the mission and strategic objectives of the organization (Al Douri, 2003). In other words, the strategic choice is choosing a strategy from among a group of designs available to the organization. It is worth mentioning that this selection process is carried out according to specific criteria without leaving the topic to luck or chance. Vice versa, that is, in the event of failure to choose the appropriate alternative, the consequences of The organization have a significant negative impact (Jawad, 2010). According to Jawad (2010), the strategic choice represents the best available strategic alternatives to ensure the desired organizational goals. Therefore, the key to the success of any organization and enhancing its competitiveness is the extent of its accuracy and positioning in identifying and selecting the appropriate strategic alternative (Jawad, 2010).

David (2011) says that the appropriate strategic alternative is the plan that enables the organization to adapt to its external and internal environment and achieve its strategic objectives. On the other hand, Tamiliya (2012) thinks the company's senior management should enable the organization to take advantage of the available possibilities. They also plan to minimize the surrounding environment's negative impacts and accomplish its desired goals.

Wheelen and Hunger (2012) identified three factors that should be taken into account when choosing a strategic alternative, and these factors are:

- **Internal factors:** they include all the organization's financial, material and human capabilities, capabilities and resources, and organizational and cultural characteristics, as they represent the organization's strengths and weaknesses, which are the foundations for choosing the appropriate strategic alternative.
- **External factors:** They include a set of forces, variables, and events that are outside the control of the organization, affect the organization's activity, directly and indirectly, create opportunities for the organization and impose specific challenges and threats, and therefore the organization must choose the strategic alternative that enables it to balance the exploitation of those opportunities and avoid those threats.
- **Special factors:** They are among the most critical determinants of strategic choice, which differ from one organization. These factors include the personal, administrative, behavioral, and cultural values of strategic managers.

4) Strategic Planning Levels

The organization is a coherent and integrated entity where all parts of the organization work in an integrated and coordinated manner to achieve the goals and ambitions of the organization. Accordingly, after reviewing the foreign strategic planning literature such as (Hofer & Schendel, 1978; Johnson & Scholes, 1993; Wright, 1998; Daft, 2000 ;) and Arabic (Al-Qattamin, 1996; Maher, 2009; Al-Karkhi, 2009), strategic planning can be divided in general into three levels, as follows:

A- The level of the organization as a whole: strategic planning at the level of the organization means managing the activities and events that define the mission of the organization and its field of work, in addition to identifying the unique characteristics that distinguish the organization from other organizations, the process of allocating the material, financial and human resources necessary to achieve those characteristics, and managing the concept of participation between Organization business units. Strategic planning at the organization's overall level attempts to answer the following fundamental questions: What is the primary purpose of the organization's existence? What is the image that the organization wants to convey to members of society about it? What are the organization's philosophy and values? What is the field of work of the organization? How can the organization allocate the available resources to lead to achieving its objectives?

B - The level of the strategic business units: Strategic planning at the level of the business units focuses on how the strategic business unit contributes to supporting the strategic plan at the level of the organization. Strategic planning at the business unit level attempts to answer the following questions: What is the scope of the business unit's work? Who are her potential customers? How does it face the competition in its sector of work? How do you adhere to the organization's philosophy and values? How do you contribute to achieving the goals of the organization?

C- Functional level: Business units consist of several interrelated activities and functional sections such as (production, finance, human resources, marketing, and other functions), as these operational divisions are significant both at the level of business units or at the level of the organization. It is worth noting that strategic planning at the functional group is not concerned with the daily routine available activities within the organization. Instead, it is concerned with setting a general framework to direct these activities. It delineates a basic philosophy that is adhered to by those responsible for managing those activities, and thus the organization has a marketing philosophy and a financial philosophy. And a philosophy on how to manage its human resources .

5) Requirements For Successful Strategic Planning

The most important factors that must be taken into account when developing the strategic plan can be summarized as follows (Al-Aqeel, 2003; Al-Mughrabi and Gharbia, 2006; Ibrahim, 2012), (Fry & Stoner, 1995; Haines, 2000; Roger et al., 2003; Obeng & Ugboro, 2008; Pearce & Robinson, 2012):

1. Appropriate organizational climate: The success of the strategic planning process requires the availability of a clear and appropriate organizational structure, managers with experience and knowledge in the field of strategic planning, who believe in the importance of the strategic planning process, are cooperating and harmonious with each other, and are ready to allocate additional time to the strategic planning process.

2. Motivation: the availability of enthusiasm is one of the most critical requirements for the success of the strategic planning process. It will work among managers in the organization. They are ready to make sufficient effort and time for the strategic planning process, as the success of strategic planning depends mainly on the motivation of the senior management team members towards achieving the organization's strategic goals.

3. Management Information System: The success of the strategic planning process requires an efficient management information system, as it represents a strategic weapon

for organizations that enable them to exploit opportunities and face challenges by providing the necessary information for the strategic planning process.

4. Participation: The strategic planning process requires all employees in the organization and from various administrative levels to ensure their interaction when implementing the strategic plan. They are fully convinced of the size of the benefits resulting from the successful implementation of that strategic plan.

5. Realism: it is one of the most critical factors for the success of the natural strategic planning process in planning. The proposed strategic plan must be derived from the actual reality of the organization and reflect that reality. It must be based on the analysis and study of the fundamental strengths and weaknesses of the organization.

6. Flexibility: Due to the instability of the organization's external environment, the strategic planning process requires that it be on a degree of flexibility and have the ability to adapt to unexpected or changing circumstances and events.

7. Harmony: One of the most critical factors for the strategic plan's success is consistent and consistent with the organization's strategy and objectives and suits its unique characteristics.

8. Comprehensiveness: The strategic planning process requires looking at the problem from multiple angles and dimensions to draw a clear vision of the nature of the problem and how to address it.

9. Integration: One of the most critical factors for the success of strategic planning is that there should be integration and coordination between long-term, medium, and short-term plans

10. Clarity: The strategic plan must be clear objectives and understandable by the organization's employees and be capable of evaluation, follow-up, and control to ensure that no deviation occurs during implementation.

1.2 The Job Satisfaction

1) The concept of job satisfaction

Experts of the Arab Group for Training and Publishing (2014) consider that job satisfaction is one of the most ambiguous concepts of organizational psychology. It is a psychological phenomenon related to humans and represents an emotional state that is difficult to measure and study objectively. According to Robbins and Judge (2013), job satisfaction describes workers' positive feelings about their job, which are generated from evaluating its characteristics. In the same context, Mostot (1988) defines it as the degree to which individuals feel helpful or unhappy about their job or job experience. It is also defined as a positive emotional state resulting from individuals' evaluation of their employment or what they get from those jobs (Locke, 1983). Elarabi (2014) sees job satisfaction as an individual's psychological feeling of confidence and satisfaction to achieve work and work environment his personal needs and satisfy his desires and expectations. Thus, the concept of job satisfaction is a description of the individual's feelings towards a currency, and those feelings can be identified in two directions, the first is what job provides to the individual in reality, and the second is what position should provide from the individual's point of view (Al-Baqi, 2002). It is confirmed by Ali Al-Salem (2001), who says that job satisfaction motivates work within the

framework of the work environment, which means all the positive and negative qualities and characteristics associated with work and the value of work as perceived by individuals.

From the above, we can conclude three main features of the concept of job satisfaction:

- Job satisfaction represents a subjective feeling for the individual, so what may be satisfactory to one individual may not be acceptable to another.
- Job satisfaction is the result of a group of factors and influences related to the job and the work environment
- Job satisfaction represents a state of contentment or dissatisfaction that results from the extent of the individual's interaction with his job and the work environment
- Job satisfaction is the difference between what a job provides to an individual and what he expects from it

2) The Importance Of Job Satisfaction

The subject of job satisfaction has been of great importance by authors, researchers, and those interested in management science, as the human element in organizations is the central pillar upon which those organizations are based, whatever the nature of their work. Therefore, the feelings of workers in the organization and the impact of these feelings on work, and from here organizations attach great importance to workers' satisfaction to avoid problems that may result from dissatisfaction, whether by addressing the causes of dissatisfaction or by addressing the effects resulting from it. Furthermore, by studying job satisfaction, the senior management in the organization can identify the extent of its success in managing the organization through the viewpoint of the employees in the organization. In addition, they also recognize their feelings and tendencies towards the administrative process in the organization For the organization to improve productivity and achieve benefits for employees. Therefore, the importance of job satisfaction can be summarized as follows (Tett & Meyer, 1993; Koustelios & Bagiatis, 1997; Egan et al., 2004; Baek-Kyoo & Sunyoung, 2010; Strauss et al., 2015):

- Job satisfaction significantly affects the recruitment of qualified cadres
- Job satisfaction plays an essential role in raising the level of job commitment and improving the sense of citizenship
- Job satisfaction plays a critical role in reducing organizational conflict
- Job satisfaction plays a crucial role in low turnover
- Job satisfaction significantly affects improving the motivation and morale of the individuals working in the organization
- Job satisfaction plays an essential role in reducing employee absenteeism
- Job satisfaction plays a critical role in increasing productivity and improving performance

3) Factors Affecting Job Satisfaction

From the previous, it became clear that job satisfaction is the outcome of several effects, so the authors and researchers differed in determining those influencing factors, and those influencing factors can be divided into three sections:

A- Satisfaction with work policy: Research has proven that the organization's work policy dramatically affects the level of job satisfaction among individuals, and these influencing factors are the privileges and return that individuals obtain as a result of practicing a particular job, such as the wage system, the incentive system, housing, transportation, health, and life insurance system, promotion system, training opportunity, vacation system, number of working hours, and working hours (Luthans, 2005; Tella et al., 2007).

B- Satisfaction with the work environment: These factors relate to the individual's work environment and surroundings and include: relationships with colleagues and superiors, ventilation and cooling, the cleanliness of the work environment, and the availability of comfortable means to perform work (Robbins, 1998; Luthans, 2005).

C- Satisfaction with the job itself: It is one of the main dimensions of job satisfaction, as there are many factors related to the job itself that have a significant impact on the degree of job satisfaction, such as tasks, duties, communication channels, job design, knowledge and skill gained from the job, and social status. The society's view of this job, the extent to which the job is suitable for the individual's capabilities, the importance of the individual's participation in decisions related to his job, and the position of the job on the organizational structure (Robbins, 1998; Ellickson, 2001).

2. Data and Methodology

2.1 The research method

The study population consisted of the administrative staff at the University of Maysan. While a random sample of (200) male and female employees of the administrative staff at the University of Maysan was selected, numbering (1769) individuals, where the researcher distributed (200) questionnaires, (11) were excluded A questionnaire that is not suitable for statistical analysis. Thus the number of questionnaire forms valid for statistical analysis is (189), or (94.5%), which is a very high percentage and sufficient to generalize the results of the responses of the study sample members. The following table shows the characteristics of the study sample according to their variables.

Table 1. the sample characteristics

Variables	Categories	Iteration	Percentage (%)
Sex	male	147	77.78
	female	42	22.22
	Total	189	100%
lifetime	Less than 30 years old.	27	14.3
	30 years to less than 40 years	78	41.3
	40 years to less than 50 years	48	25.4
	50 years and older	36	19
	Total	189	100%
Educational attainment	Diploma of the least	92	48.7
	Bachelor	95	50.3
	Master	2	1
	Doctor	0	0
	Total	189	100%
Years of experience	Less than five years.	18	9.5
	Five years to less than ten years	69	36.5
	10 to under 15 years	77	40.7
	15 years and older	25	13.2
	Total	189	100%

Table 1 shows that the males make up 77.78% of the research sample, while 22.22% are female. The age group (30 years of age to under 40) had the highest rate of 41.3%). In comparison, the proportion of members of the study sample in the age group (40 years of age to under 50) was second. (25.4%) of the study sample, while the age group (50 years and older) ranked third with 19 percent, while the age group (under 30 years of age) had the lowest percentage of 14.3 percent. About the variable educational attainment of the individuals assigned to the study, it was found that (50.3%) of the sample members had a bachelor's degree, and (48.7%) were holders of a diploma, and fewer. In contrast, the sample members had a bachelor's degree. They received a master's degree of very low and amounted to (1%). None of the sample members of the study had a Ph.D. degree, which was 0%, which indicates that the educational achievement of the administrative staff at The University of Maysan is not at the level. This requires the university administration to take serious steps and plan to develop its managerial staff. 40.7% of the study sample members have experience from 10 years to less than 15 years, 36.5% have

expertise ranging from 5 years to less than ten years, 13.2% have experience over 15 years, and 9.5% have less than five years of experience.

2.2 Data Collection

In collecting data and Information that helped him achieve the objectives of the study, the researcher relied on a questionnaire that has been developed to collect data from the administrative staff at the University of Maysan to include the following aspects:

- **Part1:** Includes personal data for the study sample (sex, age, academic achievement, years of experience)
- **Part 2:** Includes (21) a paragraph to explore the management staff's view on "the impact of strategic planning on improving job satisfaction."

The researcher designed the questionnaire based on the Likert scale to measure the responses of the administrative staff of the study.

2.3 The Hypotheses Development

The study seeks to test the following central hypothesis:

“There are no statistically significant differences between the views of the research sample members on the effect of strategic planning in improving job satisfaction due to the following personal characteristics (gender, age, academic achievement, years of experience),” and the following three hypotheses are derived from this hypothesis:

- 1- *“There is no statistically significant impact of strategic planning in improving job satisfaction according to the gender of the respondent.”*
- 2- *“There is no statistically significant differences impact of strategic planning in improving job satisfaction depending on the age of the respondent.”*
- 3- *“There is no statistically significant impact of strategic planning on improving job satisfaction according to the respondent's academic achievement.”*
- 4- *“There is no statistically significant impact of strategic planning on improving job satisfaction according to the number of years of experience of the respondent.”*

2.4 The Theoretical Model Of The Study

Based on the theories of the study above, the default study model consists of three main variables:

- The independent variable is strategic planning
- The child variable is job satisfaction
- Variable personal characteristics that include (sex, age, educational attainment, years of experience)

The following figure can illustrate the theoretical model.

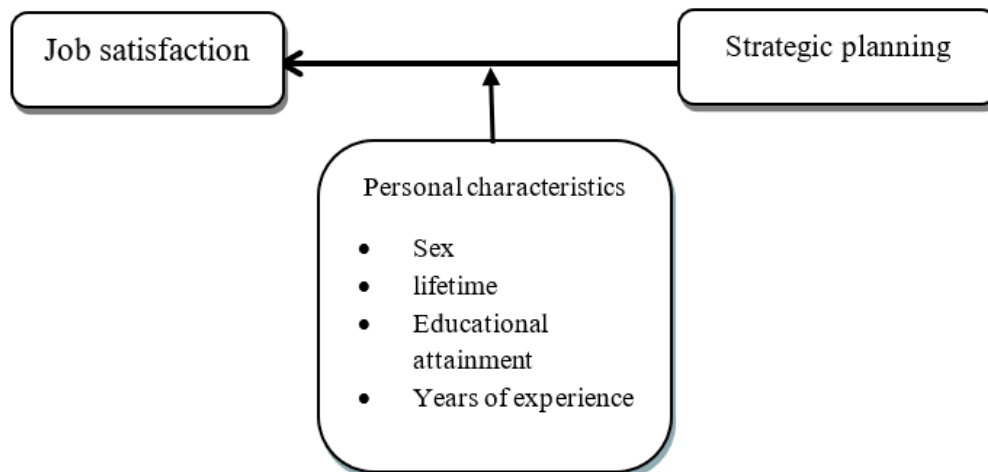


Figure 1. Theoretical Model of the Study

Source: own data

2.4 Research Tool stability

The researcher calculated the stability of the study tool using internal consistency to measure the strength of the correlation between the resolution paragraphs used. To verify the validity of the instrument used in the study, the researcher relied on "Logical Validity" by presenting the questionnaire form in its initial state to many specialists interested in the study's subject, and all the observations made by the arbitrators were taken.

2.5 The Statistical treatment used

To answer the main question and verify the theories of the study, the researcher relied on the following statistical methods:

- The calculations and percentages were calculated To identify the central question of the study, and the researcher adopted the following criterion:
 - 1- Less than 50% means the impact is meager.
 - 2- From 50% to less than 60%, it means the impact is low.
 - 3- The impact score is average from 60% to less than 70%.

4- From 70% to less than 80%, it means the impact is high.

5- 80% or more means the impact is too high.

- A T-test" was used to verify the hypothesis of the sex variable for independent samples.
- The ANOVA test was used to verify hypotheses of age variables, educational attainment, and years of experience.

3. The Results

1-The results of the study question state, "What impact does strategic planning have on improving job satisfaction from the point of view of the administrative staff at the University of Maysan? "

Table (2) shows the results of analyzing the arithmetic mean and the percentage of the impact of strategic planning on improving job satisfaction. The arithmetic averages of the study sample members' viewpoints on the questionnaire items are between (4.74 - 3.03). It was found that the total arithmetic means (4.03). Therefore, a percentage of (80.6%) and the complete degree of the impact of strategic planning on improving job satisfaction according to the study sample's viewpoint was considerable, which means that strategic planning is critical in enhancing job satisfaction. The results of the arithmetic mean analysis and the percentage of the impact of strategic planning on improving job satisfaction, which appeared in the above table, can be explained as follows:

Table 2. results of the impact of strategic planning on improving job satisfaction

Ferry num ber	Phrases	Arithm etic mediu m	Percent age (%)	Impact score
1	Strategic planning contributes to safety and career stability	4.74	94.8	Too big.
9	Strategic planning improves working conditions	4.72	94.4	Too big.
12	Strategic planning contributes to the provision of training and development opportunities for administrative staff at the university	4.29	85.8	Too big.
19	Strategic planning improves institutional services to perform effectively	4.29	85.8	Too big.
10	Strategic planning contributes to solutions to business problems	4.25	85	Too big.
14	Strategic planning facilitates and simplifies the university's work procedures	4.21	84.2	Too big.

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16	Our participation in the strategic planning process allows us to gain new expertise and skills	4.20	84	Too big.
18	Strategic planning contributes to the creation of coordination and harmony between all administrative levels at the university	4.18	83.6	Too big.
3	Our participation in the strategic planning process creates a feeling that we are part of the university.	4.17	83.4	Too big.
7	Strategic planning improves our motivation for action	4.05	81	Too big.
11	Strategic planning provides us with the opportunity not to start our opinions and proposals to develop the performance of the work	4.01	80.2	Too big.
6	Strategic planning contributes to deepening cooperation and teamwork among university staff	3.99	79.8	big
21	Strategic planning contributes to the spirit of teamwork and cooperation	3.99	79.8	big
13	Strategic planning contributes to improving the fairness of procedures at the university	3.98	79.6	big
8	Strategic planning allows us to prove our capabilities and achieve satisfaction with our performance	3.97	79.4	big
17	Participation in the strategic planning process positively affects the performance of the work	3.77	75.4	big
20	Strategic planning contributes to justice in the distribution of tasks and duties	3.77	75.4	big
2	We are happy to be involved in the strategic planning process	3.73	74.6	big
5	Our participation in the strategic planning process contributes to increasing our level of loyalty to the University	3.71	74.2	big
15	Strategic planning contributes to the development and improvement of the university's modus operandi	3.61	72.2	big
4	Strategic planning increases our level of career commitment	3.03	60.6	medium
Total arithmetic and total impact score		4.03	80.6	Too big.

1- Paragraph No. (1), which states that “strategic planning contributes to achieving job security and stability,” obtained the highest degree of approval, as the arithmetic means for this paragraph reached (4.74). Therefore, a percentage amounted to (94.8%). In contrast, section

No. (4), Which states that "strategic planning contributes to increasing the level of our job commitment," obtained the lowest degree of approval, as the arithmetic means for this paragraph was (3.03), and a percentage amounted to (60.6%).

2- The questionnaire expressions (1, 9, 12, 19, 10, 14, 16, 18, 3, 7, 11) obtained a very high degree of approval by the sample members, where the arithmetic mean was (4.74, 4.72, 4.29, 4.29, 4.25, 4.21, 4.20, 4.18, 4.17, 4.05, 4.01) respectively, with a percentage of (94.8%, 94.4%, 85.8%, 85.8%, 85%, 84.2%, 84%, 83.6%, 83.4%, 81 %, 80.2%). strategic planning is important in achieving job security and stability, improving work conditions, providing training and development opportunities, improving institutional services, finding solutions to work problems, and facilitating and simplifying work procedures. With strategic planning, an organization's administration is more cohesive and motivated to work together. Among other things, it gives employees a chance to learn new skills and voice their thoughts and ideas on how to improve their job performance.

3- The expressions (6, 21, 13, 8, 17, 20, 2, 5, 15) achieved a great degree of approval by the study sample members, with arithmetic means (3.99, 3.99, 3.98, 3.97, 3.77, 3.77, 3.73, 3.71, 3.61) respectively. It is clear from the percentages of (79.8 percent, 79.8 percent, 79.6, 75.4 percent, 75.4 percent, 74.6 percent, 74.2 percent, 72.2 percent) that strategic planning has a considerable influence on the research sample. Enhance the spirit of teamwork to foster a greater sense of collaboration and teamwork among employees. Organizational fairness is improved, jobs and duties are distributed fairly, work methods are developed and improved, employee loyalty to the company, and increased productivity. In addition, strategic planning allows workers to demonstrate their talents and feel satisfied with their work. It has a good impact on the quality of the job and the employees' sense of accomplishment in being a part of the strategic planning process.

2- Testing the hypothesis of the study

A- Testing the first sub-hypothesis

"There are no statistically significant differences at the significance level ($\alpha = 0.05$) between the views of the research sample members on the impact of strategic planning in improving job satisfaction according to the gender of the respondent. The T-test for two independent groups" was used to verify the validity of the above sub-hypothesis, and Table No. (3) shows the test results.

Table 3. results of the impact of strategic planning on improving job satisfaction by sex variable

Sex	Arithmetic medium	Standard deviation	Value(T)	Level of significance
Male	4.05	0.453	0.925	0.11
Females	3.78	0.472		

Table (3) shows that the significance level for the impact of strategic planning in improving job satisfaction according to the gender variable was (0.11). It exceeds the theoretical significance level ($= 0.05$) used in this investigation. Based on the data, it is clear that the "(T) value" computed (0.925) is smaller than T's value in the table. There are no statistically significant variations in respondents' perceptions on the influence of strategic planning on

improving work satisfaction based on gender. Hence we may accept the first sub-hypothesis as accurate.

B - Testing other sub-hypotheses:

"There are no statistically significant differences at the level of significance ($\alpha = 0.05$) between the views of the research sample members on the impact of strategic planning in improving job satisfaction according to the variables (age, academic achievement, years of experience)"

Analysis of Variance (ANOVA)" was chosen to examine the second, third, and fourth sub-hypotheses and to ascertain the significance of the differences in the respondents regarding the impact of strategic planning in improving job satisfaction according to the variables (age, academic achievement, years of experience). Table (4) shows the results of the "one-way analysis of variance" test.

Table 4. Results of the Mono variation analysis test of the impact of strategic planning on improving job satisfaction

Sub-hypothesis	Variable	Source of contrast	Degree of freedom	Total deviation boxes	Average squares	Calculated Value	Level of significance
2nd	lifetime	Between groups	3	1.083	0.361	0.85	0.08
		Within groups	185	40.256	0.218		
		Total	188	41.339			
Third	Education	Between groups	3	1.853	0.618	1.03	0.13
		Within groups	185	26.415	0.143		
		Total	188	28.268			
Fourth	Years of experience	Between groups	3	1.382	0.461	1.61	0.17
		Within groups	185	23.335	0.126		
		Total	188	24.717			

Table (4) above shows that the level of significance of the impact of strategic planning in improving job satisfaction according to the age variable was (0.08). This value is greater than the value of the hypothetical significance level set by the researcher, which is ($\alpha = 0.05$), and the calculated (F) value, which amounted to (0.85), was less than its tabular value. Thus, we accept the hypothesis of the second sub-study, which states that "there are no statistically significant differences at the significance level ($\alpha = 0.05$) between the views of the research sample members on the impact of strategic planning in improving job satisfaction depending on the age of the respondent." The value of the significance level for the impact of strategic planning in improving job satisfaction according to the academic achievement variable was (0.13). This value is greater than the value of the hypothetical significance level of ($\alpha = 0.05$), and the calculated (F) value of (1.03) is less than its tabular value. Thus, the third sub-hypothesis can be accepted, saying that "there are no statistically significant differences between the respondent's views on the impact of strategic planning in improving job satisfaction according to the respondent's academic achievement." The significance level value for the impact of strategic planning in improving job satisfaction according to the variable years of experience

of the research sample members amounted to (0.17), and this value is greater than the default value of the significance level and the amount ($\alpha = 0.05$). The results showed that the computed value of (F) in the language of (1.61) is less than its tabular value. As a result, the fourth sub-hypothesis must be accepted, which indicates no statistically significant variations in the respondents' views on the influence of strategic planning on boosting job satisfaction based on the number of years in the workforce. Strategic planning has no statistically significant variations in respondents' perspectives on the influence on work satisfaction of the following personal traits on all hypotheses' approval. The study's primary belief is accepted (gender, age, educational attainment, years of experience).

Conclusions

The results show a significant impact of strategic planning in improving job satisfaction of the administrative staff at the University of Maysan. Strategic planning contributes to achieving the following:

- Achieving job security and stability
- Improving working conditions
- Providing training and development opportunities for employees
- Improving the quality of institutional services
- Finding solutions to work problems
- Facilitate and simplify work procedures
- Creating coordination and harmony between administrative levels
- Improving the level of motivation to work
- Allowing employees to gain new experiences and skills
- Allowing employees to express their opinions and suggestions on how to develop work performance,
- Create a feeling among the employees that they are part of the university.

Furthermore, the findings of the study revealed that strategic planning has a significant impact on the improvement of job satisfaction because it leads to greater cooperation and teamwork among employees, improved fairness of procedures, equitable distribution of tasks and responsibilities among employees, development, and improvement of the method of work performance, and an increase in the level of loyalty. In addition to the fact that workers are pleased to engage in the strategic planning process because they believe they are making a difference in the institution's future, the organization allows employees to exhibit their talents and skills. According to the study's findings, focusing on the continuous evaluation of the efforts made by the administrative personnel at the university has a very substantial influence on minimizing the likelihood of issues occurring. The statistical analysis revealed no statistically significant impact of strategic planning on improving job satisfaction based on their characteristics such as gender, age, academic achievement, and years of experience. The University of Maysan, as a result, should be interested in strategic planning since it has a very substantial influence on boosting work satisfaction among institution personnel, which has a favorable impact on the overall performance of the university. For the University of Maysan's administrative staff to gain new experiences and skills and for the university to consider their opinions and suggestions, participation in the development of a strategic plan is essential. This will positively impact their level of job satisfaction by giving them the sense that they are a part of the university and contribute to the industry's future. For the university's strategic plan to be effective, it must also include a set of clearly defined programs, systems, procedures, and policies designed to increase job satisfaction among university employees while maximizing

the use of its human resources and improving the institution's overall performance. The researcher proposes that further study be conducted on enhancing the degree of work satisfaction at universities and other Iraqi institutions and other countries.

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