

THE EFFECT OF ORGANIZATIONAL FACTORS ON STRATEGIC PLANNING IN THE PRESENCE OF CREATIVE BEHAVIOR AS A MEDIATING VARIABLE (A FIELD STUDY IN EXTRACTIVE COMPANIES IN JORDAN)

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ABSTRACT:

This study aimed to identify the effect of organizational factors on strategic planning in light of the existence of creative behavior as a mediating variable in extractive companies in Jordan, and the study used a comparative approach and the study reached several results, the most important of which are: the presence of a medium level of organizational factors, strategic planning and a high level of behavior Creative Commons in the Jordanian extractive companies. The results indicated that there is an impact of organizational factors in their dimensions on strategic planning in its dimensions (vision, mission, strategy, objectives, environmental analysis, and strategic choice) in the presence of behavior, Creativity as a mediating variable in the Jordanian extractive companies, and the study recommended the necessity of increasing the motivation of its employees towards work by giving them independence and enhancing their own motives towards innovation and creativity and providing the necessary financial allocations to attract qualified and competent human cadres in developing strategic plans.

KEYWORDS: Organizational factors; strategic planning; creative behavior; Jordanian extractive companies.

INTRODUCTION:

Strategic planning is considered one of the basic and important stages in the administrative process, as it represents a method of presenting the appropriate options to perform the work to the fullest, in terms of choosing the best alternatives suitable for the available capabilities on the one hand, and the nature of the goals desired to be achieved for the benefit of the organization on the other hand, and the justifications for using strategic planning In the organizations to the complexity and intertwining of relations in all economic, political, social, cultural, technological and other fields that affect the performance of work, as today's organizations are exposed to many risks as a result of the uncertainty in their internal and external environment, and therefore strategic planning becomes necessary to predict what future conditions will be. And the willingness to develop plans and strategies that ensure the achievement of goals in light of unforeseen environmental conditions[1].

This age is characterized by the fact that it is the product of globalization and the tremendous and rapid development in technology and communication, and the successive changes that occur without prior anticipation [2], which has prompted organizations to reconsider their traditional methods of planning based on prediction and previous experiences in analyzing events. In order to keep up with the

changes, it became necessary to study the environmental factors constantly and take the necessary measures by analyzing the internal environment of the organization to determine the strengths and weaknesses and to benefit from them, and to analyze its external environment to find out what opportunities and threats are in it in order to exploit the opportunities and avoid the threats, and through this the visions, message and future goals are formulated. Enables the organization to formulate an effective strategy that enables it to overcome current challenges and help it achieve its goals and move to the desired future [3]. The important role that any organization should have in order to continue to provide its services, and to maintain the solidity of its entity, the durability and strength of its work, lies in the presence of the supportive organizational factors represented by adequate, efficient and appropriate resources, and the organization provides sufficient resources and information about its internal and external environment related to strategic planning and facilitate the process Access to it, with the presence of which excellence and creativity are achieved; Organizational factors help strategic planning by translating strategic plans into detailed plans and implementable programs. These organizational factors also contribute to encouraging leaders to develop a future vision and raise the degree of prediction of environmental changes [1]. As the organizations seek to focus in their direction to improve their outputs and services, perform their activities, and raise the level of their distinction in all aspects, according to their strategic plans, in recognition of the importance of strategic planning in strengthening its position in the Jordanian society, and achieving the wheel of sustainable development to achieve this through Maintaining the availability of organizational factors within its home from the availability of qualified human capacity to prepare the

strategic planning process, providing the necessary funding sources for the success of the strategic planning process, and its keenness to issue appropriate legislation to keep pace with environmental developments and developments by following the technological development policy to keep pace with what is new to serve the strategic planning [4]. Where the importance of organizational factors lies in the fact that they constitute one of the most prominent concepts related to the behavior of individuals within the organization, which is the aspiration of every organization that seeks to increase the opportunities for advancement, development, success, and creativity [5], Whereas, the creative behavior of individuals in the organization results in new ideas that are translated into outputs that serve the organization and ensure that it distinguishes itself among its competitors, as creativity is one of the vital processes necessary in contemporary organizations to change conditions and their complexity, and a means to make a qualitative shift at the level of the organization in line with the environmental change occurring in its environment Which will help her in achieving her goals that she aspires to. Therefore, the current study focuses on identifying the organizational factors and their impact on strategic planning through creative behavior as an intermediate variable in the extractive companies in Jordan.

METHODS:

The purpose of this study is to support previous studies that dealt with the influence of organizational factors on strategic planning with creative behavior. In the third axis, previous studies that looked at the field of study were dealt with, and in the fourth axis the results of previous studies were discussed and compared, and in the end the most important recommendations were presented.

LITERATURE REVIEW:

The extractive companies in Jordan are considered the backbone of the national economy if the government relies on them to supply the public treasury with revenues that cover its expenses, as the extractive industries depend on raw materials that are extracted from the ground such as oil, natural gas, and mineral ores such as iron, copper, zinc and gold, and non-metallic ores such as phosphates And potash and quarries, Jordan has been classified among the Arab countries that seek to improve these extractive industries, but this improvement has remained limited in previous years, and the extractive companies still suffer from many problems that may be the reason behind this, and this is confirmed by a study[6]. According to [7] It showed that among the most important results is a high degree of application of organizational factors in their dimensions (organizational structure, regulations and instructions, administrative policies) and a high degree of application of human resource management strategies. In its dimensions (employment, training, compensation, performance) in a Jordanian telecom company, and the presence of influence in relation to organizational factors in their dimensions (organizational structure, regulations and instructions, administrative policies) on human resource management strategies in their dimensions (employment, training, compensation and performance) in Jordan Telecom Umniah The study recommended working on studying, improving and developing human resource strategies in line with current developments and working to update training needs in line with work nature. Leaders in public universities in northern Jordan need to set a vision and mission for the future that increases the degree of prediction of changes in the external environment and analyzes weaknesses in the internal environment in order to be able to prepare effective strategies

capable of advancing its management for the better [8]. [9] study reached a set of results, most notably: the presence of moderate interest on the part of public hospitals in order to provide the organizational factors that lead the doctors working in them to improve their creative performance, as the reality of the organizational factors was of a medium level in its entirety and did not contribute to improving the creative performance of doctors. While there was a clear increase in the level of creativity of Cuban doctors in public hospitals, the study also demonstrated a weak correlation between organizational factors combined in public hospitals and the creative performance of doctors. The study recommended the necessity of providing all the organizational climate factors that help to increase performance, by creating innovative new methods and processes that were not used before, so that the creative performance of doctors meets the requirements of individuals.

Focus on Involving employees in the creativity processes within the organization as it contributes to achieving the goals that the organization seeks to reach, There is an important influence of organizational factors represented by employees' commitment to change, which can be improved by increasing formal and informal communication, creating adaptive organizational systems and enhancing the role of transformation leaders during change on strategic success [10], an organization that uses a rational approach and diverse tools in project management is one that gets rewarding results. As those organizations that are able to use strategic planning with its elements from a realistic analysis of the internal and external environment enable them to understand the nature of project management and how to deal with environmental conditions and threats, if any [11], Strategic planning has a very important role as a means for managers to rely on in formulating the strategy that

contributes to the implementation process through its dimensions of vision, mission and evaluation of the external and internal environment [12]. According to [12] study, he emphasized that the customer is the most important source of information on innovation in organizing information technology, and more than 70% of innovation relates to the trend towards innovation in new products in the world. And that the majority of employees involved in innovation are from the information technology and research and development wings of the organization. The level of strategic planning if well executed in the organization will be effective towards achieving the strategic success and growth of the organization [13], There is an impact of the organization's resources, organizational and process knowledge, management structure, values and goals as organizational factors and between implementation of information technology [14]. That human resources, information systems and organizational culture have a great influence on developing strategic plans, but SMEs in Machakos City have not fully used these factors in developing strategic plans [15].

RESULT / DISCUSSION

In light of the comparison of the relationship between organizational factors and strategic planning and the existence of creative behavior as a mediating variable in previous studies [8]–[18] we find that there is an overlap and overlap in the organizational factors represented in the provision of information, competencies, financing and modernity. Of legislation and technology availability Where there is a positive indication of strategic planning that depends on strategic planning and its ability to forecast and plan for the future on the availability of correct information at the right time, and sound strategic planning depends on the presence of qualified administrative and technical competencies

capable of achieving its goal, and in case these factors are lacking, it will constitute an obstacle to the process. The application of strategic planning, and if there is also a deficiency in one of these factors, it is necessary to take advantage of the creative behavior of human resources, which leads to creativity by qualified and trained cadres, as creativity is one of the vital elements of the necessary elements of operations for contemporary organizations that suffer from constant change In its external and internal environment. [19] pointed out that strategic planning as the basic and effective element in the development and progress of organizations, and an administrative tool that these organizations use in order to carry out their work in the best way, by focusing their energies and making sure that all human resources in them are devoted to achieving goals In addition to the fact that evaluating and modifying the organization's direction in response to environmental changes and its pursuit of excellence, it is only possible if it possesses intellectual and creative energies distinguished from human resources capable of strategic planning and developing creativity skills, and such assets have become the main pillar for the survival and competitiveness of the organization and its distinction from Other organizations. Creative behavior is based on the principle of knowledge and familiarity with information, and there can be no creativity without the availability of information about the problems that the organization may encounter, or the emergency situations it faces. There is a fundamental thing in the creative process and the existence of a set of objectives under which this process is planned. Also, increasing knowledge and obtaining information through technology raises the level of culture among workers in the organization, and leads to creative sciences and new ideas, and in the end, creative behavior depends on the availability of

a set of organizational factors in the organization [20].

CONCLUSION:

Innovation strategies depend on providing a set of organizational factors that aim to increase the organization's ability to perform its activities efficiently and effectively, which is represented by providing all sources of information about the internal and external environment related to strategic planning. Providing competencies from human resources that possess a set of experiences and skills related to creative work, developing strategic plans, which are necessary to perform and accomplishing work at the best possible level, and providing technology with its techniques of tools and methods that enhance the organization's ability to achieve the goals required in the strategic planning process, including Providing programs connected to the Internet to facilitate access to information that serves strategic planning, and the existence of an online information base that serves all employees of the organization to communicate with any developments that serve the strategic planning process. In addition to providing funding, which is the basis of the creativity process, in terms of supporting suggestions and innovations stemming from the creativity of workers, and employing them in achieving the organization's goals, Creativity has become the centre of attention in the environment of all the current organizations as a result of the challenges that organizations face, as a strategic factor for their success

5.1 Scope & Recommendation:

In light of the discussion of the results of previous studies, we find that there is a need to work to increase the motivation of workers towards innovation and creativity, by providing all the appropriate environmental conditions for this, with the focus of extractive companies in

Jordan on providing qualified and specialized human cadres to train workers to employ technology in creating new ideas That improves their performance at work In addition to the importance of providing financial allocations to attract qualified and competent human resources in developing strategic plans. Finally, more attention must be paid to following up on administrative legislation in a way that serves the implementation of the company's strategic planning processes.

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