

دور نظم معلومات الموارد البشرية في تعزيز فعالية التخطيط الاستراتيجي: دراسة حالة من
جامعة السليمانية التقنية

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الكلمات المفتاحية: نظم معلومات الموارد البشرية، التخطيط الاستراتيجي، التعليم العالي، صنع القرار الاستراتيجي، الأداء التنظيمي.

كيفية اقتباس البحث

علي ، جزا حمه توفيق باويس ، دور نظم معلومات الموارد البشرية في تعزيز فعالية التخطيط الاستراتيجي: دراسة حالة من جامعة السليمانية التقنية ،مجلة مركز بابل للدراسات الانسانية، آب 2026،المجلد:16، العدد:8.

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The Role of Human Resource Information Systems in Enhancing Strategic Planning Effectiveness: Evidence from Sulaimani Polytechnic University

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ملخص

تبحث هذه الدراسة دور نظم معلومات الموارد البشرية في تعزيز فعالية التخطيط الاستراتيجي في مؤسسات التعليم العالي. وتهدف إلى دراسة العلاقة بين الأبعاد التقنية والتنظيمية والبشرية لنظم معلومات الموارد البشرية وفعالية التخطيط الاستراتيجي. وقد تم اعتماد المنهج الوصفي التحليلي، وجمعت البيانات من خلال استبيان مهيكل وزّع على 100 عضو هيئة تدريس في الكلية التقنية لإدارة بجامعة السليمانية التقنية. وتم تحليل 87 استبيانًا صالحًا باستخدام برنامج SPSS الإحصائي. وكشفت النتائج عن وجود علاقة إيجابية ذات دلالة إحصائية بين نظم معلومات الموارد البشرية وفعالية التخطيط الاستراتيجي. أشارت النتائج أيضًا إلى أن البعد البشري كان له التأثير الأقوى على التخطيط الاستراتيجي مقارنةً بالبُعدين التقني والتنظيمي. وتخلص الدراسة إلى أن التطبيق الفعال لنظم معلومات الموارد البشرية يسهم في



تحسين عملية صنع القرار الاستراتيجي والأداء المؤسسي. وتقدم هذه النتائج دلالات قيمة لإداري الجامعات وصانعي السياسات الساعين إلى تعزيز ممارسات التخطيط الاستراتيجي من خلال أنظمة إدارة الموارد البشرية الرقمية. وكشف تحليل الانحدار عن تأثير إيجابي كبير لنظم معلومات الموارد البشرية على فعالية التخطيط الاستراتيجي ($\beta = 0.58$, $R^2 = 0.40$, $p < 0.05$). على الرغم من الأهمية المتزايدة لنظم معلومات الموارد البشرية في دعم فعالية المؤسسات والإدارة الاستراتيجية، إلا أن الدراسات التجريبية التي تناولت دورها في تعزيز فعالية التخطيط الاستراتيجي في مؤسسات التعليم العالي في العراق لا تزال محدودة. فقد ركزت معظم الدراسات السابقة على مؤسسات الأعمال والمؤسسات الحكومية، بينما لم يُولَ اهتمام يُذكر للبيئات التعليمية. علاوة على ذلك، نادراً ما بحثت الدراسات السابقة التأثير المشترك للأبعاد التقنية والتنظيمية والبشرية لنظم معلومات الموارد البشرية على فعالية التخطيط الاستراتيجي في الجامعات التقنية. لذا، تسعى هذه الدراسة إلى سد هذه الفجوة من خلال دراسة تأثير أبعاد نظم معلومات الموارد البشرية على فعالية التخطيط الاستراتيجي في جامعة السليمانية التقنية.

Abstract

This study investigates the role of Human Resource Information Systems (HRIS) in enhancing the effectiveness of strategic planning within higher education institutions. The study aims to examine the relationship between the technical, organizational, and human dimensions of HRIS and strategic planning effectiveness. A descriptive-analytical approach was adopted, and data were collected through a structured questionnaire distributed to 100 academic staff members at the Technical College of Administration, Sulaimani Polytechnic University. A total of 87 valid questionnaires were analyzed using the Statistical Package for Social Sciences (SPSS). The findings revealed a significant positive relationship between HRIS and strategic planning effectiveness. The results also indicated that the human dimension had the strongest influence on strategic planning compared with the technical and organizational dimensions. The study concludes that effective implementation of HRIS contributes to improved strategic decision-making and institutional performance. The findings provide valuable implications for university administrators and policymakers seeking to strengthen strategic planning practices through digital human resource management systems. Regression analysis revealed a significant positive effect of HRIS on strategic planning effectiveness ($\beta = 0.58$, $R^2 = 0.40$, $p < 0.05$). Despite the increasing importance of Human Resource Information Systems (HRIS) in supporting organizational effectiveness and strategic



management, limited empirical studies have investigated their role in enhancing strategic planning effectiveness within higher education institutions in Iraq. Most previous studies have focused on business organizations and public-sector institutions, while relatively little attention has been given to educational environments. Furthermore, previous research has rarely examined the combined influence of the technical, organizational, and human dimensions of HRIS on strategic planning effectiveness within technical universities. Therefore, this study seeks to address this gap by investigating the impact of HRIS dimensions on strategic planning effectiveness at Sulaimani Polytechnic University.

Introduction

In today's rapidly changing and highly competitive environment, organizations are increasingly required to adopt modern management practices that enable them to respond effectively to technological advancements and environmental challenges. Strategic planning has become one of the most important managerial tools that organizations use to define their long-term direction, allocate resources efficiently, and achieve sustainable competitive advantages. Effective strategic planning depends heavily on the availability of accurate, timely, and reliable information that supports decision-making processes at all organizational levels. Human Resource Information Systems (HRIS) have emerged as essential technological tools that facilitate the collection, processing, storage, and dissemination of human resource information. These systems provide managers with comprehensive and up-to-date data related to employees, workforce planning, performance evaluation, training, and development activities. Consequently, HRIS plays a significant role in improving organizational efficiency, enhancing decision-making quality, and supporting strategic management practices. In higher education institutions, human resources represent one of the most valuable assets because the quality of educational services largely depends on the competence and performance of academic and administrative staff. Therefore, the effective implementation of HRIS can contribute significantly to improving institutional performance by supporting strategic planning activities and enabling administrators to make informed decisions based on reliable information. Through the integration of technological, organizational, and human dimensions, HRIS can provide a solid foundation for developing and implementing strategic plans that align with institutional goals and future requirements. Despite the growing importance of HRIS in modern organizations, limited empirical studies have investigated its role in enhancing strategic planning effectiveness within higher education institutions in Iraq,

particularly in technical universities. Most previous studies have focused on business organizations and public-sector institutions, while relatively little attention has been given to educational environments. This gap highlights the need for further research examining how HRIS contributes to strategic planning success in higher education settings. Accordingly, this study aims to investigate the impact of Human Resource Information Systems on enhancing strategic planning effectiveness at Sulaimani Polytechnic University. Specifically, it examines the influence of the technical, organizational, and human dimensions of HRIS on strategic planning and explores the nature of the relationship between these variables. The findings of this study are expected to contribute to the existing body of knowledge and provide practical recommendations for educational institutions seeking to improve their strategic planning processes through effective utilization of HRIS. Although previous studies have confirmed the importance of Human Resource Information Systems in supporting organizational performance and decision-making, limited empirical evidence exists regarding their contribution to strategic planning effectiveness within higher education institutions in Iraq. Furthermore, few studies have examined the combined influence of the technical, organizational, and human dimensions of HRIS on strategic planning outcomes. Therefore, this study addresses this gap by investigating the role of HRIS dimensions in enhancing strategic planning effectiveness at Sulaimani Polytechnic University

Research Gap

Despite the increasing importance of Human Resource Information Systems (HRIS) in supporting organizational effectiveness and strategic management, limited empirical studies have investigated their role in enhancing strategic planning effectiveness within higher education institutions in Iraq. Most previous studies have focused on business organizations and public-sector institutions, while relatively little attention has been given to educational environments. Furthermore, previous research has rarely examined the combined influence of the technical, organizational, and human dimensions of HRIS on strategic planning effectiveness within technical universities. Therefore, this study seeks to address this gap by investigating the impact of HRIS dimensions on strategic planning effectiveness at Sulaimani Polytechnic University.

Literature Review

Human Resource Information Systems (HRIS)

Human Resource Information Systems (HRIS) refer to integrated technological systems designed to collect, process, store, and disseminate information related to human resource management activities. HRIS



enables organizations to manage employee information efficiently and supports various HR functions, including recruitment, selection, training, performance appraisal, compensation management, and workforce planning. According to Armstrong (2021), HRIS serves as a strategic tool that enhances organizational effectiveness by providing accurate and timely information for decision-making. The increasing digitalization of organizational processes has expanded the role of HRIS from an administrative support system to a strategic resource that contributes to organizational competitiveness. Modern HRIS applications facilitate data-driven decision-making and improve communication and coordination among organizational units. Furthermore, HRIS assists managers in forecasting future workforce requirements and aligning human resource strategies with organizational objectives.

Dimensions of Human Resource Information Systems

Researchers commonly classify HRIS into three main dimensions:

Technical Dimension

The technical dimension refers to the technological infrastructure supporting HRIS, including hardware, software applications, databases, and communication networks. A strong technical infrastructure ensures system reliability, accessibility, and efficiency in processing information.

Organizational Dimension

The organizational dimension includes policies, procedures, organizational structures, and managerial support that facilitate the implementation and utilization of HRIS. Organizational readiness and top management support are essential factors influencing HRIS effectiveness.

Human Dimension

The human dimension focuses on employees' skills, knowledge, attitudes, and capabilities related to the use of HRIS. Successful implementation of HRIS depends largely on the availability of qualified personnel who can effectively operate and utilize the system.

Strategic Planning

Strategic planning is a systematic process through which organizations define their mission, vision, goals, and long-term strategies. It involves analyzing internal and external environments, identifying opportunities and threats, and allocating resources to achieve organizational objectives. Strategic planning enables organizations to anticipate future challenges and maintain sustainable performance. According to Kaplan and Norton (2004), strategic planning helps organizations translate their vision into actionable objectives and measurable outcomes. Effective strategic planning requires reliable information and accurate data, making information systems an essential component of the planning process.



Relationship Between HRIS and Strategic Planning

HRIS contributes significantly to strategic planning by providing accurate and timely information regarding workforce capabilities, staffing requirements, employee performance, and organizational competencies. Such information enables managers to formulate realistic strategies and make informed decisions. Previous studies have indicated that organizations utilizing advanced HRIS experience higher levels of strategic effectiveness, improved decision-making quality, and enhanced organizational performance. HRIS supports environmental scanning, workforce forecasting, and strategic resource allocation, all of which are critical elements of successful strategic planning. Therefore, HRIS is increasingly recognized as a strategic asset that strengthens organizational planning capabilities and contributes to the achievement of long-term institutional goals.

Previous Studies

Study 1 Stone, Deadrick, Lukaszewski, and Johnson (2022) conducted a study entitled “The Influence of Technology on the Future of Human Resource Management.” The study aimed to examine how technological advancements influence human resource management practices and organizational performance. Using a comprehensive review of contemporary HR technologies, the researchers found that Human Resource Information Systems significantly improve the quality of decision-making, increase operational efficiency, and support strategic organizational objectives. The study emphasized that digital HR systems have become essential tools for achieving organizational effectiveness and long-term sustainability.





Study 2 Marler & Fisher (2021) investigated the role of HR analytics and information systems in supporting strategic decision-making within organizations. The study employed a systematic review methodology and analyzed numerous empirical studies related to HR analytics. The findings indicated that organizations utilizing advanced HR information systems were more capable of forecasting workforce requirements, identifying performance gaps, and aligning human resource strategies with organizational goals.

Study 3 Bondarouk and Brewster (2016)) examined the strategic role of Human Resource Information Systems in modern organizations. The study focused on the integration of HRIS with organizational planning processes and strategic management activities. The results demonstrated that HRIS contributes positively to organizational agility, improves information accessibility, and strengthens strategic planning capabilities through the provision of accurate and timely workforce information.

Study 4 Al-Marry, Shamsuddin, and Abdul Hamid (2023) explored the impact of information systems on organizational performance and strategic planning effectiveness. The researchers found that information systems enhance planning accuracy, facilitate resource allocation, and improve managerial decision-making. The study concluded that organizations investing in advanced information systems achieve superior strategic outcomes compared with organizations relying on traditional administrative methods.

Study 5 Ahmed and Hassan (2024) conducted an empirical study in higher education institutions to investigate the relationship between Human Resource Information Systems and strategic planning effectiveness. The findings revealed a significant positive relationship between HRIS implementation and the success of strategic planning initiatives. The study also showed that the human dimension represented the most influential factor affecting the effectiveness of HRIS applications within educational institutions.

Summary of Previous Studies

Previous studies consistently demonstrate that Human Resource Information Systems play a crucial role in enhancing organizational effectiveness, improving decision-making quality, and supporting strategic planning processes. However, most of these studies were conducted in business organizations or public institutions, while limited attention has been given to higher education institutions in Iraq. Therefore, the current study seeks to address this gap by examining the impact of HRIS dimensions on strategic planning effectiveness within Sulaimani Polytechnic University. The findings support the Resource-

Based View (RBV), which suggests that organizational resources and capabilities contribute to competitive advantage and improved performance. HRIS can be considered a strategic organizational capability because it provides accurate information that enhances planning quality and managerial decision-making.

Author	Year	Variables	Findings
Stone et al.	2022	Technology & HRM	Positive effect
Marler & Fisher	2021	HR Analytics	Improved decisions
Ahmed & Hassan	2024	HRIS & Strategic Planning	Significant relationship

2. Research Model

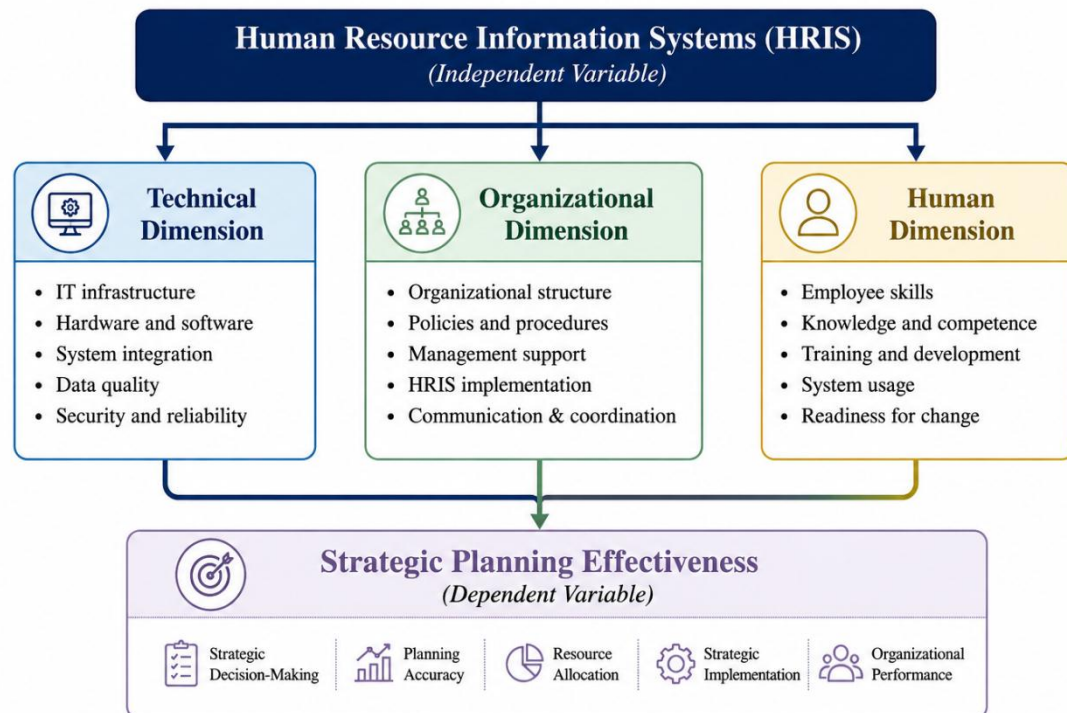


Figure 1. Proposed Research Model of the Relationship between HRIS Dimensions and Strategic Planning Effectiveness.

Source: Developed by the researcher based on Armstrong (2021), Kaplan and Norton (2004), and RBV theory.

Figure 1. Proposed Research Model of the Relationship between Human Resource Information Systems Dimensions and Strategic Planning Effectiveness.

Theoretical Framework

Systems (HRIS) constitute a strategic organizational resource that enhances the effectiveness of strategic planning. HRIS provides accurate, timely, and comprehensive information that supports managerial



decision-making and facilitates the formulation and implementation of organizational strategies. The theoretical foundation of this study is based on the assumption that effective strategic planning depends on the availability of reliable information regarding human resources, organizational capabilities, and future workforce requirements. Therefore, HRIS serves as a critical mechanism through which organizations can improve planning accuracy, resource allocation, and strategic performance. The study conceptualizes Human Resource Information Systems as a multidimensional construct consisting of three dimensions:

1- Technical Dimension: Refers to the technological infrastructure, including hardware, software, databases, and communication networks supporting HRIS operations.

2- Organizational Dimension: Refers to organizational structures, policies, procedures, and managerial support that facilitate the implementation and effective utilization of HRIS.

3- Human Dimension: Refers to employees' skills, knowledge, experience, and readiness to use HRIS effectively.

4- Strategic Planning Effectiveness represents the dependent variable and reflects the organization's ability to formulate, implement, monitor, and evaluate strategic objectives successfully. The study assumes that improvements in HRIS dimensions positively influence strategic planning effectiveness by enhancing information quality, supporting strategic decision-making, and improving organizational performance.

2. Research Hypotheses Section

H1: There is a significant positive relationship between Human Resource Information Systems and Strategic Planning Effectiveness.

H1a: The Technical Dimension positively affects Strategic Planning Effectiveness.

H1b: The Organizational Dimension positively affects Strategic Planning Effectiveness.

H1c: The Human Dimension positively affects Strategic Planning Effectiveness.

H2: Human Resource Information Systems significantly influence Strategic Planning Effectiveness.

Research Methodology

This study adopted a descriptive-analytical research design to investigate the impact of Human Resource Information Systems on strategic planning effectiveness. The descriptive approach was employed to describe the characteristics of the study variables, whereas the analytical approach was utilized to examine the relationships and effects among the variables. The study was conducted at the Technical College of

Administration, Sulaimani Polytechnic University. A quantitative research method was employed, and data were collected through a structured questionnaire specifically designed to measure the dimensions of HRIS and strategic planning effectiveness. The collected data were analyzed using the Statistical Package for Social Sciences (SPSS). Several statistical techniques were employed, including descriptive statistics, Cronbach's Alpha, Pearson Correlation Analysis, and Multiple Regression Analysis, to test the research hypotheses and examine the relationships among the study variables.

Population and Sample

The population of this study consisted of academic staff members working at the Technical College of Administration, Sulaimani Polytechnic University. The study population was selected because of its direct involvement in educational planning and administrative activities within the institution. A simple random sampling technique was employed to select the respondents. A total of 100 questionnaires were distributed among academic staff members, and 87 valid questionnaires were returned and used for statistical analysis, representing a response rate of 87%. This response rate is considered satisfactory for conducting quantitative research and ensuring the reliability of the findings. The demographic characteristics of the respondents were analyzed according to gender, age, educational qualification, and years of professional experience to ensure adequate representation of the study population. According to Krejcie and Morgan (1970), a sample size exceeding 80 respondents is considered adequate for quantitative studies involving relatively small populations. Therefore, the obtained sample of 87 respondents was considered sufficient for statistical analysis.

Questionnaire Design

The questionnaire was developed based on an extensive review of previous literature related to Human Resource Information Systems and Strategic Planning. The instrument consisted of two major sections.

The first section included demographic information about the respondents, such as gender, age, educational level, and years of experience.

The second section measured the study variables and consisted of 22 items distributed as follows:

- Technical Dimension (5 items)
- Organizational Dimension (5 items)
- Human Dimension (5 items)
- Strategic Planning Effectiveness (7 items)





A five-point Likert scale was used to measure respondents' perceptions, ranging from (1 = Strongly Disagree) to (5 = Strongly Agree). Higher scores indicated a higher level of agreement regarding the effectiveness of HRIS and strategic planning practices. The questionnaire was reviewed by five academic experts specializing in Human Resource Management and Strategic Management to ensure clarity, relevance, and content validity.

Reliability, Validity, and Data Analysis Procedures

To ensure the reliability of the research instrument, Cronbach's Alpha coefficient was calculated for all study variables. The results indicated acceptable levels of internal consistency, with values exceeding the recommended threshold of 0.70. The overall reliability coefficient for the questionnaire was 0.87, indicating a high degree of reliability.

Content validity was established through a comprehensive review of relevant literature and by ensuring that questionnaire items adequately represented the dimensions of Human Resource Information Systems and Strategic Planning Effectiveness. Face validity was established through consultation with a panel of academic experts in human resource management and strategic planning. Their comments and recommendations were incorporated into the final version of the questionnaire.

The collected data were analyzed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics, including means and standard deviations, were used to describe the respondents' perceptions. Pearson Correlation Analysis was conducted to examine the relationships between variables, while Regression Analysis was employed to assess the impact of HRIS dimensions on Strategic Planning Effectiveness. Statistical significance was determined at the 0.05 level.

Ethical Considerations

Participation in this study was voluntary. Respondents were informed about the objectives of the study and assured that their responses would remain confidential and used solely for academic purposes. Informed consent was obtained from all participants before data collection.

Chapter Summary

This chapter described the research methodology adopted in the study, including the research design, population and sample, questionnaire development, reliability and validity procedures, and statistical techniques used for data analysis. The next chapter presents the empirical findings and discusses the results in relation to the study objectives and hypotheses.

Table 1. Demographic Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	55	63.2
	Female	32	36.8
Age	Less than 30 years	14	16.1
	30–39 years	29	33.3
	40–49 years	26	29.9
	50 years and above	18	20.7
Education	Bachelor's Degree	21	24.1
	Master's Degree	38	43.7
	PhD Degree	28	32.2
Experience	Less than 5 years	12	13.8
	5–9 years	24	27.6
	10–14 years	29	33.3
	15 years and above	22	25.3

Interpretation:

The results indicate that male respondents constituted the majority of the sample (63.2%). Most participants were between 30 and 39 years old (33.3%), while respondents holding Master's degrees represented the largest educational category (43.7%). Furthermore, the majority of participants possessed substantial professional experience, enhancing the credibility and reliability of their responses.

Table 2. Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
Human Resource Information Systems	15	0.85
Strategic Planning Effectiveness	7	0.88
Overall Questionnaire	22	0.87

Interpretation:

The Cronbach's Alpha values exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency and reliability. Therefore, the questionnaire is considered reliable for measuring the study variables.



Table 3. Descriptive Statistics

Variable	Mean	Standard Deviation	Level
Technical Dimension	4.05	0.62	High
Organizational Dimension	3.92	0.68	High
Human Dimension	4.15	0.57	High
Strategic Planning Effectiveness	4.00	0.60	High

Interpretation:

The results demonstrate high mean scores across all study variables. The Human Dimension recorded the highest mean value (4.15), suggesting that respondents perceive employee skills, knowledge, and training as the most influential factors contributing to HRIS effectiveness.

Table 4. Correlation Analysis

Variables	Pearson (r)	Correlation Significance (Sig.)
HRIS × Strategic Planning Effectiveness	0.63	0.000

Interpretation:

A statistically significant positive relationship was identified between Human Resource Information Systems and Strategic Planning Effectiveness ($r = 0.63$, $p < 0.05$). This finding supports the first research hypothesis and suggests that improvements in HRIS are associated with enhanced strategic planning outcomes.

Table 5. Regression Analysis

R	R ²	Adjusted R ²	Standard Error
0.63	0.40	0.39	0.51

Interpretation:

The model explains approximately 40% of the variation in Strategic Planning Effectiveness. This indicates that HRIS contributes substantially to improving strategic planning performance within the institution

Regression Coefficients

Independent Variable	Beta	t-value	Sig.
Human Resource Information Systems	0.58	7.42	0.000

Interpretation:

The regression results reveal a statistically significant positive effect of Human Resource Information Systems on Strategic Planning

Effectiveness ($\beta = 0.58, p < 0.05$). Thus, the second research hypothesis is accepted.

Discussion of Findings

The findings of this study confirm that Human Resource Information Systems play a significant role in enhancing Strategic Planning Effectiveness within higher education institutions. The positive correlation between HRIS and strategic planning effectiveness indicates that organizations with effective HRIS applications are more capable of formulating and implementing successful strategic plans.

The regression analysis further demonstrated that HRIS significantly influences strategic planning effectiveness, explaining approximately 40% of the variation in the dependent variable. This result highlights the strategic importance of HRIS as an organizational resource that supports evidence-based decision-making and planning activities.

The Human Dimension recorded the highest mean score ($M = 4.15$), suggesting its perceived importance among respondents

This finding suggests that employee competencies, technological skills, training opportunities, and readiness to use digital systems are critical determinants of HRIS effectiveness. The result is consistent with previous studies conducted by Ahmed and Hassan (2024) and Bondarouk et al. (2022), which emphasized the importance of human capabilities in maximizing the benefits of HR technologies.

The findings also support the Resource-Based View (RBV), which argues that organizational resources and capabilities contribute significantly to organizational performance and competitive advantage. HRIS can therefore be viewed as a strategic capability that enhances information quality, planning accuracy, and managerial effectiveness.

Overall, the findings indicate that higher education institutions should consider HRIS not merely as an administrative system but as a strategic management tool capable of strengthening long-term planning and institutional performance.

Conclusions

Based on the findings of the study, several conclusions can be drawn. First, Human Resource Information Systems (HRIS) have a significant positive relationship with Strategic Planning Effectiveness. The results demonstrated that effective HRIS implementation contributes to improving planning accuracy, decision-making quality, and organizational performance.

Second, the descriptive statistics indicated high levels of agreement regarding the Technical, Organizational, and Human Dimensions of HRIS. The Human Dimension recorded the highest mean score ($M =$





4.15), suggesting its perceived importance among respondents in supporting HRIS effectiveness.

Third, the findings confirmed that HRIS provides accurate and timely information that supports managers in formulating and implementing strategic plans. Consequently, institutions that effectively utilize HRIS are more likely to achieve their strategic objectives and improve overall organizational effectiveness.

Finally, the study highlights the growing importance of integrating information technology with human resource management practices to strengthen strategic planning processes within higher education institutions.

Recommendations

Based on the conclusions of the study, the following recommendations are proposed:

- 1- Higher education institutions should invest in modern Human Resource Information Systems to enhance strategic planning and organizational performance.
- 2- University management should provide continuous training programs to improve employees' knowledge and skills related to HRIS applications.
- 3- Decision-makers should integrate HRIS outputs into strategic planning processes to ensure evidence-based decision-making.
- 4- Educational institutions should strengthen technological infrastructure and ensure continuous system updates to improve HRIS effectiveness.
- 5- Greater managerial support should be provided to encourage the adoption and utilization of HRIS across all organizational levels.
- 6- Universities should establish clear policies and procedures that facilitate the effective implementation of HRIS and its integration with institutional strategic objectives.

Practical Implications, Limitations, and Future Research

Practical Implications

The findings of this study provide valuable implications for university administrators, human resource managers, and policymakers. Effective implementation of HRIS can enhance workforce planning, improve decision-making quality, and support the achievement of strategic goals. Therefore, educational institutions should consider HRIS as a strategic investment rather than merely an administrative tool. University administrators should integrate HRIS databases with institutional strategic planning units to facilitate workforce forecasting, succession planning, and evidence-based policy formulation.

Limitations of the Study

This study was limited to academic staff members at the Technical College of Administration, Sulaimani Polytechnic University. Therefore, the findings may not be generalized to all higher education institutions. Additionally, the study relied on self-reported questionnaire data, which may be subject to respondent bias. The cross-sectional design represents another limitation because data were collected at a single point in time, which restricts the ability to examine long-term causal relationships.

Future Research Directions

Future studies are encouraged to investigate the role of HRIS in other universities and sectors. Researchers may also examine additional variables such as organizational culture, leadership style, digital transformation, and organizational innovation as potential factors influencing Strategic Planning Effectiveness. Furthermore, comparative studies involving multiple educational institutions may provide broader insights into the strategic value of HRIS.

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