

Human competency management and its role in setting orientation the strategic of the organizationA survey of the opinions of employees in upper and middle management in The State Company for Drugs Industry and Medical Appliances in Samarra

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ABSTRACT

The study aimed to measure the impact of human competencies management on the strategic direction of **The State Company for Drugs Industry and Medical Appliances in Samarra**. The researcher adopted the descriptive and analytical approach to deal with the data and classify it in such a way that it describes the phenomenon and the researched community, where the study population was among those working in the upper and middle management, The total sampling unit (181) individuals were distributed questionnaire on them in order to collect data on the variables of the study. The study found a set of results, the most prominent of which was the existence of a high level of competence to manage distinguished employees. Among the most prominent recommendations made by the study is the emphasis on enhancing the capabilities of those in charge of managing companies, considering that competency management is the main engine and strategic partner in improving their performance.

Keywords orientation the strategic, Human competency

changes and challenges that may faces in the future (Jameel, 2015).

The management of human competencies for every organization that seeks success must work to achieve harmonization between the organizational standards that govern and direct the work of its organizations, and the stages that the organization goes through during its development, through its strategic orientation and its relationship to the external and internal environment and its vulnerability to it (Werhahn at el, 2015)) Therefore, the strategic orientation is an intellectual approach based on creative ideas and unifies the different and ambiguous visions and propositions, taking into account putting strategies into practice by creating the appropriate conditions for this while evaluating the chosen strategies in the different implementation phase of the organization (Needles at el, 2014). Therefore, it is necessary to develop strategic thinking methods that give a clear vision of the future and what the organization will be like (Hilal, 2008).

Based on the foregoing, the task of management in most organizations is to define its strategic direction, which will be reflected in the creation of determined strategies, whether at the level of the organization as a whole or at the functional level, defining the policies and procedures required for implementation with setting specific and measurable goals and trying to create an organizational climate that ensures the organization's work and management in The right direction and in a way that achieves the goal and mission of the organization (Wheelen at el, 2017. Hence the current

Introduction

Institutions in various parts of the world live with many challenges represented in the intensity of competition, the speed of change and the continuous transformation, which led to an increase in the demand for the human element with experience, efficiency, and distinguished skill in performing tasks, and this prompted business organizations to focus on managing those human competencies that they possess for survival, continuity and excellence.

The management of the human element of any organization is a very important process and it is the backbone of it, through which it is achieved to achieve the desired goals, increase the efficiency of the organization and its management and the extent of its effectiveness in performing its tasks as it is considered the final outcome of the success of these organizations, and their ability to excel and compete inside and outside the organization. Bratton & Gold, 2017)). The organization that does not embrace the effective component of human resources, it lacks competence and outstanding creative performance (Al-Hariri, 2017).

The human resources in the organization are also considered one of the most important inputs to its production system, which it acquires since it cannot achieve its objectives without the availability of these resources, and which the organization must work hard to invest and pay attention to by developing the skills and competencies of the human element in it, This is in order to effectively achieve its goals and stand up to the

Is there a correlation between the processes of managing human competencies on the one hand and the strategic direction in the researched companies?

The Importance of Studying:

The importance of the study can be determined as follows:

- Managing human competencies enables companies to prepare for the changes and developments that occur.

For industrial companies to contribute and stand on the pros and cons of the strategic direction to impose an evaluation and suggest what can be done in accordance with the requirements of the administration.

- The importance of the research also stems from its being a descriptive research and that the State Company for Medicines and Medical Supplies in Samarra is in dire need of descriptive studies, as it will provide it with direct data and information that can be used in achieving a better strategic direction.

- This study contributes to improving the march of the researched companies through effective management of human competencies, which is an essential tool for achieving distinction and excellence.

- Providing the decision maker in the dispatched company with feedback on the success of the distinguished employee management policy and the need to review decisions, policies and strategic planning

Study Model:

The procedural outline of the research agreements with the statistically significant effect of human competencies management on the strategic direction of the organization, according to Figure 1.

study to find out the impact of human competencies management on the organization's strategic direction in The State Company for Drugs Industry and Medical Appliances in Samarra

The Study Problem:

The management of distinguished employees is the main essence in determining the strategic direction of the organization, and it is what achieves the alignment between the capabilities of industrial companies and their external environment and with regard to the stages that the company goes through during its life cycle. That is, the interest in management will not rise in a noticeable way if only the methods, methods and mechanisms of work are focused on without clarity and accuracy in defining the important vocabulary of the strategic direction represented by a message and carrying out the future vision and strategic goals, so the problem of studying in this research gives the intellectual approach to the higher management in the organization. In order to pay attention to the basic rules of work and not only to focus on the ends and the search for improvement and development. Based on the above, one of the researchers visited a group of the State Company for Medicines and Medical Supplies in Samarra and met with a number of managers and asked a number of clarifying questions that reflect the problem of the study. Insufficient awareness to understand the strategic direction of the researched companies.

Therefore, the research problem can be divided into the following questions:

What do we mean by human competencies and what are the means of the companies researched in managing and developing them?

How to view the strategic direction of the companies surveyed?

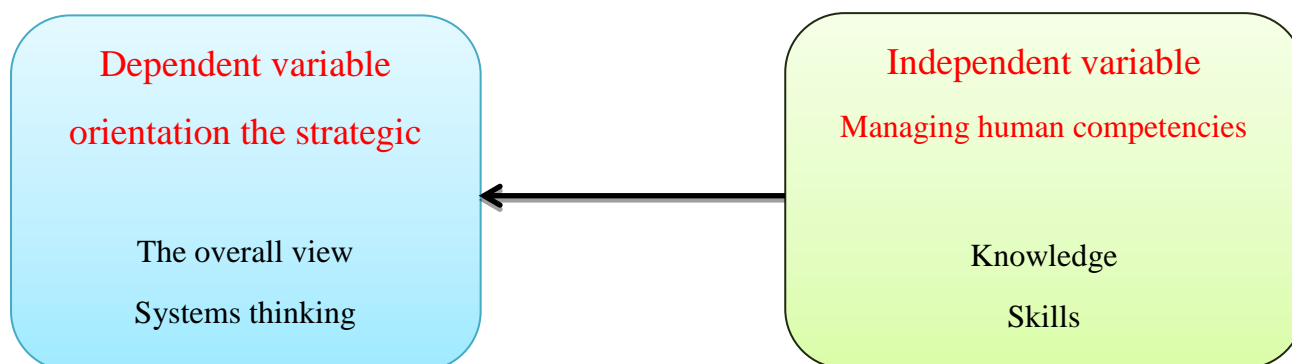


Figure (1) Research form

job, which these skills differ from one administrative level to another according to the nature of the tasks in which they are practiced (Al-Maqadma, 2013), and in the sense of Another is a cognitive acquisition that is in practice, serving a specific goal. (Al-Jilali, 2009) Therefore, it can be said that the skill differs from one person to another, there are people who possess practical skills (knowledge of procedures) which are acquired this skill through professional experience, as this type of skill allows the individual to implement and conduct effective operations and people who possess communication skills, which are The sum of the material capabilities that allow an individual to know how to behave in the context of a particular work, as they are acquired not only through professional conditions, but also through family education, common life, travel, continuing education, in addition to mental skills (good thinking). It is one of the intellectual processes that are concerned with achieving relatively simple activities through (description, comparison, definition) or complex operations (formation, forming hypotheses, concluding results), and this type of skills is necessary for workers for many business organizations that may rely on them to solve problems and take Decisions and project implementation (Carlopio et al, 2012).

Behaviors: Good behavior corresponds to a set of personal milestones that allow the individual to integrate into a professional group, including appropriate behavior to show (adaptation, motivation, energy). The special work that seeks to implement it, that is, the description of the characteristics belonging to the individual, and to calculate a special professional status, (Hussein, 2012). Therefore, behaviors are nothing but a set of attitudes, personality traits associated with the employee and required when practicing the specific activity, as it is a set of personal characteristics (such as arrangement, accuracy, entrepreneurial spirit, general culture) whether the employee's behavior in his relations with the organization is positive and that is consistent with the directions of his organization and who will It helps to achieve its goals or a negative relationship where it is opposite to the orientation of the organization or neutral (Jawad, 2010).

Capacity: It means the willingness of working individuals to acquire specific skills, that is, to perceive new information, digest it or assimilate it and then use it, that is, it is the coordination of the resources that workers possess within the framework of a specific process with the aim of achieving a specific result, provided that it is evaluable and contributes to achieving the goals That is, working with high efficiency and the desire to do a certain thing, which is usually the result of the motivational conditions provided by organizations with the aim of pushing

There is no statistically significant impact at the level ($\alpha = 0.05$) for managing human competencies in its dimensions (knowledge, skills, capabilities, behaviors) on the strategic direction of the organization with its dimensions (comprehensive view, systemic thinking, smart opportunities, future vision) in the General Company for Medicines and Supplies Industry Medicaid in Samarra contribute.

(H0) The first main hypothesis: There is no statistically significant effect at ($\alpha = 0.05$) of the impact of human competencies management on the strategic direction of the organization.

(H1) The second main hypothesis: There is a statistically significant effect at ($\alpha = 0.05$) of the impact of human competencies management on the strategic direction of the organization.

Terminology of study:

Competency management: the group of activities devoted to the use and development of individuals and groups in an optimal manner in order to achieve the mission of the institution and improve the performance of individuals, as well as the use and development of competencies.

Competency management: the sum of the activities devoted to the use and development of individuals and groups in an optimal way in order to achieve the mission of the organization and improve the performance of individuals, as well as the use and development of existing or polarized competencies for the better, as the activities of developing the path, formation, recruitment and selection, etc. are a means to improve the performance of the organization and not only improve the performance Distinguished workers so that there is a vertical and horizontal integration (Lou, 2006).

Knowledge: It is a group of general and private knowledge that can be used in the exploitation of theoretical knowledge and that corresponds to the total of structured information that allows the individual to appear in a specific context (Fazel-Zarandi & fox, 2012), that is, it is absorbed information structured in a reference framework that allows the institution to lead its activities and work. In a special context, it can also be considered as a group of information obtained that helps to understand or grasp something or a group of things, it is a set of basic professional knowledge necessary to practice the job that is information transferable from one person to another (Moulton & Ambrosini, 2017).

Skill: It is the ability to act in a concrete manner within pre-defined goals, that is, it is a set of acquired concepts about the method of use, activities, procedures and information related to the operation of a particular

will open doors for innovation, as the organization is part of the business ecosystem in which many organizations' work intersects and organizations work within it cooperatively and competitively (Lieadtka, 1998). Accordingly, there is a need for a holistic perspective that integrates the effects of different decisions and environmental impacts on all parts of the organization (Dess et.al, 2014), and these interactions and complexities of the ecosystem will definitely require a specific type of strategic thinking, which helps in understanding the components of the two environments (external and internal). Of the organization and all its overlaps and linking those external overlaps with the internal activities so that the organization can take advantage of the available opportunities and face potential threats in the external environment. The strategic reliance on knowledge without reinforcing it with additional resources such as intuition or experience, etc., may not achieve the goal from a holistic view of intangible matters (Muhammad, 2002). As the development of skills in strategic thinking is a high individual process of multiple experiences with some associated qualities, and those experiences that contribute to developing strategic thinking skills create different types of knowledge, and are stimulated through multiple learning methods (Goldman, 2006).

Systemic thinking: The content of systems thinking is evident to us by looking at the constituent parts of the faculties and at the characteristics of those parts and their reciprocal and correlative relationship in order to better understand the overall picture. Where both Hughes & Beatty (2005) point out that the effective strategic thinker is able to distinguish the interrelationships between different variables in complex situations, and that systems thinking can help to better understand the complex problems in which the different variables overlap. (Pisapia, et.al, 2005) and others have identified the capabilities used in systems thinking, and they defined it as the ability to see systems comprehensively, through an understanding of the characteristics, factors, patterns, and interrelationships that shape the behavior of systems that provide options for actions. Systems thinking focuses on examining the parts through their relationships with the whole, and focusing on understanding how the parts interact and evaluating them according to how they serve the purposes of the system (Maccoby, 2004). This approach coincides with the viewpoint of (Omar and Muhammad, 2006). They went in the same direction in their approach to systems thinking, to comprehensive thinking that focuses on understanding the interrelated and complex relationships of systems and systems. While (Jawad, 2010) dealt with it from two perspectives, the first is that it imposes on the individual the responsibility to conceive and imagine solutions to the problems facing his organization, and make the effort to understand and comprehend the nature of a particular problem through knowledge of the reality of its environment, which is

workers towards better performance (Lee, 2017 & Kang).

Strategic direction: The process of defining a clear strategic direction in the organization constitutes the first and basic task of the higher management in these organizations, because the effectiveness of defining the objectives of the department, testing its strategies and operational plans, and identifying its resources and needs are based on the clarity of the strategic direction (Idris and Al-Nisour, 2005). Therefore, it can be said that the strategic orientation is the method by which the strategic objectives will be accomplished on the one hand and the mechanism of their interaction with the factors of their private and public environment, through their strategic position on the other hand (Al-Qatamin, 1996), as the performance efficiency of the higher management, departments and individuals working in The organization is considered a real and logical reflection of the accuracy and effectiveness of determining the strategic direction of business organizations, and it serves as a general framework in determining the future image of the organization and taking decisions in its various administrative levels and departments (Al-Ajami, 2011). The importance of defining the strategic direction is that it helps to define the organization with its environment, justify the legitimacy of its existence, and then obtain support and support from the environment, as it is a tool for coordinating all efforts in the organization as it is considered a key axis to achieve effective communication between all its levels, and without this communication, organizations It can go in any direction, and perhaps the worst behavior is for the organization to run without a specific mission or goal, meaning that its higher management or its owners do not bear the trouble of defining its strategic direction. The strategic direction serves the unit of thinking in the organization, as it is a guide to linking all plans to it, and helps in setting priorities for its activities, so it is a guide for allocating resources (Al-Rikabi, 2004).

The comprehensive view: The meaning of inclusiveness indicates that "the intellectual structure of the organizational philosophy is broad, misleading, and pervasive, covering all parts of the organization without exception and to the extent that it allows interlocking the joints of the organization and is homogeneous with its technology, in a way that reduces the uncertainty arising in the external environment" (Jawad, 2010) . The holistic perspective urges the strategic thinker to push his interests beyond the limits of the organization to expand and include all elements of the two environments (external and internal). Accordingly, having a strategic thinker into an intellectual model consisting of an integrated system that links ends with means and understands the interrelationships between each other is a must, in order to be able to know and understand the business ideology system. Expanding the holistic perspective of what is outside the organization

finally the type of relationships that will be established with the relevant parties. The organization's possession of future visions, which is a reference point on which to reach a better future, will achieve distinction, development, and rapid growth. Because the vision formulates the future directions of the organization, and that these visions must be consistent with the goals and objectives of the organization.

Population and Study Sample:

This study dealt with the presentation and analysis of a community of general managers, their deputies, their assistants, and heads of departments in The State Company for Drugs Industry and Medical Appliances in Samarra, where samples were taken using a simple random sample method. A questionnaire for not completing the responses, and consequently the number of questionnaires whose data were analyzed reached (181) questionnaires, and the questionnaires that were subjected to processing constituted (73.5%) of the total distributed questionnaires, and it has been verified that these questionnaires are valid for the statistical analysis process.

Study methodology:

The methodology used in this study was the descriptive and analytical approach adopted by the researcher to deal with and classify data, describing the phenomenon and the researched community and analyzing it using the Statistical Packages for Social Sciences (SPSS) after collecting data through the study tool (questionnaire) in order to identify the impact of managing human competencies on the trend The strategic of the organization in The State Company for Drugs Industry and Medical Appliances in Samarra.

Validity and reliability of the study instrument:

The researcher will test the apparent validity in order to identify the questions related to each other and also to ensure the consistency of the response of the members of the study sample in order to reflect the objectives of the study and its questions. Amendments proposed by specialized referees and professors before distributing them to the study sample.

The reliability of the tool will be certified by Cronbach's Alpha for internal consistency, in order to ensure the validity of the questionnaire as a tool for collecting the data needed for the current study. With regard to the limits that this study will adopt when commenting on the arithmetic mean of the variables in the study model, and to determine the degree of the scale, the researcher will define three levels (low, medium, high) based on the following equation: (Sekaran, 2010).

Class Length = (Maximum Limit Alternative - Minimum Alternative) / Number of Levels

known as the concept of systems analysis and that this method helps The strategist has to think, study and understand the causes, dimensions and circumstances of the problem. The second perspective is that systems thinking organizes and reveals the activities of that activity for final and intended purposes and with a holistic view that can be adopted to solve a problem so that the strategist can direct and organize his efforts, which is known as the concept of the systematic method.

Smart Opportunities: The special significance of opportunities stems from the direct impact of those opportunities on the status of the organization, regardless of its size or the nature of its business. This makes it extremely important for senior management to have the skills and abilities to read environmental events in order to identify opportunities. In this regard, (Lee-Ross & Lashley, 2009) pointed out that the basic capabilities or skills that must be available to senior management are their identification of opportunities for the purpose of developing ideas, which necessitates them to conduct a continuous and comprehensive survey and monitoring of environmental trends in order to identify future opportunities. Also, exploring opportunities and taking advantage of them is an important principle in strategic thinking, and this feature means welcoming new issues and experiences and the organization's willingness to adopt new strategies for new opportunities (Emran&Emamgholizadeh, 2015). This means that the smart seizure of these opportunities can positively affect the organization and improve its position, which will distinguish it in its field of work from other organizations. As well as the case in not taking advantage of these opportunities due to the organization's neglect of the environmental changes and emergency events that may bear these opportunities. The results may be disastrous for the organization for losing the competitive advantage.

Future vision: Reaching the future that the organization aspires to, requires setting a clear vision for that future. Where the vision is defined as that mental and intellectual image of the future of the organization (Jawad, 2010). The vision describes the future that the organization seeks to reach (Wheelen& Hunger, 2012). While (Dess, et.al, 2014) pointed out that the vision means that a broadly inspiring, transforming and long-term goal. Also, having a clear future picture of what the organization will be in the future will contribute to preserving the market position of the organization and the continuity of its work by defining the paths that the organization will follow to reach that desired future. (Jawad, 2010) indicated that drawing and framing this picture requires the strategic thinker to define the dimensions of the organization's operations in terms of the quality of the organization's work and outputs, the geographical boundaries of its work, the value system activated to reach the goal, and

Average from (2.34) - (3.67).

As high as (3.68) to (5).

$(5 - 1) / 3 = 4/3 = 1.33$. Therefore, the levels are as follows:

Low than (1) - less than (2.33).

Table (1) Internal consistency parameters (Cronbach Alpha) for each field of study and for the tool as a whole

The hub	The field	Stability Coefficient of Internal Consistency
Managing competencies human	Knowledge	0.96
	Skills	0.96
	Capacity	0.93
	Behaviors	0.93
Strategic direction	The overall view	0.88
	Systems thinking	0.92
	Smart opportunities	0.88
	Future vision	0.86
The tool as a total		0.99

First: the independent variable (human competency management

Analytical framework for data:

The data analytic framework deals with a presentation of the arithmetic means and standard deviations of the research dimensions.

Table (2)

Arithmetic averages for the estimates of the study sample for each field of human competencies management

	the field	Arithmetic average	standard deviation	Degree of verification
Dimensions of human competency management	Knowledge	3.77	0.79	High
	Skills	3.75	0.88	High
	Capacity	3.73	0.82	High
	Behaviors	3.84	0.76	High
		3.77	0.74	High

(0.79), and a high degree of appreciation. It is noted from these results, and by adopting the standards adopted in the current study, that the General Company for Medicines and Medical Supplies in Samarra has sought from the beginning of its work to provide sufficient knowledge for workers in order to carry out the tasks entrusted to them as fully as possible through training and the exchange of experiences and knowledge between workers. Whereas the field for the (skills) stage ranked third with an arithmetic rate (3.75) and a standard deviation of (0.88) with a high degree of appreciation. These results indicate that the administration of The State Company for Drugs Industry and Medical Appliances in Samarra relies on the intellectual skills that the workers possess and considers them a comprehensive vision for them that

It is noted from Table (2) that the arithmetic averages of the estimates of the study sample individuals on the study's dependent variable (human competency management) amounted to (3.77) with a standard deviation (0.74) and with a high degree of appreciation. And that the fourth field of the (Behaviors) stage came in the first place, with an arithmetic mean (3.84) and a standard deviation (0.76), with a high degree of appreciation. These results clarify, and by adopting the standards adopted in the current study, that the General Company for Medicines and Medical Supplies in Samarra seeks to manage the behaviors of distinguished workers in line with the goals and orientations of the companies in question. The field of the (knowledge) stage came in second place with an arithmetic mean of (3.77), a standard deviation

have achieved, through the employees of those companies continuously developing their capabilities in accordance with work requirements and the competitive level in the Iraqi market.

Second: the dependent variable (strategic direction)

helps them make effective decisions and achieve competitive advantage. As for the field of the (capabilities) stage, it came last with a mean of (3.73), a standard deviation (0.82), and a high degree of appreciation. These results indicate that the companies surveyed seek to maintain the stability and success they

Table (3) Arithmetic averages of the study sample's estimate for each area of the strategic direction

	the field	Arithmetic average	standard deviation	Degree of Estimation
Dimensions of strategic direction	The holistic perspective	3.82	1.07	High
	Systems thinking	3.82	1.05	High
	Smart opportunities	3.76	0.89	High
	Future vision	3.82	0.93	High
		3.81	0.99	High

opportunities to achieve its desired goals and objectives through the management of the human competencies that possess them.

Test hypotheses of the study:

Main hypothesis:

There is no statistically significant impact at the level ($\alpha = 0.05$) for managing human competencies in its dimensions (knowledge, skills, capabilities, behaviors) on the strategic direction of the organization with its dimensions (comprehensive view, systemic thinking, smart opportunities, future vision) in The State Company for Drugs Industry and Medical Appliances in Samarra contribute.

In order to be able to make the appropriate decision for this hypothesis, a multiple regression analysis was performed to find out the effect of managing human competencies in its combined dimensions on the strategic direction at a significance level ($\alpha = 0.05$).

Test the strength of the model: In terms of this test, the value of the correlation coefficient for the independent variable (human competency management) and the dependent variable (strategic orientation) in The State Company for Drugs Industry and Medical Appliances in Samarra was identified as follows:

Table (4) (Model Summary)b Table Of Summary Form

Sample	R	R square	Adjusted R Square	Std. Error of the Estimate
1	0.93	0.86	0.86	0.28

value of the coefficient of determination was (R^2) (0.86), and therefore the independent variables were able to explain (0.86) of the changes in the dependent variable and the remainder due to other factors.

It can be seen from Table (3) that the arithmetic averages of the estimates of the study sample on the independent variable of the study (strategic orientation) reached (3.81) with a standard deviation (0.99) and with a high degree of appreciation. And that the first domain (the holistic perspective), the second domain (systemic thinking) and the fourth domain (the future vision) came with an equal arithmetic mean of (3.82) and a standard deviation of the first domain (1.07), a standard deviation of the second field (1.05) and a standard deviation of the third field (0.93) And a high degree for all of these areas. These results indicate, based on the standards adopted in the current study, that The State Company for Drugs Industry and Medical Appliances in Samarra has a holistic view of the internal and external environment and all its components and details, as it focuses on understanding the overlap between internal events and activities through the element of systemic thinking, in addition to The pursuit of these companies to achieve their future aspirations by laying out the necessary means to achieve that goal. In addition, the field of smart opportunities came with the lowest arithmetic averages with a score of (3.76), a standard deviation of (0.89), and a high degree of appreciation. These results indicate, based on the measures adopted in the current study, that The State Company for Drugs Industry and Medical Appliances in Samarra seeks to invest the available opportunities in its external home and to employ all its energies to seize these

Thus, Table (4) shows that the value of the correlation coefficient for the independent variable (human competency management) and the dependent variable (strategic orientation) amounted to (0.93). The

Table (5) represents the results of the ANOVA analysis of the significance of the regression model as follows

Multiple regression test:

Table (5)

Analysis of variance b

The Sample	Data source	Sum of squares	Freedom Degree	Average of squares	F	Sig
1	Regression	85.13	4	21.28	279.27	0.00
	Residual	13.41	176	0.08		
	Total	98.54	180			

1- The high results showed a high level of competence to manage distinguished employees, which is an inevitable result of the overall approach of the researched companies, which is organized into two levels, the first showing the level of development and being through synergy between the individual and the organization, and the second showing the level of improvement through coordination in managing human competencies. This meets the organization's needs for human resources in terms of quantity, quality and service for medium and long-term goals.

2- The high results showed that the State Company for Medicines and Medical Appliances in Samarra has a holistic view of its goals, obligations, and its relationship with the surrounding environment. There is sufficient knowledge of the management of these companies how to determine the strategic direction. And there is complete clarity among its employees of the general direction of the company.

3- The high results showed that the competency management method, which is the main goal of the companies in question, is an advantage for those companies, that is, their possession of distinguished competencies and the increase and appreciation of human capital will allow companies to create competitive advantages, and consider it a resource that produces values, and thus the possibility of leading the organization in a changing environment that is not Fixed.

4- The high results showed that the strategic orientation is appropriate to the circumstances in which the companies in question operate and acceptable to all categories of workers, and is consistent with their mission and holistic outlook, systemic thinking, and future vision.

5- The emergence of high results clearly explains the interest of The State Company for Drugs Industry and Medical Appliances in Samarra in managing competencies through new,

Table (5) refers to the analysis of variance, which aims to identify the explanatory power of the model and all dimensions of the independent variable (knowledge, skills, abilities, behaviors) by means of a statistician (F). His hypotheses were formulated as follows:

H0: the multiple regression model is not significant (there is no effect of the independent variable "human competency management" on the dependent variable "strategic orientation").

: Multiple regression model is significant (there is a significant effect of the independent variable "human competency management" on the dependent variable "strategic orientation").

It is evident from Table (5) that there is a high significant effect of (F) test amounting to (279.27), with a level of statistical significance (Sig) reaching (0.00) which is less than (0.05a) Which means that the multiple regression model is suitable for measuring the causal relationship between the independent variable (human competency management) and the dependent variable (strategic orientation). Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states that "the multiple regression model is significant (there is a significant effect of the independent variable" management of human competencies "on the dependent variable" strategic orientation "). Accordingly, there is an effect of independent variables on the dependent variable, meaning that the independent variables are able Interpretation of (86%) of the dependent variable.

Therefore, there is a statistically significant impact at the level (= 0.05 a) for managing human competencies in its dimensions (knowledge, skills, capabilities, behaviors) on the organization's strategic direction in its dimensions (comprehensive view, systemic thinking, smart opportunities, future vision) in The State Company for Drugs Industry and Medical Appliances in Samarra contribute.

Results and Recommendations

Results

behavior towards achieving good results in performance because the formation of intellectual capital leads to the success of the strategic direction of The State Company for Drugs Industry and Medical Appliances in Samarra.

which are compatible with the future directions and aspirations of their companies.

- 4- The researcher recommends that the companies in question should focus on developing the management of human competencies in them by attracting individuals with competence and experiences gained and accumulated through long years of specialized work. Which enables them to carry out their duties and job responsibilities in a manner that enables these companies to enhance their position and competitiveness, by employing the internal strengths of companies in the optimal investment of opportunities available in the business environment, and seizing those opportunities before their competitors. And the adoption of a special system in order to prioritize the investment of the opportunities created by the environmental analysis process.
- 5- The researcher recommends the necessity of finding effective mechanisms for The State Company for Drugs Industry and Medical Appliances in Samarra particular, and the rest of other companies in general, and the initiative to define the strategic direction as a way to enhance the performance of the companies in question through better management of their human resources.
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unconventional opportunities and experiences in training and embracing distinguished workers, and this is what prompted the company's employees to present new ideas that help in developing the company's activities Which contributes to increasing its effectiveness.

- 6- The high results showed a wide interest in developing individuals, developing their capabilities and skills, and pushing their

Recommendations

- 1- The researcher recommends strengthening the capabilities of those in charge of managing companies, considering that competency management is the main engine and strategic partner, in improving their performance.
- 2- The researcher recommends the State Company for Medicines and Medical Supplies in Samarra in particular, and the rest of the other companies in general, to increase the awareness of senior management leaders in it of the importance of strategic orientation as one of the essential concepts in strategy management. Which gives a clear vision for the future, anticipates threats, and explores opportunities, so that they can present innovative ideas that help them to develop strategic plans, which are difficult for competitors to imitate unless at a high cost or after a long time.
- 3- The researcher calls on the companies under study of the importance of having the future vision dimension of the higher administrative leaderships in these companies to their future aspirations and the position they seek to reach. And that is through developing the capabilities of its employees and encouraging them to present creative ideas and share the future vision,

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