

(Digital strategic planning tools and their impact on achieving organizational success/A survey study of the opinions of a sample of administrative leaders and employees in the Ministry of Health/Abu Ghraib General Hospital Directorate)

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Abstract. This research aims to study the impact of using digital strategic planning tools on achieving organizational success. The practical aspect of this study was implemented in the field at the Ministry of Health, Abu Ghraib General Hospital Directorate. The questionnaire was distributed to a sample of (30) employees at the Ministry of Health, Abu Ghraib General Hospital Directorate. The study examined the impact of digital strategic planning tools (such as SWOT analysis, PEST analysis, and value chain analysis) on organizational success through several organizational dimensions, such as resources, organizational structure, and management. The analysis began with a descriptive study of the sample's demographic characteristics, which revealed diversity in gender, age, educational attainment, and years of service, reflecting a realistic representation of the nature of the university's workforce. The internal consistency of the research tool was then analyzed using Cronbach's alpha test, with a reliability coefficient of (0.75), indicating that the questionnaire has a high degree of reliability. A descriptive analysis of the digital strategic planning tools was then conducted. The results showed that the arithmetic averages for all tools were within good levels, indicating their actual, albeit imperfect, application. The strengths of the SWOT analysis were the most evident and utilized, while external opportunities were less emphasized. The PEST analysis results also showed that political and technological factors were considered to a greater extent than social and cultural factors. The value chain analysis recorded good levels of application, particularly regarding identifying activities that directly add value to the customer. Regarding organizational success, the results showed variations in the evaluation of human, financial, and technical resources, highlighting the need to develop human resources and provide more modern equipment. The organizational structure also demonstrated good organizational standards, with some challenges in delegating authority. The management dimension yielded average results, with clear variations in participants' opinions regarding management efficiency and its alignment with labor market requirements. Statistical hypotheses were tested using Pearson's correlation coefficient and linear regression to determine the relationship between digital strategic planning tools and organizational success. The results revealed a significant positive correlation and influence between the two variables.

Keywords. Digital strategic planning tools, organizational success.

Introduction

In recent decades, the global landscape has undergone a profound transformation toward digitalization across diverse spheres of life, particularly within the domain of strategic management. Digital strategic planning tools have emerged as pivotal instruments upon which organizations increasingly rely in dynamic and highly competitive business environments. These tools empower leaders and decision-makers to formulate and implement flexible strategies grounded in intelligent data analysis, thereby enhancing organizational performance and fostering competitive advantage.

Within this framework, organizational success is widely recognized as a fundamental strategic objective pursued by institutions across sectors. The realization of such success is becoming progressively contingent upon the effective utilization of digital tools in shaping strategic planning trajectories. In light of this significance, the present study seeks to examine the relationship between digital strategic planning tools and organizational success, drawing upon both theoretical insights and empirical investigation.

Research Methodology

Section One

First: Research Problem

Despite the remarkable progress in digital transformation and the availability of numerous digital strategic planning tools, many institutions and organizations within the healthcare sector continue to encounter challenges in effectively utilizing these tools to achieve tangible organizational outcomes. In many cases, such tools are applied superficially, without ensuring a robust integration between the inputs of digital planning and the outputs of organizational performance.

Accordingly, the research problem arises from the need to investigate whether the use of digital strategic planning tools genuinely translates into organizational success, or whether a gap persists between digital adoption and actual outcomes. Thus, the core research question can be articulated as follows:

To what extent do digital strategic planning tools contribute to achieving organizational success in healthcare organizations?

Second: Research Objectives

1. To identify the most prominent digital strategic planning tools utilized in healthcare organizations.
2. To measure the impact of these tools on achieving key indicators of organizational success within healthcare institutions.
3. To provide recommendations aimed at enhancing the effectiveness of digital strategic planning tools in healthcare organizational contexts.

Third: Research Significance

The significance of this study lies in the importance of its independent and dependent variables, as well as in the way it establishes the link between digital strategic planning tools and their relationship to, and impact on, the achievement of organizational success in the healthcare sector and public health organizations. Moreover, the study underscores the role of these tools in enhancing the quality of healthcare services delivered to citizens. By offering a descriptive, practical, and analytical perspective, this research contributes to improving organizational performance through the effective application of digital planning tools, thereby fostering organizational success.

Fourth: The Hypothetical Research Model

The hypothetical framework of this study summarizes its core idea, which the research seeks to validate through the proposed hypothesis. The model assumes that digital strategic planning tools (the

explanatory variable) exert a direct impact on organizational success (the dependent variable), within the context of a cause–effect relationship that connects the two constructs, as illustrated in Figure (1).

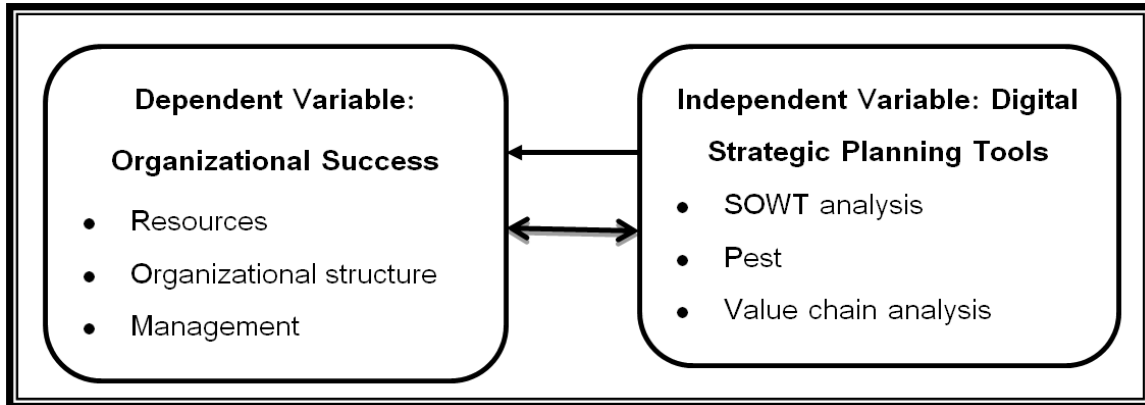


Figure (1) Hypothetical Research Model

Fifth: Research Hypotheses

1. There is a statistically significant correlation between the use of digital strategic planning tools and organizational success.
2. There is a statistically significant impact of using digital strategic planning tools on organizational success.

Sixth: Research Methodology

This study adopted a descriptive-analytical approach. Data were collected through a questionnaire distributed to a group of leaders and employees working in the strategic planning departments at the Abu Ghraib General Hospital Directorate, Ministry of Health. The collected data were analyzed using statistical tools to measure the relationship between the two main variables.

Seventh: Research Scope

1. Spatial Scope: The study was conducted at the Abu Ghraib General Hospital Directorate, Ministry of Health.
2. Temporal Scope: The research covers the period from 2024 to 2025.

Section Two

Literature Review

1. (Kumar et al,2016) study

Study Title	Strategic Planning Tools and Their Usage in Organization
Main Objectives of the Study	The study aims to understand how strategic analysis tools drive change within an organization.
Research Methodology	A descriptive-analytical approach was employed.
Data Collection Methods	A questionnaire was utilized as the primary tool to collect data from the study population.
Study Population and Sample	The study population consists of organizations.
Results	The study focuses on understanding four strategic analysis tools used in strategic planning and decision-making within organizations, and examining the outcomes of their application.

2. (Al-Filali et al,2024) study

Study Title	Modification of strategic planning tools for planning financial sustainability in higher education institutions
Main Objectives of the Study	The study aims to provide modified strategic planning tools for financial sustainability planning in higher education institutions. The paper employs adapted models for three strategic planning tools.
Research Methodology	A descriptive-analytical approach was adopted.
Data Collection Methods	A questionnaire was used as the primary instrument to collect data from the study population.
Study Population and Sample	The study population consists of higher education institutions.
Results	The findings include investment in competent human resources, enhancement of financial assets, and effective utilization of technological capabilities.

3. (Nyathi, Kekwaletswe,2024) study

Study Title	Electronic human resource management (e-HRM) configuration for organizational success: inclusion of employee outcomes as contextual variables
Main Objectives of the Study	The study aims to examine whether employee performance outcomes and job satisfaction influence and enhance the impact of electronic Human Resource Management (e-HRM) on organizational performance.
Research Methodology	A descriptive-analytical approach was employed.
Data Collection Methods	A questionnaire was used as the primary tool to collect data from the study population.
Study Population and Sample	The study included 35 organizations that utilize electronic Human Resource Management systems.
Results	There is a positive relationship between the use of e-HRM and employee outcomes.

4. (Vishnu,2025) study

Study Title	MEASURING THE IMPACT OF HR-DRIVEN INNOVATION PROGRAMS ON ORGANIZATIONAL SUCCESS
Main Objectives of the Study	The study aimed to measure the impact of innovation programs, based on human resources, on organizational success.
Research Methodology	A mixed-methods approach, combining qualitative and quantitative techniques, was employed
Data Collection Methods	A questionnaire was used as the primary instrument to collect data from the study population
Study Population and Sample	The study focused on human resource management initiatives
Results	The results provided insightful perspectives on the effectiveness of various human resource interventions in fostering an innovation-driven workforce and their direct association with organizational success.

Section One

Digital Strategic Planning Tools

1. Historical Development of Digital Strategic Planning Tools

The framework of digital management and strategic planning, which serves as a fundamental and supportive element, is primarily composed of strategic analysis tools. However, these tools were largely overlooked for a significant period. As early as 1980, Ilon pointed out the main deficiency that caused these tools to fail in gaining attention within the field of strategic management (Vaitkevicius et al., 2006: 99).

Strategy is considered a core concept in strategic management. The term is derived from the Greek word “Strategus”, which denotes leadership in a military context. It involves planning the allocation of resources to achieve specific objectives. Strategy is defined as “the process of aligning the organization with its environment. Both the environment and the organization’s own capabilities are subject to change. Therefore, the role of strategy is to maintain a dynamic equilibrium rather than a static one” (Berisha Qehaja et al., 2017:68).

Strategic management can be conceptualized as a set of theories and frameworks, supported by tools and techniques, designed to assist organizational managers in thinking, planning, and acting strategically. The field of strategic management has witnessed substantial growth, particularly following the publication of Schendel and Hofer’s book, *Strategic Management* (Berisha Qehaja et al., 2017:585).

2. Concept of Digital Strategic Planning Tools

Digital strategic planning aims to identify future directions without being constrained by past or present thinking. It provides a forward-looking perspective on organizational goals, moving from an internal to an external focus, examining both internal and external influences, and addressing issues holistically. Therefore, digital strategic planning is considered a prerequisite for organizational success, as it deals with weaknesses and threats in addition to strengths and opportunities, while guiding strategies, policies, and business flexibility toward achieving the organization’s future vision (Aldehayyat & Anchor, 2010:165).

It is regarded as one of the most widely adopted managerial approaches in contemporary organizations and is consistently ranked among the most popular management practices (Wolf & Floyd, 2017:85). Digital strategic planning serves as a methodology for strategy formulation. It encompasses organizational analysis, management and delegation, mission and values, internal and external environment assessment, identification of strategic issues, the development of analyses, strategy formulation, goal setting, and plans aimed at addressing organizational challenges (Bryson, 2004:44).

Moreover, it is defined as an activity performed by managers through envisioning alternative scenarios in the event of changes, in order to reasonably anticipate the future (Nuryanta,2018:22). The strategic planning process enables managers to adopt a proactive stance in identifying and responding to changes within the company’s operating environment (Gutterman,2023:1).

3. Importance of Digital Strategic Planning Tools

The significance of digital strategic planning for organizations lies in its role as a core responsibility of leaders, preceding other organizational tasks. It is also a fundamental skill for leaders, as strategic planning at the organizational level involves leaders and their staff envisioning the organization’s future and continuously developing strategic plans based on evaluation results and the identification of future objectives. These objectives must be clear, achievable, and measurable, alongside defining the procedures, methods, and processes necessary to realize the anticipated future scenario, while responding to changes in both the internal and external environments that affect organizational operations through the efficient utilization of all available resources (Bieler & McKenzie, 2017).

The benefits of these tools include enhancing awareness of the business environment, strategic issues, opportunities, and threats, thereby helping to mitigate the risks associated with specific decisions; establishing priorities in large and complex organizations; providing a framework to assess the relative importance of different business portfolios; and aiding in presenting complex issues. They can also be considered valuable communication tools in addition to their analytical role (Kalkan & Bozkurt, 2013:1017).

4. Strategic Planning Tools

- **SWOT Analysis:**

The concept of the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis emerged over the past seven decades and was among the first widely adopted strategic concepts linking an organization to its environment. It involves identifying and analyzing external factors (environment-related) and internal factors (organization-related), classifying them into internal strengths and weaknesses, as well as external opportunities and threats, and determining the relationship between these internal and external factors. This framework enables organizations, including financial institutions, to assess strategic alignment that supports the achievement of their objectives (Dagnino & Cinici, 2016:28).

SWOT analysis focuses on identifying the strengths, weaknesses, opportunities, and threats of organizations and companies. Based on this analysis, strategies are developed to build on strengths, exploit opportunities, address weaknesses, and confront threats. Internal strengths and weaknesses are determined through an internal assessment, which may include facilities, location, products, and services. Conversely, external opportunities and threats are identified through an external assessment, considering factors such as economic, social, political, and environmental aspects.

SWOT is represented in a matrix with two columns for strengths and weaknesses and two rows for opportunities and threats. The main advantage of using SWOT analysis is its ability to link internal and external factors, thereby assisting in the development of new strategies (Kumar, 2016:1). Each element can be classified as positive or negative based on its impact on organizational development. Opportunities, for example, represent positive external factors that, once identified, can be strategically leveraged to drive growth and competitive advantage. Conversely, threats represent negative external influences that require effective tactics and strategies to mitigate and overcome successfully. Internally, weaknesses are negative aspects that need to be addressed and improved through effective management, whereas strengths are positive aspects that should be reinforced and maximized (Torres-Ceclén et al., 2024:203).

- **PEST Analysis**

The PEST-SWOT methodology was developed in two main stages to complement and enhance strategic analysis. In the first stage, a comprehensive analysis of external factors is conducted from political, economic, social, and technological perspectives. This stage provides a deep understanding of the environment in which the organization operates, identifying emerging opportunities and potential threats that may impact its performance and future development. In the second stage, the principles of SWOT analysis are applied to assess the organization's internal characteristics, such as strengths and weaknesses. This internal analysis offers insights into available resources, organizational structure, product or service quality, and other key aspects that influence the company's ability to compete and thrive in its target market (Torres-Ceclén et al., 2024:203).

PEST analysis examines four categories of external environmental factors (Ho, 2014:6479):

- **Political Factors (P):** These factors cover various forms of government interventions and political lobbying activities within the economy.
- **Economic Factors (E):** These factors primarily address macroeconomic conditions of the external environment, though they may also include seasonal or weather-related considerations.

- Social Factors (S): These factors encompass social, cultural, and demographic aspects of the external environment.
- Technological Factors (T): These factors include technology-related activities, technological infrastructure, incentives, and technological changes that influence the external environment.

- **Value Chain Analysis**

Porter (1985) introduced the concept of the "Value Chain" to describe the full range of activities required to deliver a product or service from the design phase, through various stages of production, distribution to consumers, and final disposal after use. As a product moves along the chain, it is assumed to gain value. Accordingly, the value chain can be used as a tool to break down a business into primary activities, allowing the identification of sources of competitive advantage (Elvira, 2016:116).

The value chain approach is considered flexible and essentially serves as a descriptive tool for studying interactions among different economic factors. Value chain analysis provides multiple entry points depending on the analysis objective. As a descriptive tool, it offers several advantages, compelling the analyst to consider both micro and macro aspects involved in production and exchange activities. Commodity-based analysis can offer better insights into organizational structures and strategies of various actors, as well as a deeper understanding of economic processes that are often studied only at the global level (frequently overlooking local operational differentiation) or at the national/local level (often underestimating the larger forces shaping social, economic, and policy changes) (Rosales et al., 2017:12).

5. Digital Strategic Planning

Digital strategic planning is a systematic process aimed at aligning an organization's objectives with modern digital variables and rapidly evolving technological changes. This type of planning involves evaluating the external and internal digital environment, identifying digital trends and opportunities, setting long-term goals, and developing action plans using technological tools and techniques (Alam et al., 2018:2).

In recent years, organizational systems have been required to develop evaluation methods to keep pace with emerging changes, particularly in the field of technology. Consequently, assessment specialists have sought new approaches leveraging digital tools, such as the use of intelligent tests or interactive questions. Efforts have also been made to establish clear methods to design better assessments using technology. A notable example is the "evidence-based design" approach, which aids in constructing accurate assessments by linking them to clear evidence of students' skills. This approach applies to both traditional and new skills and is expected to grow in importance in the future (Koomen & Zoanetti, 2018:1).

Digital strategy also aims to enhance cultural heritage and identity through technology by providing the necessary infrastructure and skills to ensure the sustainability of digital culture, linking it to local development, tourism, and entrepreneurship. It emphasizes the importance of using information technologies to develop innovative digital services, supporting sustainable management of cultural heritage and strengthening the role of cultural institutions (Kamariotou et al., 2021:7).

Digital strategic planning helps to (Alam et al., 2018:2):

- A. a. Enhance the competitiveness of technologically less advanced regions.
- B. b. Accelerate the digital transformation of public services and urban development.
- C. c. Manage spatial data and digital policies more efficiently.
- D. d. Build a sustainable technological environment capable of accommodating rapid innovative changes.

6. Digital Transformation in Public Administration as a Tool for Digital Strategic Planning

Digital transformation in public administration represents a modern tool in digital strategic planning. It creates the necessary conditions for developing the latest digital state systems by transferring civil service operations to an advanced digital platform. The application of innovation in the public sector aims to achieve better outcomes, such as optimal use of public resources, building a more open and trustworthy society, and promoting fairness and care for all segments of citizens (Klochan et al., 2021:46).

The shift of public administration to digital platforms enables the application of strategic management within the public sector system. The core of these platforms lies in their ability to enhance the creation of shared value, leading to systematic improvements in service delivery and the quality of services provided to government entities. Implementing digital transformation in public administration—introducing the concept of the “platform state”—represents a transition toward promising future management approaches. Consequently, public administration and civil service evolve to resemble an advanced technology company (Klochan et al., 2021:46).

The technological foundations of digital transformation are based on the following (Klochan et al., 2021:46):

- A. a.Big Data: The increasing capabilities for storing and processing data across all types of computer systems, which form the basis of artificial intelligence.
- B. b.Communication and Personalization: The need to engage a large number of users and their personal data to perform various roles.
- C. c.Mobility: Access to information from anywhere using diverse devices such as smartphones, tablets, laptops, and others.
- D. d.Cloud Computing Technologies: Serving as a means and location for data storage, with access available from multiple locations.

Section Two

Organizational Success

2.1.Introduction

Organizational success is the primary goal that every organization strives to achieve. Each organization seeks success, survival, growth, continuity, and sustainable superiority over its competitors. In light of environmental, technological, and knowledge-based developments, organizations are required to respond rapidly to these changes to ensure their continuity. Otherwise, they risk collapse and disappearance, alongside those organizations unable to keep pace with developments and innovations. There is no room for underperformers; therefore, every organization seeks means to ensure its sustainability within its available resources and capabilities. This pursuit is not only a legitimate right but also a duty for every organization, as no organization intentionally seeks failure or neglects its objectives, which it was established to achieve. Hence, diligent effort and continuous striving for survival and success are essential (Balawi & Alkshali, 2022:544).

(Fleck, 2009:79) noted that success often generates failure. Frequently, companies celebrated for their success today may become heavily criticized nightmares tomorrow. This issue raises critical questions about the long-term sustainability of organizational success, why certain industry dominance positions persist, and why early success stories often transition into stories of decline and failure. Organizational success is a central concern in organizational studies. Growth is often considered a sufficient indicator of organizational success. As (Witen, 1980) indicated, growth is generally equated with effectiveness, and the notion of “bigger is better” is linked to success in terms of “an organization’s ability to achieve its objectives while considering long-term sustainability constraints.”

2.2 Concept of Organizational Success

According to (Daft, 2010:260–261), an organization’s capability is manifested in its management’s ability to acquire knowledge and experience, generate new ideas, and accurately analyze the experiences of similar organizations within the same sector. In the same context, (Alhodhaibi &

Barakat, 2015:12) defined this capability as the organization's ability to generate new knowledge and ideas aimed at delivering distinctive products and services that ensure its continuity and development. Some researchers also emphasize that this capability relates to management's ability to learn effectively from the experiences of other organizations and to explore new opportunities after achieving planned objectives.

(Kalyar and Shafique, 2019:22) highlighted that an organization's innovation capability is reflected in producing new ideas related to its products, services, processes, and functions.

Defining organizational success is challenging due to the complexity of the concept. Success is often associated with efficiency, effectiveness, and sustainability, making it difficult to distinguish between success and performance. Success can, in part, be evaluated using performance indicators (Uhabakin & Titov, 2020:1). Given the diversity of success definitions and dimensions, it is crucial to use a well-considered set of factors that determine success to measure organizational achievement. Simplicity, dynamism, and time flexibility are important elements for organizational success, and these factors should reflect improvement. Organizational leaders should be involved in selecting these success factors, ensuring their alignment with the organization's strategy, objectives, and goals. Simultaneously, leaders must possess knowledge about their organization's past, present, and future (Uhabakin & Titov, 2021: 47).

2.3.Importance of Organizational Success

Organizational success is a critical factor in achieving administrative and strategic objectives, particularly in the tourism sector, as it helps organizations keep pace with environmental and technological changes. The importance of organizational success can be summarized as follows (Nafei, 2016: 266):

- A. a.Providing a comfortable and motivating work environment for employees, reflecting the principles of modern human relations.
- B. b.Improving performance outcomes through direct control over core activities.
- C. c.Enhancing customer satisfaction and attracting new clients by understanding and meeting their needs.
- D. d.Strengthening relationships with internal and external stakeholders.
- E. e.Empowering employees, especially in the tourism sector, to achieve their personal and professional goals (Ahamefula, 2019:91).
- F. f.Supporting the development of organizations that achieve financial returns surpassing those of their peers.
- G. g.Demonstrating the organization's ability to efficiently manage human, financial, and informational resources to meet customer expectations.
- H. h.Serving as an effective tool to face competition in a changing business environment, reflecting the organization's flexibility in adapting and improving performance (Aljourani & Alsudani, 2021:4136).

4.Dimensions of Organizational Success

A. A.Resources

Resources are considered one of the fundamental elements for building a successful organization. They include tangible resources such as land, buildings, and equipment, as well as financial resources like stocks and securities (Othman et al., 2015:122). Successful organizations focus on identifying assets that contribute to sustaining their competitive advantage, whether tangible or intangible (Greco, 2013:55).

B. B.Organizational Structure

Organizational structure is defined as the system through which operational and administrative tasks are executed (Bahago & Nduji, 2021:84).

The types of organizational structures can be identified through the following comparison (Djurayeva, 2024:222):

line structure	line-and-staff structure
The relies on a simple hierarchical sequence.	Adds advisory units that do not make direct decisions but provide support and analysis.
The manager is the sole decision-maker.	The advisory units assist the manager in making decisions, particularly regarding strategic aspects.
Is simpler and suitable for small organizations with limited operations	Is appropriate for organizations that require more in-depth planning and greater flexibility in organization.
The managerial burden is heavy as the manager handles all administrative tasks	Reduces this burden by distributing analytical and advisory tasks.
Responsibility distribution is clear in the line structure	Ambiguity may arise due to the separation between decision-makers and advisory units.

C. Management

Management plays a pivotal role in guiding an organization toward achieving its objectives. Managers’ decisions and actions are among the most significant factors influencing organizational success (Omotayo, 2015:9). A successful manager possesses specialized technical skills, human skills that contribute to building effective relationships, and conceptual skills that help develop a comprehensive vision and make strategic decisions (Algahtani, 2014:74).

**Section Three
The Practical Aspect**

Table (1) Demographic information of the sample

Attribute	Category	Frequency	Percentage
Gender	Male	18	60.0
	Female	12	40.0
Age	Less than 30 years	8	26.7
	From 30-45	16	53.3
	More than 45 years	6	20.0
Educational Qualification	Diploma	4	13.3
	Bachelor’s Degree	17	56.7
	Master’s Degree	7	23.3
	Doctorate (PhD)	2	6.7
Years of Service	Less than 5	7	23.3
	From 5-15	14	46.7
	More than 15	9	30.0
Total		30	100.0

Source: Prepared by the researchers based on SPSS outputs

The table above shows the following:

1. **Gender:** Males represent the largest proportion of the sample at (60.0%) with (18) respondents, while females constitute (40.0%) with (12) respondents. This indicates that the study relied more on males, which may reflect the actual composition of staff in the study environment or the higher availability of males within the targeted group.
2. **Age:** The age group (30–45 years) is the most represented, accounting for (53.0%) with (15) individuals. This distribution highlights that the majority of the sample falls within the middle-age category, which is typically the most effective in the labor market due to a balance of experience and energy. In contrast, the younger and older age groups recorded relatively similar proportions, ensuring a reasonable diversity in age.
3. **Educational Qualification:** The largest proportion of respondents hold a bachelor’s degree at (56.7%) with (17) individuals, followed by those with a master’s degree at (23.3%) with (7) individuals, a diploma at (13.3%) with (4) individuals, and finally a PhD at (6.7%) with (2) individuals. This distribution reflects a relatively high educational level within the sample, dominated by university and postgraduate qualifications, which adds value to the study results through the diversity of academic backgrounds.
4. **Years of Service:** The largest proportion of the sample consists of individuals with work experience ranging between (5–15) years, representing (46.7%) with (14) individuals. This suggests that most participants possess medium to long-term practical experience, providing the study with a high level of credibility and objectivity, as they can better relate their professional experiences to the research subject.

Table (2) results of Cronbach’s Alpha test for measuring the reliability of the questionnaire

Alpha Cronbach’s	Items
0,75	All questionnaire items (30)

Source: Prepared by the researchers based on SPSS outputs

Table above shows that the value of Cronbach’s Alpha coefficient for all the questionnaire items reached (0.75), which is considered high and reflects a strong level of reliability. This indicates that the questionnaire items possess a high degree of internal consistency, demonstrating the validity and trustworthiness of the instrument. It also confirms its suitability for use in the current study in terms of statistical analysis and deriving conclusions.

Descriptive Analysis of the Dimensions of Strategic Planning Tools

Table (3) presents the calculated statistical values, including the weighted arithmetic means and standard deviations, both at the partial and overall levels, as shown in the following table:

Table (3): Descriptive Analysis of the Dimensions of SWOT Analysis

No	Item	Weighted Arithmetic Mean	Standard Deviation
1.	The organization possesses clear strengths that it utilizes effectively.	3.85	1.134
2.	Internal weaknesses are identified, and actions are taken to address them.	3.77	1.193
3.	A clear mechanism exists for monitoring opportunities in the external environment.	3.03	1.234
4.	The organization analyzes potential threats and develops plans to confront them.	3.46	1.123
5.	SWOT analysis is used as a strategic tool in	3.42	1.32

	planning and decision-making.		
	SWOT	3.60	0.96

Source: Prepared by the researchers based on SPSS outputs

The results indicate that the overall mean for the application of SWOT analysis reached (3.60) with a standard deviation of (0.96), suggesting an acceptable level of use of this strategic analysis within the organization, albeit with some variability in employees’ perspectives. Strengths ranked highest with a mean of (3.85), a positive indicator showing that the organization recognizes its core strengths and strives to utilize them effectively, thereby enhancing its competitiveness and internal stability. In contrast, external opportunities recorded the lowest mean (3.03), reflecting a relative deficiency in monitoring the external environment and identifying available opportunities, which may affect the organization’s ability to expand or adapt to surrounding changes. The use of SWOT analysis as a strategic tool in planning and decision-making obtained a mean of (3.42), indicating that while the analysis is employed, it is not applied in a consistent institutionalized manner as expected, which may reduce its effectiveness.

Table (4): Descriptive Analysis of the Dimensions of PEST Analysis

No	Item	Weighted Arithmetic Mean	Standard Deviation
1	The organization takes political factors into account when formulating strategic plans.	3.75	0.920
2	Economic changes and their impact on the target market are analyzed.	3.54	1.089
3	The organization considers social and cultural factors in its marketing plans.	3.34	1.014
4	Technological developments are monitored to leverage them for performance improvement.	3.77	0.884
5	PEST analysis is used to periodically assess the organization’s external environment.	3.94	0.942
	Pest analysis	3.45	0.92

Source: Prepared by the researchers based on SPSS outputs

From the table above, the highest mean was recorded for the item related to political factors (3.75), indicating that this dimension is the most applied and emphasized within the organization. The lowest mean was for the item concerning social and cultural factors (3.34), suggesting that this aspect may not be addressed with the same seriousness or depth, and improvement is recommended. The overall mean for PEST analysis reached (3.45) with a standard deviation of (0.92), indicating a good level of organizational awareness regarding external environmental factors affecting operations, with a reasonable level of agreement among the respondents.

Table (5): Descriptive Analysis of the Dimensions of the Value Chain

No	Item	Weighted Arithmetic Mean	Standard Deviation
.1	The primary activities that add direct value to the customer are identified.	3.99	0.928
.2	Support activities efficiently enhance the overall performance of the organization.	3.82	0.985
.3	Value Chain analysis is used to improve internal processes.	3.87	0.965
.4	Value Chain analysis helps reduce costs and increase efficiency.	3.64	0.956
.5	The organization possesses a clear vision of its Value Chain.	3.88	.895
	Value Chain Analysis	3.82	.82331

Source: Prepared by the researchers based on SPSS outputs

The results of the Value Chain analysis indicate that the organization applies this concept at a good level, with an overall mean of 3.82, which falls within the relatively high category on the Likert scale. This demonstrates a noticeable awareness among the sample members of the importance of the Value Chain and its role in enhancing organizational performance. The item regarding identifying primary activities that add direct value to the customer received the highest score, with a mean of 3.99, indicating that the organization clearly focuses on delivering true value to its customers. This reflects a strategic orientation toward customer satisfaction and strengthening its competitive advantage. In contrast, the item stating that Value Chain analysis is used to reduce costs and increase efficiency recorded the lowest mean (3.64), suggesting that the direct impact of Value Chain analysis on costs has not yet become evident, or that the organization is still in the process of developing mechanisms to link the analysis with cost reduction. The standard deviation for all items was below 1, reflecting a low degree of variability in participants' responses, indicating relative agreement in evaluating these items.

Descriptive Analysis of the Dimensions of Organizational Success

Table (6) presents the calculated statistical values, including weighted arithmetic means and standard deviations, both at the partial and overall levels, as shown in the following table:

Table (6): Descriptive Analysis of the Resources Dimension

No	Item	Weighted Arithmetic Mean	Standard Deviation
1	The organization benefits from the expertise of faculty members in making decisions that affect its future.	3.71	1.011
2	The recruitment process aligns with the organization's need for required skills.	3.76	.995
3	The organization's management utilizes an advanced technical information system to achieve its objectives.	3.59	.987

4	The organization’s management lacks the necessary financial resources to provide modern & advanced laboratory equipment and tools.	3.98	.945
5	The organization’s management possesses highly skilled and experienced human resources representing intellectual capital.	3.54	0.981
	Resources	3.54	0.92

Source: Prepared by the researchers based on SPSS outputs

The overall mean for the “Resources” dimension reached 3.54, indicating a moderate to good level of resource availability and utilization within the organization. The standard deviation (0.92) reflects a moderate variation in respondents’ opinions, suggesting some disagreement regarding the level of resources available in the organization. The item “The organization’s management lacks the necessary financial resources to provide modern and advanced laboratory equipment and tools” received the highest mean (3.98), indicating that participants clearly perceive a shortage of financial resources, particularly regarding modern equipment and tools, which may affect the quality of education or scientific research. The item “The organization’s management possesses highly skilled human resources representing intellectual capital” received the lowest mean (3.54), suggesting that participants feel that human competencies exist but at a lower level than expected, or that further investment in developing human capital is needed.

Table (7): Descriptive Analysis of the Organizational Structure Dimensions

No	Item	Weighted Arithmetic Mean	Standard Deviation
1	Facilitates communication and coordination between departments, divisions, and units within the organization.	3.62	0.81
2	Does not delegate authority to subordinates within the organization.	3.25	0.91
3	The organization’s management exercises extensive control over decisions made at lower levels.	3.54	0.81
4	The organization’s management operates according to defined policies, procedures, and work rules.	3.72	0.84
5	The organization’s management does not practice dual distribution of authority and responsibilities in the workplace.	3.56	0.82
	Organizational Structure	3.54	0.38

Source: Prepared by the researchers based on SPSS outputs

From the above, it is observed that the item "The organization's management operates according to defined policies, procedures, and work rules" recorded the highest mean score (3.72), the highest among all items, indicating that the majority of respondents agree that the organization clearly relies on policies and procedures in its daily operations, reflecting a good level of institutional organization. The item "Does not delegate authority to subordinates within the organization" recorded the lowest mean (3.25), the lowest among all items, suggesting that respondents are less in agreement with this statement, which may indicate a certain level of delegation exists within the organization, or that the lack of delegation is not as strict as implied. This item also had the highest standard deviation (0.91), indicating variability in opinions among respondents regarding this issue; some may perceive that delegation exists, while others may see the opposite.

The items "Facilitates communication and coordination between departments..." and "The organization's management exercises extensive control..." had the lowest standard deviation (0.81), reflecting relative agreement among respondents, meaning they share a common perception of good internal coordination alongside management oversight.

The overall mean was 3.54, and the overall standard deviation was 0.38, reflecting a moderate positive consensus among respondents regarding the organizational structure practices within the institution, with limited variability in opinions. This indicates that the organization has a reasonable structural framework, though some aspects, particularly regarding delegation of authority, may require improvement.

Table (8) Descriptive Analysis of the Management Dimension

No	Item	Weighted Arithmetic Mean	Standard Deviation
1	The organization's management adopts innovative mechanisms to enhance student loyalty.	3.65	1.0
2	The current management of the organization is competent and effective, fostering a spirit of initiative within the organizational work environment.	3.43	0.89
3	The organization's management ensures proper time management to complete tasks efficiently.	3.67	1.09
4	The organization's management meets the labor market's demands for various specializations.	3.33	0.98
5	The organization's management is committed to supporting the development of employees' skills.	3.54	1.21
	Management	3.34	1.07

Source: Prepared by the researchers based on SPSS outputs

The item "The management ensures effective time organization to complete tasks efficiently" received the highest mean score of 3.67, indicating that respondents generally appreciate the management's efforts in time management and operational efficiency. The item "The management meets the labor market needs for different specializations" received the lowest mean score of 3.33, suggesting a relative weakness or perceptual gap among respondents regarding how well the institution's outputs

align with labor market requirements. The overall mean for the management dimension (3.34) reflects a moderate-to-positive level of evaluation, while the standard deviation (1.07) indicates noticeable variation in respondents' opinions, possibly due to differences in their job positions or experience.

Testing the Hypotheses of Correlation and Influence Between the Research Variables:

This test aims to analyze the nature of the relationship between the research variables, both in terms of correlation and influence. The main hypothesis is examined using the Pearson correlation coefficient to determine the strength and direction of the relationship between the variables, as well as the simple linear regression coefficient to measure the effect of the independent variable on the dependent variable.

First: Testing the Main Hypothesis Regarding the Correlation Between Digital Strategic Planning Tools and Organizational Success

The hypothesis states: "There is a statistically significant correlation between digital strategic planning tools and the dimensions of the dependent variable, organizational success."

The researchers conducted a statistical analysis to measure the relationship between the independent variable, digital strategic planning tools, and the dimensions of the dependent variable, organizational success, using the Pearson Correlation Coefficient.

This analysis aimed to determine the strength and direction of the relationship between these tools and the level of organizational success achieved. The study was applied in the field at the Ministry of Health, Directorate of Abu Ghraib General Hospital.

Table (9) Testing the First Main Hypothesis (Correlation Hypothesis)

Relationship between the Variables		Digital Strategic Planning Tools
Resources	Pearson Correlation	0.76 **
	. Sig. (2-tailed)	0.000
	N	30
Organizational Structure	Pearson Correlation	0.65 **
	. Sig. (2-tailed)	0.000
	N	30
Management	Pearson Correlation	0.638 **
	. Sig. (2-tailed)	0.000
	N	30

Source: Prepared by the researchers based on SPSS outputs.

**** Indicates the significance of the correlation coefficient at the 0.01 level of significance.**

The results of the Pearson correlation analysis show significant positive relationships between digital strategic planning tools and the dimensions of organizational success in the institution, as follows:

- The correlation coefficient between digital strategic planning tools and the resources dimension reached 0.76, indicating a strong positive relationship. The significance level was 0.000, which is less than 0.01, confirming that the relationship is statistically significant.
- The correlation coefficient between digital strategic planning tools and the organizational structure dimension was 0.65, also indicating a strong positive relationship with high statistical significance (Sig = 0.000), showing a clear impact of planning tools on the organization's administrative structure.
- The relationship between digital strategic planning tools and the management dimension was the strongest, with a correlation coefficient of 0.638, reflecting a very strong positive relationship with high statistical significance (Sig = 0.000), highlighting the extent to which management relies on these tools to guide and achieve organizational objectives.

Second: Testing the Second Main Hypothesis Related to the Impact Relationship between Digital Strategic Planning and Organizational Success

The hypothesis states the following:

(There is a significant impact between digital strategic planning and organizational success).

To test this hypothesis, Multiple Linear Regression Analysis was used).

Table (10): Coefficients of the Multiple Regression Equation

Independent Variable	Dependent Variable	Constant Value	Coefficient of Determination (R ²)	(Sig.)
Digital Strategic Planning	Resources	1.84	45.68	.0001
	Organizational Structure	1.86	43.87	.0001
	Management	1.43	54.4	.0001

Source: Prepared by the researchers based on SPSS outputs

Based on the results of the above table:

1. The relationship between digital strategic planning and resources
 - Constant value (1.84): Represents the starting point of the dependent variable (resources) when digital strategic planning tools = 0.
 - Coefficient of determination (R² = 45.68%): Indicates that 45.68% of the variations in resources can be explained by digital strategic planning tools. This is a good percentage and reflects a noticeable effect.
 - Significance (Sig = 0.0001): Since this value is less than 0.05, it confirms that the relationship is statistically significant, meaning the effect is not due to chance.
2. The relationship between digital strategic planning and organizational structure
 - Constant value (1.86): Indicates that the organizational structure starts from this value in the absence of the effect of digital strategic planning tools.
 - Coefficient of determination (R² = 43.87%): Shows that 43.87% of the variance in the organizational structure is explained by the independent variable. This is also an acceptable percentage, reflecting a good correlation and impact.
 - Significance (Sig = 0.0001): Points to strong statistical significance, meaning that the effect of digital strategic planning on organizational structure is real and not random.
3. The relationship between digital strategic planning and management
 - Constant value (1.43): This is lower than the two previous values, which may indicate that management relies more heavily on the intervention of planning tools compared to other dimensions.
 - Coefficient of determination (R² = 54.4%): This is the highest among all dimensions, showing that digital strategic planning explains more than half of the variance in managerial performance. This indicates a strong and very significant impact.
 - Significance (Sig = 0.0001): Also reflects a high level of statistical significance, confirming that the effect is real.

Section Four:**4. Conclusions**

1. The results of the Cronbach's Alpha test (0.75) for all questionnaires items indicate that the instrument possesses a high degree of reliability and internal consistency, confirming its scientific validity for data collection and analysis.
2. Pearson correlation results showed strong positive relationships with statistical significance between digital strategic planning tools and the dimensions of resources, organizational structure, and management. This indicates that the use of digital planning tools effectively contributes to achieving organizational success.
3. The organizational structure of the institution is relatively clear, with established policies and procedures; however, delegation of authority remains limited, which may negatively affect decision-making flexibility.
4. The institution demonstrates good awareness of external factors affecting its environment, particularly political and technological factors, while attention to social and cultural factors remains weak.
5. The evaluation of the management dimension falls at a moderate level, with strengths in time management, but it shows weaknesses in aligning institutional outputs with labor market needs, indicating a potential gap between education and market requirements.
6. The center suffers from a shortage of financial resources required to provide modern equipment, which may hinder achieving educational or service objectives.
7. The use of SWOT analysis in decision-making is still below the desired institutional level, suggesting untapped opportunities to improve strategic planning.
8. The institution shows good awareness of external environmental factors, especially political and technological ones, whereas attention to social and cultural factors remains weak.

4.1 Recommendations

1. It is recommended to establish an effective mechanism to continuously monitor and analyze the external environment and to capitalize on emerging expansion or development opportunities.
2. The organization should integrate social and cultural dimensions into the PEST analysis to enhance the alignment of its strategies with the societal context.
3. Work should be done to develop practical tools that translate value chain analysis into concrete actions for cost reduction and operational efficiency improvement.
4. Develop training programs for human capital and seek funding to equip the institution with modern equipment.
5. It is recommended to restructure authority within the institution to enhance administrative empowerment and accelerate decision-making processes.
6. Build an integrated digital planning system and train staff to use it to ensure effective support for decision-making and strategic plan implementation.
7. Focus on developing the organizational structure to ensure a balance between centralization and delegation and to reduce redundancy in responsibilities.

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