

The Factors Affecting on workforce planning in Saudi Universities.

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Summary of the study:

The study aimed to identify the level of workforce planning in the Saudi public universities operating in the city of Riyadh and determine the impact of some of independent variables represented in: clarity of objectives, the organizational structure, the technical development, the financial situation, the policies of development of human resources, and so on workforce planning process in those universities. It also aimed to determine the statistical differences in work force planning procedures according to some demographic factors.

To achieve objectives of the study and verification of its Presumptions, an exploratory study was made involving 47 factors for the study society, which was limited to those who work in the higher and medium levels of management in Saudi Arabia universities in Riyadh, totaling 1765 employees. The study sample consisted of 322 single sample and the random sample was used.

The study found that the applying level of all the factors affecting the workforce planning process was done with high degree in Saudi universities, while it was found that planning procedures of the workforce are moderately. There are positive and significant statistical relationships between all independent variables and the dependent variable. At the level of the study hypotheses, it has been proven that basic hypotheses showed the positive impact of all independent variables: Clarity of objectives, organizational structure, technical development, financial situation and politics of development of human resources on the labor force planning process in these universities. It showed also the absence of statistical differences in the responses of sample study on work force planning procedures for any of the demographic factors that have been tested.

The study finally recommended a set of recommendations that promote and encourage the application of work force planning procedures in all Saudi universities.

Introduction:

The success of any organization whether public or private depends on its human resources. The researchers and writers agree that human resource is the capital of the organization, especially as we live today in an age that characterized by the complexity of the environment and the intensity of the change. Therefore, we find that the education sector, especially higher education, provides those organizations with the educational products. The workforce planning is considered one of the most important issues for the successful organizations to predict the necessary human resources needs.

Based on the above, the academic education represents an essential input to achieve the comprehensive development through development of conscious and capable workforce to absorb scientific and technological progress in equipment and production tools to achieve an increase in the national economy. Thus, the achievement of social welfare, cohesion between society individuals and the university students represent the most important expected work force that represent the main artery in the overall development process. As a result, the academic education has special care in Saudi Arabia in addition that the state provides it with all the required expertise and funding (Abu Saada, 2005).

Continuing to solidify this role, the academic institutions have to develop and upgrade its cadres in addition to the continued planning for workforce.

One of the most factors that prompted the researcher to focus on the academic institutions as a field of application and study is the relationship between the researcher and his work field and his knowledge of the importance and role of universities in the process of work force planning at the national. Many of the work force problems can be treated through education. The relationship between education outputs and the needs of plenty of care and research because of its effects

on development, in addition to the great interest of the state of education and ease of data collection that the researcher works within the teaching staff in the university under study.

Problem of the study:

The most prominent problems facing the overall development in the countries of the third world in general is the severe incapability in fitting the human element. The shortage in qualified and required work force for plans for economic and social development, the spread of illiteracy among them, the inability of education systems, different training in facing growing demand as well as satisfying the need of the national economy is an obstacle to achieve the comprehensive development goals (Abu Saada, 2005.207). Therefore, the workforce planning is considered one of the most important topics of administration that focused on the modern management theories because of their clear effect on organizations generally.

The problem of the study represents in recognizing the reality of the work force planning in the Saudi academic institutions and standing on the main problems faced by those institutions to apply the mechanisms of the workforce planning.

Hence, the researcher has made an exploratory study which relied on academic institutions in Riyadh, reports issued by the Ministry of Education in the Kingdom and these universities, as well as conferences and seminars held in this regard, as well as interviews with some of the administrative officials in these universities and the responsible for human resources departments in order to recognize the reality of the workforce planning.

Based on this exploratory study, the researcher assures initially of the existence of the research problem and lack of the planning of human resources departments that reflects on workforce planning process. This encourages the researcher to perform a field study to identify the causes of this phenomenon and propose a scientific method to eliminate them or reduce its severity at least.

Generally, this study tries to answer the following questions:

(1) What is the reality of work force planning in the academic institutions under study and what are the factors affecting the workforce planning procedures in Saudi universities under study. This leads to a group of sub-questions, as follows:

- What is the impact of the clarity of goals on the workforce planning process in Saudi universities under research?
- What is the impact of the organizational structure of the workforce planning process in Saudi universities under research?
- What is the impact of technological development on the workforce planning process in Saudi universities under research?
- What is the impact of the financial situation of the workforce planning process in Saudi universities under research?
- What is the impact of human resource development policies on the workforce planning process in Saudi universities under research?

2) What statistical differences in the study sample responses to the procedures of work force planning in accordance with the difference in the demographic factors (age, educational qualification, years of service, the functional level and workplace)?

Objectives of the study:

The main objective of the search represents in identifying the reality of workforce planning in the academic institutions under research, through the following:

- 1) Identification of the level of workforce planning in the academic institutions under research.
- 2) determine the impact of the independent variables: (clarity of objectives, organizational structure, technical development, financial situation, development of human resources policies) on the dependent variable (work force planning process).

3) Determine the statistical differences in the study sample responses to the procedures of work force planning in accordance with the difference in the demographic factors (age, educational qualification, years of service, functional level, and the workplace).

The study model:

A study model was developed to demonstrate the relationship between the independent variable (clarity of objectives, organizational structure, technical development, financial situation and policies of development human resources) and the dependent variable (workforce Planning Procedures).

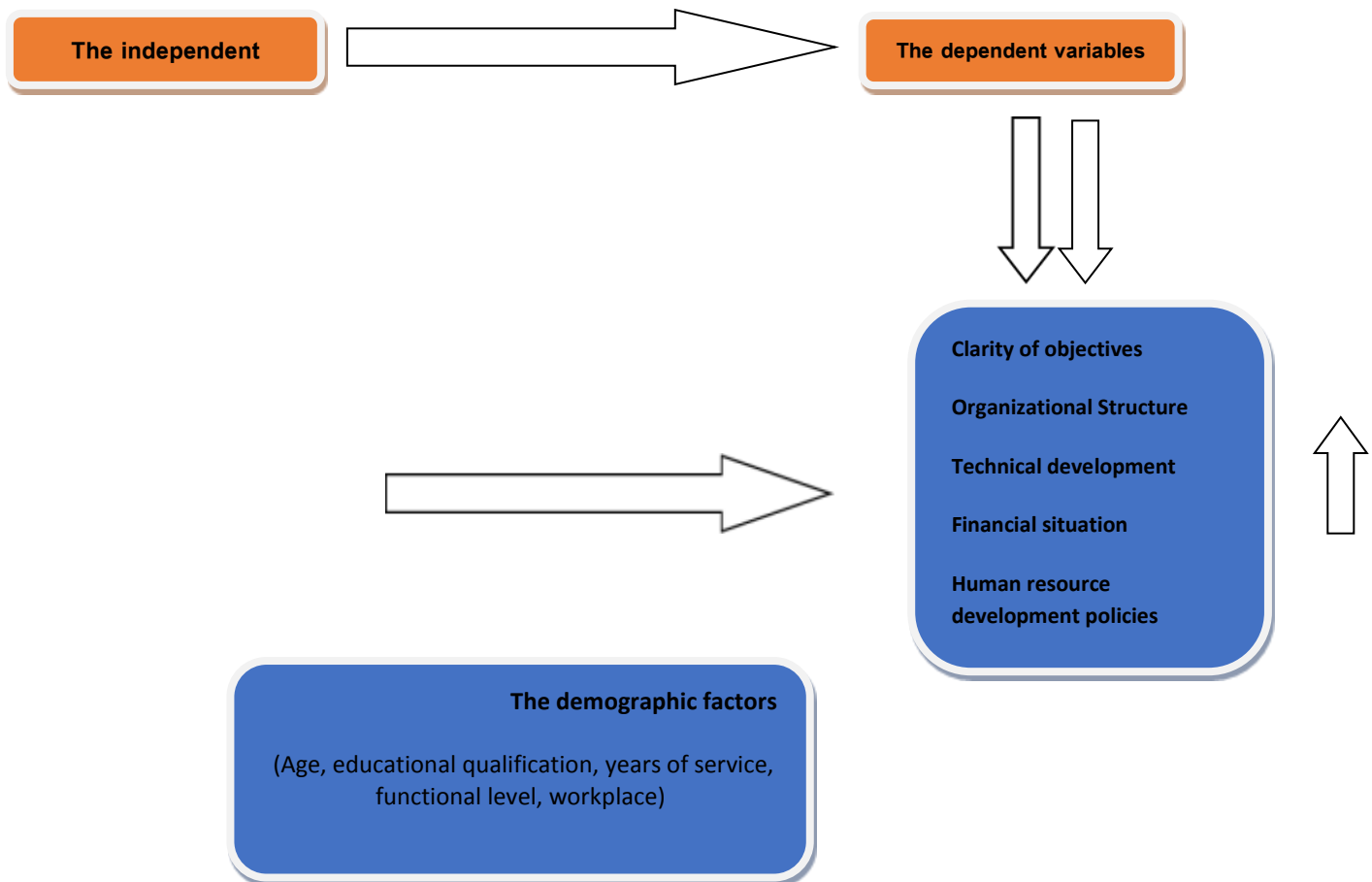


Figure 1: the study sample:

Study hypothesis

To achieve the objectives of the study and answer its questions, the following hypothesis were formulated:

1. The first main hypothesis: It states that " there is an effect with a statistically significance for independent variables (clarity of objectives, organizational structure, technical development, financial situation, and policies of human resources development), and the workforce planning process in Saudi universities under research.

From the main hypothesis, five sub- hypotheses were emerged:

- First sub-hypothesis. There is a statistically significant effect of clarity of objectives on the workforce planning process in Saudi universities.
- Second Sub-hypothesis. There is a statistically significant effect of organizational structure on the workforce planning process in Saudi universities.

- Third Sub- hypothesis. There is a statistically significant effect of technical development on the workforce planning process in Saudi universities.

- Fourth Sub- hypothesis. There is a statistically significant effect of the financial situation on the workforce planning process in Saudi universities.

- Fifth Sub- hypothesis. There is a statistically significant effect of the human resources development policies on the workforce planning process of in Saudi universities.

2. The second main hypothesis states that: there are statistical differences in the study sample responses for the responses of work force planning in accordance with the difference in the demographic factors (age, educational qualification, years of service, functional level, and the workplace).

Importance of the study

The development of competitiveness for universities generally requires the existence of new and untraditional mechanism to strengthen its capacity to the global competition between universities. The workforce planning process is the appropriate mechanism to achieve this goal.

This study is important because of its importance as a field of application for the academic institutions and its role in raising the productive efficiency of the workforce. The results of some studies have shown that the individual productivity rises at rates that commensurate with the level of his scientific achievement, where it increases by 30% after the primary school, by 320 % after General certificate of education and by 600% after the university. Another study has shown that the national income increases by 30% due to the impact of education on worker productivity and the worker productivity who finished primary school is equal to 1.5 times of the illiterate worker productivity, double of the productivity of the worker who finished high school and four times for highly qualified (baltamr, 2013).

The importance of the research conceals in the study of the reality of workforce planning, which allows knowing of the aspects of insufficiency in this field and what affects them in addition to the challenges or future obstacles to enable the Saudi universities to develop right goals and plans in the field of workforce development and thus reduce the phenomenon of the surplus or deficit between academic qualifications (various educational products), prepare to face the changes that may occur technologically, economically and socially in all field and the requirement of this change from the special knowledge and skills.

The importance of this study underlines from being from the few field studies that dealt with the reality of workforce planning application on the academic institutions in Saudi Arabia particularly. It also would allow to further studies on this important topic and benefit from its results, which will lead to recommendations provided to decision-makers in Saudi universities.

The study method:

It consists of five factors as following:

First: Data types. It divided to two types. One is the secondary data that comes through books, researches, and the web sites that related to the study. The Other is the primary data that collected from Exploratory study and the field study In order to verify the study assumptions.

Second: Society and the study sample

The society of study: the research society includes all administrative staff in Saudi public universities in Riyadh namely, (Imam Muhammad bin Saud Islamic University, King Saud University and the University of Princess Nora bint Abdul Rahman), who occupy managerial and supervisory positions (general director, Department director, Head of the Department) whether the departments of these universities or colleges and affiliate units, totaling 1765 employees (Ministry of Education, Higher Education statistics, 2010).

The study sample: the study sample relies on a random sample consisting of 322 single sample, used tables in the determination of sample sizes at level (0.05) and the confidence limits (0.95) with the assumption that the required characteristics to be studied are available in the society of study with percentage (50%) (Bazarah, 2001).

Third: Data collection: questionnaires have been adopted to collect the primary data of the selected sample. This list has been tested before the design of using it on a small sample to make sure of the validity of collecting the required field data. This has resulted in some modifications after representing it to number of specialists.in addition that it has been taken into account the design of the list, the special roles of formulating the questions. The list was characterized by ease and the avoidance of the citation questions. It also takes into account the formal aspects for the design of questionnaires as the answer of some questions has been measured on the gradual scale for "Likert" which consists of five-point, (1) its trend means non-approval, and the point (5) indicate to approval strongly.

In order to analyze the results of study sample, it has been guided by the results of the descriptive statistical analysis (arithmetic mean, the standard deviation, and relative frequencies), where the factors affecting the workforce planning procedures were assessed by the arithmetic mean of the answers of the study sample. The other following relative scale was used :(1) 5. 4.2 is too high, (2) less than 4.2 to 4.3 is high, (3) less than 3.4 to 26 is average (acceptable), (4) less than 2.6 to 1.8 is weak, (5) less 1.8 is very weak. The following table shows (No. 1) the distribution of the study variables and the paragraph numbers measured by the list of the survey.

Table 1: The study variables and the numbers of paragraphs measured by.

The variables	The Sub variables	Paragraphs
The effective factor (the Independent variables)	Clarity of objectives	14 - 7
	The organizational structure	20 - 15
	Technical development	27- 21
	The financial situation	33 - 28
	Human resource development policies	39 - 24
workforce planning procedures (The dependent variable)	workforce planning procedures	51 - 40

In order to analysis the required data for study, we have conducted tests in Table 2 and has developed measurement tool "questionnaire" to collect the required data

Table 2: the tool stability to the variables of the study

Elements	Kronbach alpha	reliability coefficient
Clarity of objectives	0.94	0.97
The organizational structure	0.868	0.92
Technical development	0.867	0.92
The financial situation	0.877	0.93
Human resource development policies	0.881	0.94
the overall of independent factors	0.947	0.97
The dependent variable (workforce planning Procedures)	0.994	0.99
The entire of questionnaire	0.961	0.98

Forth: Data Collection. The process of data collection is based on personal interviews method with the written survey, and through the e-mails. The process of data collection has resulted in the recovery of 309 questionnaires, representing 95.9% and they have been enrolled in the final analysis.

Fifth Coding, data entry and analysis. The researcher encodes the data in the list of the survey and the data were entered, reviewed and analyzed by the statistical programs, known as (SPSS). The statistical appropriate tests have been applied according to the nature of the data and the assumptions of the study to assist the researcher in the analysis and interpretation of data. The following methods were used: alpha Krobach laboratory to measure the stability of the scale, proportions, duplicates, and the weighted average for weights to arrange the values at the discretion of the respondents, and test F and the use of correlation coefficients.

Determinants of the study:

1. The study was limited to the Saudi universities in the city of Riyadh only.
2. The study was limited to administrative staff only and therefore the teaching staff and students were outside the search field.
3. The current study is limited to the public universities, not the private universities
4. The study was conducted in the first half of year 2016.

Literature Review:

It will discuss the concept and the importance of workforce planning and factors affecting the workforce planning as well as the success factors of the workforce in general according to what reported by the previous studies as follows:

The concept of workforce planning:

Planning is defined as a management function that tries to predict the future by extrapolating the past events and expectations of the problems that may hinder the organization's goals that aim to find alternative solutions to optimize the use of available resources (Qahtani 0.2012). The function of planning is also considered the first episode in the administrative processes as it includes the goals setting for a specified future time that the organization aims to achieve and develop scientific ways to achieve these goals (Qaryouti 0.2006, 168).

Workforce planning is considered one of the main tasks for any successful management because of its direct impact on the organization to determine the business needs of the workforce, the required specializations and the quality of jobs for the future period. We can say that the organization's success results from planning accuracy.

The workforce planning is considered one of the most important functions of individuals management .it is defined as determining the required requirements of the tasks and jobs and put special conditions for these functions according to the terms that must be available to those who wish to occupy those positions, where the selection is strictly in accordance with those conditions for the applicants to get the highest possible productivity.

Workforce planning also means process of preparing a thoughtful program accurately to meet the needs of the organization in the future. (Fahmi, 2011) shows that the human investment includes workforce planning process and the development of human resources strategies support the achievement of the organization's goals mightily. Driesch, et al, (2005) Refers that determining of the workforce needs leads to achieve the desired objectives of the organizations as workforce planning is an integrated approach associated with the success of the organization. However, it needs to distribute the tasks between the different professions, so it is necessary to develop the sectoral integrated comprehensive strategies that reflect the need for workforce that is expected to meet the changing needs.

The importance of workforce planning:

Workforce planning is one of the most important management functions. Its importance comes from the growing interest in the functions of management and focus on what would increase productivity, where the focus of workforce planning is on the study of the future status. In addition, it focuses in understanding the needs so as to be able to make the decisions that are associated to human resources based on that.

The workforce planning is important because it determines the organization's goals and study of its current position and their future need whether to increase or reduce the workforce based on what is determined and in proportion to the situation of the organizational structure that is, being built based on the expected needs. The study of (Fahmi,2011) emphasizes that the development of human resource strategies in the organization supports the achievement of objectives so it is necessary to determine the appropriate organizational structure to support the strategic objectives, as well as determining the main tasks and activities, developing the action plans to support the strategic goals of the organization, continue the implement of workshops in the field of planning, human resources and linking career path to the training path.

The policies of human resource development don't differ according to its field of application, as confirmed by the study of the General Directorate of Traffic at Bahrain's Interior ministry. The decline of the index of workforce planning, the institutions goals and its strategic plans were moderately in the health sector. This is because these institutions do not involve their workers in workforce planning processes and added that it happened in the light of number of constraints including lack of clarity of the management structure, the weakness of workers' experience in the field workforce planning and the weakness of senior management support to the process of workforce planning (Adwan, 2008). Career path planning helps to organize the movements of workers of different functional levels. This enables businesses institutions to benefit from the qualified people (Bo Ras 0.2008). Because the difficulty of establishing accurate measures of productivity efficiency for employees and lack of using the systems of incentives obstruct the implementation of that strategy.

The planning has three main levels represented in the national level and referred to it as the comprehensive development plan. The second level is called the sectoral level and includes the planning for various sectors such as education, industry, health and transport, while the third type is planning at the enterprise level, which is respect to the facility during a specific period of time (Meer, 2007).

The method of workforce planning plays an important role in the success of the institution. The traditional methods of identifying the needs of work force planning showed many problems about the expectations related to the need of workforce. The errors increased with the increase of the predication period and this clearly highlights the need to take into account the technological changes and new skills in workforce. The development is also related to the update of the assessment tools (Nasr eldin, 2006). We found that the absence of a scientific method of work force planning affects the satisfaction of the employees and the level of their competence and affects the methods.

The effective factors on the workforce planning:

The literature shows that factors that influence workforce planning can be internal, stems from the internal organizations environment, including the objectives of institution, the financial situation, the organizational change, the amount of work and the applicable technical in the institution. As external factors, include the economic situation, the work policies, the conditions of market, the competition and social and demographic factors (al madhon, 2005, p. 38).

The other studies, the researcher is on the administrative side and in its forefront, the lack of change in job description with the organizational structures change causes many gaps such as the specialization overlapping, lack of clarity in relationships and the policies of reassignment, promotion and training. It is also related to the imbalance in the distribution of the workforce between departments, which has a negative impact on productivity. The lack of clear standards for promotion systems create a kind of favoritism among employees. We can say that the lack of a clear job description and the lack of commitment of the allocated budget for training hinder the implementation of a successful strategy in workforce planning (Jabara, 2003).

The strategic planning of human resources in the government institutions still suffer from many scientific foundations that make it successful. The routine and the administrative complexity are considered the most important obstacles facing it (Kaltham and Badarne 0.2012). the lack of financial resources and double decision clearly appear in the higher education institutions (Cowburn 0.2005), as the lack of a realistic action plans with specific objectives, caused the failure of planning processes in the British universities. It was found that the societal pressure is one of the most important factors

affecting the strategic planning in the Ugandan universities, as well as the impact of government and parliamentary decisions, the challenges of globalization and the problems in Africa, the decision-makers and the pressures of the job market, the competition and the emergence of new types of education (Kasozi, 2005). At the level of Arab Universities, the use of strategic planning is considered an entrance to the development of human resources in the Yemeni universities; if they wish to develop its human resource policies (Abdullah, 2012).

The success factors of the workforce planning:

The achievement of the objectives of human resource strategies in organizations is related to the existence of an appropriate and clear organizational structure that supports the implementation of these strategies, highlights the importance of determining the tasks and the special activities associated with the main activities, developing action plans to support the strategic objectives of the organization and continuing to implement the workshops in the field of planning and human resources, as well as linking the career path to the training path (Fahmi, 2011). Therefore, raising the workforce planning index is associated with the availability of financial needs in the institutions that wish to carry out the workforce planning strategies. In addition that, the concern of preparation of clear, specific, written strategy systematically plans and the involvement of workers in the workforce planning process along with the concern in the development of administrative organizational structure, which includes the presence of specific responsibilities and tasks for each department to be able to carry out them; all are considered important and critical factors in the success of the planning process of the work force (Adwan, 2008).

Planning requirements do not differ for the sector of human resources, whether governmental or non-governmental organizations and even under the use of untraditional electronic management tools. training courses contribute in the development of the skills and the capabilities of the staff and it became necessary for senior leadership support to provide human resource development requirements within the institutions, the need to work on removing the obstacles facing the development of those resources and the need to provide the necessary financial support for the implementation of any proposed strategies, in addition to the concern of planning to support the implementation of the plans during the workflow (almeer, 2007).

Non-governmental organizations seek to attract and recruit qualified people with experience and scientific qualifications that are compatible with their need. The applied evaluation system participates in the selection of the most suitable workers for jobs. As the declaration of the functions appropriately reflects the transparency of the procedures, hiring and promotes the study of the idea to reconsider the professional tests such as creativity tests and the necessity of the attention of candidates of English language because of its correlation with the technical development, as well as the development of the interviews committees and develop new ways to attract workers (Ghoul 0.2011).

The coordination between different devices about workforce planning and the extent of the relationship between the efficiency of the specialists of workforce planning and the increase of staff productivity, the need to assess the organizational structures, the attention of senior management about workforce planning, the need to take into account the work force distribution, a commitment to the organizational structures and put a detailed description of the functions and link them to the organizational structure, commitment to the standards of staffing, promotions and incentives and training and development of staff performance standards, in addition to the regular review of the need for training to take into account the actual needs of the departments and functions (Jabara, 2003).

The previous studies review shows us that: -

- 1- Most of the studies focus on the human resources management policies in general, of which workforce planning policy.
- 2- Most of the studies applied on non-governmental agencies.
- 3- Most of the studies focus on the actual workforce planning. So there is a shortage in the studies that take on consecration factors affecting workforce planning in universities, which justifies the importance of this study that approve it by the field study. Responding to the need, the researcher will show it in the following section.

The field study:

Data analysis and the study hypothesis test:

The first main hypothesis: there is an effect with is a statistically significant for the factors: clarity of objectives, the organizational structure, the technical development, financial situation and human resources development policies ", and that is for workforce planning process in Saudi universities under research. As a result, five sub- hypotheses were emerged:

The First sub-hypothesis. There is a statistically significant effect of clarity of objectives on the workforce planning process in Saudi universities.

It was found that there are eight terms represented a variable for the clarity of objectives for the sample study. The relative scale shows that statements were carried out at a high level as the entire axis recorded arithmetic mean reached 3.6446 and a standard deviation reached 1.02536. This indicates that axis of the clarity of objectives is highly. In addition, that 62.7% of the study sample responses show that there is a clarity of objectives with high degree or above, while 16% have a belief that these goals are not clear. The following Table shows the results of the descriptive analysis of this hypothesis.

Table 3: Results of the descriptive analysis of the first sub- hypothesis

Phrase	standard deviation	Arithmetic mean	Strongly Agree%	Agree%	Average%	Disagree%	Strongly Disagree%	Application Level
University's strategic plan for the labor force develops a clear and specific planning.	1.00107	3.6053	18.4	42.2	21.1	18.4	0	High
Actual requirement of labor force has been taken into consideration to implement the plan.	1.08396	3.5263	18.4	36.8	28.9	10.5	5.3	High
The labor force plan is reviewed in view of the actual requirement of labor force.	.95625	3.594.6	10.8	56.8	16.2	13.5	2.7	High
University's strategic plan clarifies the total of required labor force.	937.32	3.583.3	13.9	47.2	22.2	16.7	0	High
University's strategic plan for the labor force clarifies the standard of incumbents.	1.183.60	3.648.6	24.3	43.2	10.8	16.2	5.4	High
Actual requirement of labor force builds on operational Plan.	1.121.69	3.657.9	26.3	34.2	21.1	15.8	2.6	High
The management adopts its plane for the labor force in the light of objectives university.	914.51	3.675.7	16.2	48.6	21.6	13.5	0	High
Labor force planning for university is consider a part of its strategic plan.	1.004.49	3.864.9	32.4	32.4	24.3	10.8	0	High
The total	1.025.36	3.644.6	20.038	42.675	20.775	14.425	2.057.5	High

Following Table 3: variance analysis by using the method of Stepwise

Model	Variable	B	T	Sig.	Statistical Indicators
1	Fixed	1.343	3.4	0.002	F=28.004 S _{iq.} =0.00 r=0.683 R ² = 0.45
	University's strategic plan for the labor force develops a clear and specific planning	0.564	5.292	0.00	

The method which using to test the first sub- hypothesis is Stepwise. This method used to know the most independent variables that effect the workforce planning process of Saudi universities under study. The previous Table number 3 refer to this method. The stepwise has arranged the most moral independent variables and then excludes the least effect on the dependent variable, therefore, the initial analyses number seven excluded from the phrase, and then accept the effect of one a variable on the planning process to the labor force according to influential force.

Model number 1 in the same table clarifies the acceptance and the effect of one a variable and it is considering the most effect on the dependent variable" University's strategic plan for the labor force develops a clear and specific planning". This plan is enough to clarify objectives that universities seek to achieve in the field of labor force planning, where, it interpreted alone about 45% of the variation in the clarity of the objectives later in the Saudi universities under study in the field of labor force planning. Through the estimated coefficients (B), it was found that the objectives related to labor force planning and explains amounted to 56% on the same phrase" University's strategic plan for the labor force develops a clear and specific planning", it has been associated with positive statistically relationship with the dependent variable (labor forces planning process) amounted to 68.3%.

Depending on the results of variance analysis of (F), it has been found that the value of significance level for analysis less than its Tabulated amounting to 0.05, this means acceptance the text of the first sub- hypothesis, which sees the existence of affects the objectives on the planning process to the labor force in Saudi universities under research.

The second Sub-hypothesis: There is a statistically significant effect of organizational structure on the workforce planning process in Saudi universities.

It has been found that there are six phrases include a variable of the organizational structure, and by using the Percentage scale, it clarifies that five from these phrase have based on a high standard in Saudi universities under study, where it recorded the arithmetic mean of the overall second axis reached to 3.81, and a standard deviation reached to 0.87065, which refer to the overall axis made with high degree. In addition, 69.8% of the respondents believe that the organizational structure is very important for workforce planning process. As turned out about 9.7% have a belief that this structure is not associated with the process planning of labor force in Saudi universities under research. The following table clarifies that the results of descriptive analysis of this hypothesis.

Table 4: Results of the descriptive analysis of the second sub- hypothesis

Phrase	stand ard devia tion	Arithm etic mean	Stron gly Agre e%	Agre e%	Aver age%	Disagr ee %	Strong ly Disagr ee%	App licat ion Lev el
The planning of career path for workers take care into account the planning of the labor force in university.	95.60 0	3.7105	21.1	42.1	23.7	13.2	0	Hig h
There is a consensus between the needs of the labor force and organizational structure of University.	854.2 4	3.7838	18.9	48.6	24.3	8.1	0	Hig h
The size of labor force in university is effected on the organizational structure.	677.3 1	3.9737	21.1	55.3	23.7	0	0	Hig h
The organizational structure for university determines the vacant jobs.	924.3 1	3.9189	24.3	54.1	13.5	5.4	2.7	Hig h
Regulatory decisions at university effect on the labor force planning.	784.3 6	4.0789	31.6	47.4	18.4	2.6	0	Hig h
The organizational structure at university be unambiguously.	1.027 .71	3.3947	13.2	39.5	21.1	26.3	0	Ave rag e
The total	0.870 .65	3.8100 8	22.03 3	47.83 3	20.78 3	9.2666	0.45	Hig h

Following Table 4: variance analysis by using the method of Stepwise

Model	Variable	B	T	Sig.	Statistical Indicators
1	Fixed	1.472	3.745	0.001	F=24.635 Siq.=0.00 r=0.648 R ² = 0.403
	The organizational structure at university be unambiguously.	0.56	4.963	0.00	
2	Fixed	0.0163-	0.028	0.781	F=22.403 Siq.=0.00 r=0.759 R ² = 0.55
	The organizational structure at university be unambiguously.	0.384	3.485	0.001	
	The size of labor force of university is effected on the organizational structure.	0.559	3.481	0.001	

The method which using to test the second sub- hypothesis is Stepwise. This method used to know the most independent variables that effect on the planning process to the labor force of Saudi universities under research. The previous Table number 4 refer to this method. The stepwise has arranged the most significant independent variables in the models 1 and 2, and through that, the least effect phrases have excluded on the dependent variable. In Model 1 excluded five phrases, and accepted the effect of only one phrase on the planning process of labor force the phrase is" The organizational structure at university be unambiguously".

These mean that the Organizational Structure at university view the positive effect on the planning process of the labor force. Both variables were associated with a positive correlation, it reached 64.8%. The phrase on its own able to interpreter nearly 40.3% of the variation or difference in the planning process of labor forces in Saudi universities under research. Through the estimated coefficients (B), it was found that the effect of that phrase coefficient positively on the planning process of labor forces up to about 56%.

Depending on the results of variance analysis of (F), it was found that the value of significance level is 0.00, this view that they are less than the significance level of the test as a whole 0.05. This means acceptance the text of the second sub-hypothesis, which sees the existence of effects the organization structure on the workforce planning process in Saudi universities under research. The source of this effect is due to the phrase" The organizational structure at university be unambiguously".

Third Sub- hypothesis: There is a statistically significant effect of technical development on the workforce planning process in Saudi universities.

It has been found that there are seven phrases include a variable of technical development, and by using the Percentage scale, it clarifies that six from these phrase have based on a high standard in Saudi universities under study. While there is one phrase made with high level this technical is" using of modern technology". It contributes to facilitate the control and monitoring the performance of employees, where the arithmetic mean recorded of the overall third axis reached to 3.8388, and standard deviation reached to 0.98646. It refers to the overall axis is made by high level. It is found that reached to 70.6% of the sample study view that technological development is very important in the labor forces planning process. Therefore, it showed 13.3% Low belief about the importance of technical development in the labor force in Saudi universities planning process under research. The following table number 5 clarifies that the results of descriptive analysis of this hypothesis.

Table 5: Results of the descriptive analysis of the third sub- hypothesis

Phrase	standard deviation	Arithmetic mean	Strongly Agree %	Agree%	Average %	Disagree %	Strongly Disagree %	Application Level
University staff are trained in the use of modern technology in labor forces planning.	1.260.99	3.513.5	27	29.7	16.2	21.6	5.4	High
University attracts experts in the field when securing modern techniques.	1.068.09	3.684.2	21.1	44.7	21.1	7.9	5.3	High
The size of labor force of university is effected on the size of Technique used.	1.063.09	3.710.5	21.1	50	10.5	15.8	2.6	High
University resorting to technology to meet the shortfall in the labor force when needed.	953.10	3.621.6	18.9	37.8	29.7	13.5	0	High
The use of modern technology Contribute to facilitate the control and monitoring the performance of employees.	745.30	4.342.1	47.4	42.1	7.9	2.6	0	Too high
There are database to the labor force belongs to university.	787.98	4.026.4	26.3	55.2	13.2	5.3	0	High
The efficiency necessary for the labor force in the university depends on the type of technology used.	1.026.32	3.973.7	36.8	36.8	13.2	13.2	0	High
The total	0.986.46	3.838.8	28.371	42.328	15.971	11.414	1.916	High

Following Table 5: variance analysis by using the method of Stepwise

Model	Variable	B	T	Sig.	Statistical Indicators
1	Fixed	1.472	3.745	0.001	F=24.635 Siq.=0.00 r=0.648 R ² = 0.403
	The organizational structure at university be unambiguously.	0.56	4.963	0.00	
2	Fixed	0.0163-	0.028	0.781	F=22.403 Siq.=0.00 r=0.759 R ² = 0.55
	The organizational structure at university be unambiguously.	0.384	3.485	0.001	
	The size of labor force of university is effected on the organizational structure.	0.559	3.481	0.001	
3	Fixed	0.074	0.171	0.865	F=26.765 Siq. = 0.00 r=0.846 R-2 = 0.688
	The size of labor force of university is effected on the size of Technique used.	0.312	2.494	0.018	
	There are database to the labor force belongs to university.	0.33	2.409	0.022	
	University staff are trained in the use of modern technology in labor forces planning.	0.223	2.15	0.039	

The method which using to test the third sub- hypothesis is Stepwise as before. The preliminary analysis showed that, the presence of three phrases are the most influential on the labor force planning process, as in Model number 3, whereas, Model number 1 showed that there is only one phrase is the most influential between the phrases of technical development. This phrase is "The size of labor force of university is effected on the size of Technique used in Saudi universities planning process under research". This phrase associated with a positive correlation amounted to 75.5% with the dependent variable, in addition to, it interpreted alone about 55.8% of the variation in the dependent variable "planning processes of labor force in in Saudi universities under research". It clarified the value of estimated coefficients (B) , which means that improving the size of labor force of university because of Technique used, it improves the planning process of labor force by 0.56 from unity. Finally, it was found that the value of significance level reached to 0, 00, this means that it was less than the significance level for the test as a whole 0.05, therefore, the acceptance of the third sub- hypothesis. It sees that there is an effect to the technical development on the workforce planning process in Saudi universities under search. The source of this effect turn to this phrase" The size of labor force of university is effected on the size of Technique used".

Fourth Sub- hypothesis: There is a statistically significant effect on the financial situation of the labor force in Saudi universities planning process.

This hypothesis formed from 6 phrases, and by using the Percentage scale, it clarifies that five from these phrase have based on a high slandered in Saudi universities under study. While there is one phrase are made with average level this phrase is " There is a special budget to evaluate and rewards workers", where the arithmetic mean recorded for the entire fourth axis amounted to 3.55263, and a standard deviation arrived at 1.22586. This shows that the overall application axis is made in a high level. It found that 67.6% from Sample has believe that phrases of this axis is found in Saudi universities under study. While 17.4% of them had a low belief about that as they appear in Table 6.

Table 6: Results of the descriptive analysis of the fourth sub- hypothesis

Phrase	standard deviation	Arithmetic mean	Strongly Agree %	Agree %	Average %	Disagree %	Strongly Disagree %	Application Level
University allocates funds for labor force planning.	1.07241	3.6579	23.7	39.5	15.8	21.1	0	High
University material resources enable them to provide rewards and incentives for its employees in order to ensure continuity and not moving to other universities.	1.31735	3.6842	31.6	36.8	10.5	10.5	10.5	High
University allocates sum of money to train and qualify their employees.	1.22474	3.5000	21.1	39.5	15.8	15.8	7.9	High
There is a special budget to evaluate and rewards workers.	1.30351	3.2368	18.4	28.9	23.7	15.8	13.2	Average
University budget enable them to attract the competencies that they need.	1.23946	3.6316	26.3	39.5	13.2	13.2	7.9	High
University workers' salaries equivalent to salaries of similar destinations, so it contributes to the lack of personnel leak.	1.19773	3.6053	21.1	47.4	10.5	13.2	7.9	High
Total	1.22586	3.55263	23.7	43.93	14.916	14.933	2.52	High

Following Table 6: variance analysis by using the method of Stepwise

Model	Variable	B	T	Sig.	Statistical Indicators
1	Fixed	1.805	6.525	0.00	F=35.761
	There is a special budget to evaluate and rewards workers.	0.475	5.98	0.00	Sig.=0.00 r=0.706 R-2 = 0.484
2	Fixed	1.174	3.419	0.002	F=24.868 sig.=0.00 r=0.766 R-2 = 0.563
	There is a special budget to evaluate and rewards workers.	0.332	3.693	0.001	
	University allocates sums of money to train and qualify their employees.	0.299	2.74	0.01	

According to style gradient analysis, it clarified that there is one phrase between the financial situation phrases, and there is a special budget to evaluate and rewards workers. This budget is the most influential on the planning process of labor force in Saudi universities under study as model number 1. This phrase associated with positive correlation relationship with the dependent variable and reached 70.6%, and interpreted about 48.4%, on the variation in the dependent variable "the planning process of labor forces in Saudi universities under research. In addition, it clarified the estimated coefficients (B) there are special budget to evaluate and reward employees incremented by one unit. It improves from the labor force of planning process amount to 0.475 per unit. Finally, by comparing Significance level for test 0.00 with the significance level for test as a whole that reach to 0.05. We accept the text of the fourth sub-hypothesis, which sees an effect to the financial situation on the planning process of the labor force in Saudi universities under research.

Fifth Sub- hypothesis: There is a statistically significant effect of the human resources development policies on the planning process of labor force in Saudi universities.

The percentage scale showed all the phrases, which made up this axis at a high level in Saudi universities under study, where the arithmetic mean recorded for the entire axis amounted to 4.0275, and standard deviation reached to 0.88104, therefore, the application level of the entire axis is highly. In addition to, this axis found in Saudi universities under study according about 78.3%, whereas refusing about 16.7%.

Table 7: Results of the descriptive analysis of the fifth sub- hypothesis

Phrase	standard deviation	Arithmetic mean	Strongly Agree %	Agree %	Average%	Disagree %	Strongly Disagree%	Application Level
Labor force planning process contributes to the reduction of work turnover rates.	875.08	4.108.1	35.1	48.6	8.1	8.1	0	High
Labor force planning process contributes to rationalize the needs of the labor force.	833.78	4.162.2	40.5	37.8	18.9	2.7	0	High
Labor force planning process contributes to know available human staff.	927.56	3.973.0	27	54.1	10.8	5.4	2.7	High
Labor force planning process decrees from working costs clearly.	775.95	4.189.2	37.8	45.9	13.5	2.7	0	High
Labor force planning process contributes to finish the work accurate and fast	784.78	4.111.1	30.6	55.6	8.3	5.6	0	High
Labor force planning process decrees the need of training the new staff.	1.089.12	3.621.6	24.3	32.4	27	13.5	2.7	High
Total	0.881.04	4.027.5	32.55	45.73	10.38	6.33	5.01	High

Following Table 7: variance analysis by using the method of Stepwise

Model	Variable	B	T	Sig.	Statistical Indicators
1	Fixed	1.974	4.248	0.00	F=9.659 Sig.=0.004 r=0.47 R-2 = 0.221
	Labor force planning process decrees the need of training the new staff.	0.38	3.108	0.00	

According to the method of gradual analysis, the analysis showed the presence of the word one "policy" of the human resources development policies "workforce planning reduces the need to train new employees," which has the most impact on the workforce planning process in Saudi universities where the study performed.

This variable (word) has been associated with a positive correlation with the dependent variable, and reached 47%, and explained 22.1% of the variation in the workforce planning process in Saudi universities where the research performed, and showed the value of the estimated coefficients (B) that the reduction in workforce planning reduces the need to train new employees, and then the workforce planning process improved by 38% of the unit.

Finally, by comparing the function level of the test of 0.00 with a function level for the test as a whole of 0.05, we accept the text of the fifth sub- hypothesis which shows the existence of meaningful statistical impact of the human resources development policies on the workforce planning process in Saudi universities where the research performed.

In light of the last analysis of the results of the previous sub- hypotheses analysis, we can say in general that we accept the validity of the main hypothesis, which states that "There is a statistically impact of each of the clarity of objectives, the organizational structure, technical development, financial situation, and human resources development policies, on the workforce planning process in Saudi universities where the study performed."

In addition to the above, multiple regression analysis will be used to rank the most influential factors on the independent the workforce planning process in Saudi universities where the research performed, so the dependent and independent variables were put in a linear equation as follows:

$$Y=A+\beta_1 X1+\beta_2 X2+\beta_3 X3+\beta_4 X4+\beta_5 X5$$

Where Y is the dependent variable that expresses the workforce planning process in Saudi universities where the research performed, while the X1 and X2 , and X3 , X4 , and 5 X refer to the independent variables of: clarity of objectives , organizational structure, technical development, financial situation, development of human resources policies respectively. The A and B are the capabilities of the model. Table 4 shows the results of the assessment method according to Enter method.

Table 8: The results of the statistical estimation by using Enter method

Variables	B	t	Sig.		
constant A	1.113-	-2,166	0.038	Sig.=0.00	F=22.573
Clarity of objectives	0.022	2.17	0.006	R ² = 0.75	R ² = 0.75
Organizational structure	0.315	2.597	0.012		
Technical development	0.561	3.393	0.002		
Financial situation	0.202	2.815	0.049		
Human resource development policies	0.119	3.981	0.034		

Results of the analysis by using the method of Step Wise

Financial situation	0.753	5.312	0.00	F= 51.207 Sig.= 0.00
Human resource development policies	0.252	2.275	0.029	r=0.866 R ² = 0.736

And the model form becomes as follows:

$$Y = - 1.113 + 0.022 X1 + 0.315 X2 + 0.561 x3 + 0.202 X4 + 0.119 X5$$

Correlation matrix appears between the aforementioned independent variables and the dependent variable (workforce planning process) as follows:

Table 9: correlation Matrix between independent variables and the dependent variable

human resource development policies	financial situation	technical development	organizational structure	Clarity of objectives		
.478**	.745**	.841**	.748**	.551**	Pearson Correlation	The dependent variable
0.003	0.000	0.000	0.000	0.000	Sig. (2-tailed)	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Tables 8 and 9 indicate to accept all independent variables in terms of the impact on the planning process of workforce in Saudi universities where the study performed, by comparing the level of [semantic](#) of the test (0.05) with the [semantic](#) level of each variable, we also find the following:

1- There is a positive and statistical correlation between all independent variables (clarity of objectives, organizational structure, technical development, financial situation, policies of human resources development) and the planning process of the workforce in Saudi universities according to [Table](#) No. 9.

2- By Using the Enter analysis method it was found that all the independent variables (clarity of objectives, organizational structure, technical development, financial situation, policies of human resources development) are function statistically and affect the planning process of the workforce in Saudi universities where the research performed, and by the value of the test F we accept the first principal imposition the that shows that there is an statistically impact of independent variables (clarity of objectives, organizational structure, technical development, financial situation, policies of human resources development) on the planning process of the workforce in Saudi universities where the research performed.

3- To know the most independent factors that affect the dependent variable, the gradual analysis was used that exclude the effect of three independent variables, it showed that the financial situation, followed by the policies of human resources development are the most independent factors that affect the planning process of workforce in Saudi universities where the research performed.

The second main hypothesis is that: There are statistically differences in the responses of the study sample to the actions of workforce planning in accordance with the difference of demographic factors (age, educational qualification, years of service, functional level, and the place of work) .

Table (10) Test for differences in the responses of the study sample procedures workforce Planning process.

Variable	F test value	the level of <u>semantic</u> Siq
Gender	0.311	0.678
Age	0.345	0.845
Qualification	1.928	0.129
Years of service	0.561	0.645
Career Level	2.452	0.103
The employer	0.711	0.498

* It means that there are statistical differences at the level of semantic of 5%.

To test this hypothesis, the analysis of variance ANOVA was used, as shown in Table No.10, where it was found that the semantic level for all demographic variables is bigger than the semantic level of the test as a whole 0.05, and therefore we reject the text of the second main hypothesis that shows that there are statistical differences in the responses of study sample to procedures workforce planning in accordance with the difference in the demographic factors (age, educational qualification , years of service, functional level, place of work), and therefore we accept the alternative hypothesis text about the absence of such statistical differences according to the difference in the demographic factors mentioned above .

Results and recommendations:

A. Results

In order to achieve the objectives of the study, this study came to the following Results:

1. The extent of availability of the effective factors on the planning process of workforce in Saudi universities where the study performed, it is highly carried out as the following:
 - a. It shows that the clarity of objectives related to workforce planning in Saudi universities where the study performed, is highly carried out.
 - b. It shows that the degree of applying the elements of the organizational structure in Saudi universities where the research performed is highly carried out.
 - c. It was found that the applying of the elements related to the technical development in Saudi universities where the research performed is highly carried out.
 - d. It was found that the applying of the elements related to the financial situation in Saudi universities where the research performed is highly carried out.
 - e. It was found that the applying of human resource development in Saudi universities where the research performed is highly carried out.

What has been previously reached is different from what has been (Edwan, 2008) reached, wherever his studies have shown that there is an average index between the workforce planning and the objectives of institutions and their strategic plans, and these institutions don't associate workers in it in the planning processes of the workforce, there is also a lack of clarity in the administrative structure, and planning policies of workforce that don't receive enough support , and planning procedures for planning aren't performed as required in government hospitals in Gaza.

2- It was found that the planning procedures of the workforce in Saudi universities where the research performed is moderately carried out. (The arithmetic mean value was 3.3419).

3- It was found that there is a positive and statistical correlation between all independent variables (clarity of objectives, organizational structure, technical development, financial situation, policies of human resources development) and the planning process of the workforce in Saudi universities.

4- It was found that all the independent variables (clarity of objectives, organizational structure, technical development, financial situation, policies of human resources development) are function statistically and affect the planning process of the workforce in Saudi universities where the research performed.

That result agreed with what has been (Elmansour, 2008) reached that there is a statistically positive correlation between human resources management activities and strategic planning exercise for the management of human resources in the Jordanian ministries.

5- The gradual Analysis showed that the success of the workforce in Saudi universities where the research performed is primarily affected by the financial situation in the universities and then the policies of human resource development in it. This result is agreed with the what has been (Edwan, 2008) reached that the workforce planning significantly affected by the financial situation of the institution, while the British universities do not exercise strategic planning processes due to lack of financial resources by (Cowburn, 2005).

6- There are no statistically differences in the responses of the study sample for the procedures of workforce planning because of the difference in the demographic factors: age, educational qualification, years of service, functional level, and place of work. Thus our study agreed with what has been (Edwan, 2008) and (El-Mansur , 2008) reached, whereas it was showed that there are no statistically differences attributable to gender, age, occupation, educational qualification and experience, but the latter showed that the place of work cause such differences.

B- Recommendations:

Depending on the Results of the study; the study recommends the following:

- Give interest to preparing clear, specific and strategic plans which written systematically , especially in the field of Manpower, including the identification of actual human needs clearly and accurately, in addition to the need to involve employees at all functional levels in workforce planning, and give all powers to the Saudi universities generally; to change their organizational structures in accordance with its updated strategic plans.

-To continue to provide high financial allocations earmarked for the purpose of attracting new competencies, and for training and to improve the development of the skills and capabilities of workers especially in the field of new applications in the field of work, English language from which most of the administrative staff in Saudi universities suffer, and computer applications in the field of human resources.

- Development and improvement of the organizational structures within Saudi universities with the help of specialists, consultants and Interested institutions, in order to set organizational structures adequate to the nature, scope and scale of the organization's work , and to clearly and specifically classify the tasks and activities of the main activities within the organization to reduce the overlap between disciplines, and career planning better which contributes to make the organization successful.

- To complete workforce planning process and procedures followed to better advantage from feedback processes in the field of strategic planning process, and work to create an effective information system to serve the strategic planning specifically in the human resources field.

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