The Role of Human Resource Information Systems in Making Strategic Decisions (An Applied Study on the Iraqi Ministry of Finance)

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ABSTRACT

This research aims to identify the role that human resources information systems play in improving strategic decisions and to explain the relationship of the impact of human resources information systems on improving strategic decisions. To achieve the objectives of the research, the impact between human resources information systems in its dimensions, which are (planning, recruitment, Compensation, training, performance evaluation) in improving strategic decisions. The methodology addressed a set of paragraphs, the most important of which is the research problem, the content of which is that there have been increasing interests and developments recently in human resources information systems. The research problem was defined in several questions centered around the form and nature of the relationship between the research variables, and in light of that, a hypothetical diagram was built that embodies the relationship. Among the variables concerned, a set of main and sub-hypotheses emerged from it. In order to achieve the aforementioned research goal and answer the research questions and test the validity of its hypotheses, the study relied mainly on (the questionnaire), which is the main tool for collecting data and information, and by adopting the descriptive approach. Because of that, a sample was chosen from the study population, so the research community was represented by all employees of the Iraqi Services Company. Banking, 400 questionnaires were distributed, of which 344 questionnaires were returned valid for analysis. After evaluating and testing the credibility and stability of the research measurement tools, data analysis and hypothesis

testing were conducted using advanced statistical tools and analysis using statistical programs (SPSS. Ver. 25). The results showed the validity of the study hypothesis, and based on it, a number of conclusions were formulated.

1. Introduction

In the modern business world based on competition, information technology, and the continuous change of environmental data, the management of organizations realizes the importance of the distinguished and creative human element capable of achieving the goals of the organization. We also realize the importance of correct and accurate information in helping to achieve those goals, and for the human resources department to carry out its roles and functions in a manner Effective and good, it needs the appropriate information in quantity, quality, and timing. The lack of information makes it unable to carry out its tasks and roles, and the mixing of useful information with non-useful information reduces the chances of benefiting from it, which is reflected in the performance of human resources, and globalization has imposed on human resources management. Abandoning the old traditional systems and working to introduce modern technologies in management. For these reasons, it was necessary for the human resources department to work on designing an information system that helps it access the appropriate information at the right time and in the best conditions, in order to accomplish its various functions and facilitate the process of driving towards goals. Subject.

Institutions also face a set of challenges and situations that require making decisions of various forms and complexities. Some of them are simple routine decisions, and some are strategic decisions with a high level of importance and impact on all the organization's activities.

1.1. Reasons for choosing the study:

There are many reasons that prompted the researcher to choose the subject of the study, including:

➢ The researcher has a desire and personal inclinations to study the research variables and become familiar with them.

➢ Identifying the reality of applying human resources information systems and discovering the problems and obstacles that prevent them from being properly activated.

➢ Trying to come up with results about the role of human resources information systems in making strategic decisions.

1.2. The importance of the study:

The importance of the study is represented in the following aspects:

➢ Scientific importance: This importance appears from the importance of the variables of the study (human resources information systems - strategic decisions), as the human resources information system is one of the elements of the basic systems in institutions, and the importance of the study is to show the ability of human resources information systems to help and contribute to making... Rational strategic decisions, and assisting organizations and institutions in continuous development, as the complexity of the size and work of institutions has led to the complexity of management tasks in the decision-making process, and for this reason the need has emerged for modern information

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technologies in order to provide the necessary information at the appropriate time, and this study comes as a continuation of previous studies. In this field of research.

➢ Practical importance: It is represented in the effectiveness and efficiency of using human resources information systems in the field of strategic decision-making in the Iraqi Company for Banking Services, and thus identifying the strengths and weaknesses of the variables of the study, which in turn lead to achieving the desired goals.

1.3. Study problem:

Human resources information systems play a pivotal role in the success of organizations and achieving their desired goals. These systems have great importance in the process of making various decisions that help in carrying out the organization's functions and achieving its goals properly.

The human resources information system is considered one of the important systems within the organization. This system aims to improve the efficiency of human resources management. It may also contribute to achieving other advantages related to strategic decision-making, as strategic decisions are considered to be of a high degree of importance in the organization because they concern the future.

Based on the above, the main problem of the study can be presented as follows:

➢ Is there an impact of human resources information systems on strategic decision-making in the Iraqi Company for Banking Services?

1.4. Objectives of the study:

It has the following main goal:

Identify the impact of human resources information systems on strategic decision-making in the Iraqi Company for Banking Services.

1.5. Limitations of the study:

1. Objective limits: The objective scope of the study is the human resources information system and its role in strategic decision-making.

2. Spatial boundaries: The Iraqi Company for Banking Services.

3. Human limitations: The current study is limited to a sample of workers in the Iraqi Company for Banking Services.

4. Time limits: The study's vocabulary was applied to the study population in the year 2023.

1.6. Study variables:

1. The independent variable: human resources information systems, and it can be measured based on its five dimensions: planning - compensation - recruitment - performance evaluation - training. Based on: (Khalil, Abdul-Jabbar, and Naguib, 2023), (Issa and Barakat, 2022), and (Alam, 2022)

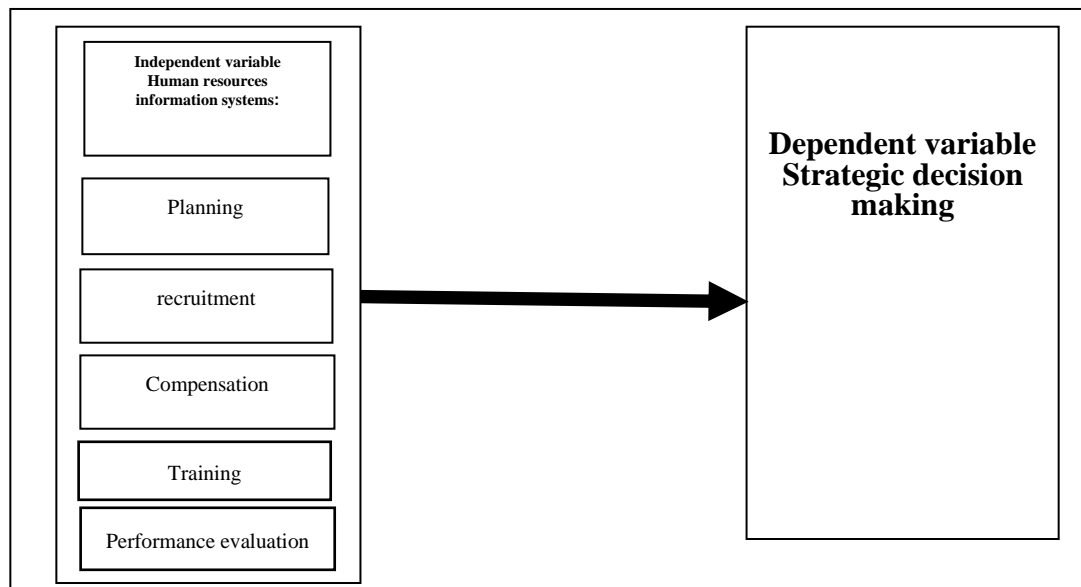2. Dependent variable: strategic decisions.

1.7. Study model:

Figure (1) Hypothetical model of the study

Source: (Khalil, Abdul-Jabbar, and Naguib, 2023), (Issa and Barakat, 2022), and (Alam, 2022)

1.8. Study hypotheses:

The main assumption is represented by the following:

There is a statistically significant effect at the significance level of 0.05 for human resources information systems in making strategic decisions.

1.9. Study methodology

The researcher will use the descriptive analytical method to study the theoretical aspect of the research in order to suit its nature. This method is based on the scientific analysis and interpretation of the research problem in terms of providing an accurate description of it as a first stage, then classifying and analyzing it to reach the resulting results. In the field study, the researcher will rely on a questionnaire prepared to study The role of human resources information systems in strategic decision-making. A number of statistical methods and tests will be employed for the purpose of analyzing data using the statistical program SPSS, which are:

➢ Spearman's correlation coefficient to determine the direction and strength of the relationship between study variables.

➢ T-test to test the significance of the relationship between variables.

➢ Non-parametric linear regression coefficient to test the effect of independent variables on the dependent variable.

➢ F test to test the significance of the simple linear regression coefficient.

2. The theoretical framework of the study

2.1. Definition of human resources information system:

There are many definitions for the human resources information system, and a number of them can be reviewed as follows:

➢ It is the system that keeps the employee's record, tracks his skills, performance and training, and supports compensation planning and career development. (Laudon, 2002, p50)

➢ It is a system that is designed for a specific function within the framework of the organization's operations, and to carry out the function of human resources management, mainly providing the data that managers need in order to enable them to make decisions effectively, efficiently use the human resource and raise the level of its performance in order to play its role in achieving the organization's goals (Al-Maghrabi, 2012, p. 328).

➢ It is an information system that supports the human resources function by managing each of its functions, namely recruitment, salaries, wages and compensation, training and formation, in addition to developing the career path. It also provides the necessary information related to human resources for decision makers in the institution. (Reix, 2004, p90)

➢ Systems designed to deal with human resources management activities, such as attracting, hiring, training, and evaluating performance. The aim of this is to raise the efficiency of these activities through the process of processing data related to human resources, that is, a group of interconnected and interacting components to collect, store, and extract data related to human resources in the organization and the work. To interpret it in order to provide an integrated package of information related to human resources and analyze it for the beneficiaries of the organization's managers to make the best decisions (Al-Zahrani and Al-Zaribi, 2016, p. 28).

From a review of the previous definitions, the following points can be summarized (Okbedan, 2021, pp. 44-45):

According to the above, it can be said that human resources information systems guide management to the available opportunities to use information related to the human resource in order to support administrative operations in their various dimensions: planning, directing, controlling, and decision-making, and help in determining expectations regarding human resources and training plans in the future. It also includes attracting new qualified workers.

2.2. The importance of human resources information systems:

The importance of human resources information systems for several entities can be clarified as follows (Dorel & Bradic, 2011, p. 13-15) and (Okabadan, 2021, p. 47-48):

2.2.1. Importance for human resources management:

This importance is summarized as follows:

➢ Owning an integrated and unified database for all employees within the organization, which allows obtaining real-time reports and instant statistics.

➢ The ability to update the database immediately and in a timely manner.

➢ Reducing errors resulting from the human element and paper documents.

➢ Relying on programs that help in the process of monitoring employees' attendance and absence in a better and more accurate way.

➢ Improving the management system based on laws, regulations and laws.

➢ Reducing redundancies in the system, and achieving a state of reliability in the available data.

➢ Enhancing and improving the management of competencies and talents within the organization.

➢ The ability to take preventive measures related to crisis management and change management.

2.2.2. Importance for the human resource:

The importance lies in the following:

➢ The ability to access independent data and information, in addition to working within a window independently.

➢ Saving time in some operations, for example in the event of requesting leave, it is sufficient for the worker to submit a request online and wait for the electronic response.

➢ Follow up automatically with reminders of all important tasks and events.

➢ Encouraging and motivating employees to take the initiative and make decisions, which motivates them to innovate, excel and be creative.

➢ Reducing the time required to obtain information.

➢ Possibility of benefiting from online training.

➢ Achieving a state of job satisfaction among human resources management employees as a result of the ease, ease and effectiveness of performing tasks.

2.3. Objectives of the human resources information system:

It is important to make optimal use of available resources in order to achieve the organization's goals. Therefore, administrative effectiveness is related to the same topic. The topic of applying human resources information systems is not limited to storing and retrieving information related to human resources, such as absence, attendance, and so on, but rather goes beyond that to include a group of matters. They represent the objectives of the human resources information system and include the following (Zawi, 2016, p. 24):

➢ Contributing to the preparation of the organization's plans and strategies.

➢ Preparing forecasts regarding future needs regarding human resources.

➢ Conduct a training needs analysis.

➢ Conduct planning of career paths in addition to employee promotion paths.

➢ Preparing evaluations of human resources policies and programs, and implementing related reports.

➢ Strengthening daily routine activities related to human resources control, such as recording work schedules, absences, vacations, etc.

2.4. Dimensions of the human resources information system:

The dimensions of the human resources information system were divided into 5 sections:

2.4.1. Human resources planning:

➢ Trying to determine the organization's needs for workers during a certain period of time, which is usually estimated at one year.

➢ It determines the required labor needs.

➢ It determines the type of labor needs.

➢ It determines the number of workers required, etc. (Al-Shaker and Masrati, 2021, p. 27).

2.4.2. Employing human resources:

This dimension focuses on providing the planned labor needs, by attracting candidates for positions, whether from outside or within the organization, and selecting the best applicants to use various and appropriate testing methods, in order to appoint the successful ones in places that suit their abilities (Ben Ali and Nouri, 2015, p. 311).

2.4.3. Human resources training:

It means achieving compatibility between the organization's goals and the future training plan and providing the necessary competencies to achieve future goals, while expanding the stock of skills among workers in the long term, and carrying out the process of continuous improvement of training policies while providing all financial needs to implement the training plan to achieve a learning organization. (Rajam, Tivawi, and Qureshi, 2021, p. 830).

2.4.4. Evaluation of human resources:

This means evaluating the performance of employees effectively and using the evaluation outcomes to determine the efficiency levels of employees and measuring the extent of their contribution to achieving the required results within a certain period of time. It is the process through which the efforts of employees are evaluated fairly and justly to provide rewards to them in proportion to their effort and productivity through... Measuring a number of criteria and based on comparison between individuals and over previous time periods (Rajam, 2018, p. 415),

2.4.5. Human resources compensation:

It includes preparing wage and salary scales, evaluating jobs and the appropriate wages for them, setting instructions for granting rewards and incentives, comparing them with competing organizations, and determining the expected variables in salaries as a result of promotions or excellence in performance (Nasra and Bouterfa, 2022, p. 378).

2.5. The concept of strategic decisions:

A number of definitions of strategic decisions can be reviewed as follows:

➢ They are basic decisions related to the performance of the organization's mission and goals, and their objectives are to address the surrounding opportunities and risks. They are long decisions that have an important impact on the organization, and are taken at the highest organizational levels.

➢ These are important decisions related to the future and require a quantity of facts or data in order to solve administrative problems in a scientific and objective manner. (Al-Sharida, 2018, p. 23)

➢ They are special or exceptional decisions that are characterized by comprehensiveness, rationality, and length of time, and include a number of sequential stages that represent the cornerstone of the

organization's success, because any error in these decisions exposes it to danger and failure. (Abu Muammar, 2016, p. 19)

➢ These are the decisions that determine what the organization will be like in the future, and this has a comprehensive and general impact on all levels of the organization, such as decisions related to reaching goals such as maximizing revenues in the future. (Belkadi, 2021, p. 38

➢ Decisions that are not programmed, not routine, and are characterized by complexity, determine the direction of the organization in the long term and have a high sensitivity to environmental variables, and entail reallocating the organization's main resources, and are taken by the higher administrative levels. (Aboudi, 2014, p. 52)

2.6. Characteristics of strategic decisions

The strategic decision has a set of characteristics as follows: (Masa'ada, 2011, p. 97):

1. Centralization: That is, it is taken at the highest administrative level.

2. Duration and number: that is, it covers a long period and is small in number because it is characterized by comprehensiveness.

3. Inevitability: It is taken by the organization in order to make its various decisions, whether administrative, operational or otherwise.

4. Information: It is taken according to information that is not confirmed.

5. Risk: It is characterized by its high risks, as the results are long-term and without certainty.

6. Rarity: It does not have a recurring context as it is unusual most of the time.

7. Resources: It requires the allocation of large resources by the organization.

8. Rationality: It is characterized by a level of maturity in thinking and a degree of rationality.

9. Environment: The organization's activity is matched with the surrounding environmental conditions.

2.7. The importance of strategic decisions:

The success of the organization depends on the strategic decisions that are taken, and the importance of strategic decisions in the organization becomes clear as follows (Aboudi, 2014, p. 54):

1. These decisions answer two main questions:

➢ What activities should the organization participate in?

➢ How will the organization compete in the various fields in which it operates?

2. These decisions determine the means that the organization will adopt to achieve its goals.

3. These decisions are considered the essence of the administrative process and its main means of achieving the organization's goals.

4. These decisions deal mainly with the future, that is, they contribute to future stability, especially in the case of uncertainties, and demonstrate the organization's ability to continue.

5. It contributes to alleviating the state of uncertainty by studying the environment surrounding the organization to identify various opportunities and threats.

6. It contributes to a careful study of the organization's internal capabilities to identify the strengths that distinguish it and identify the weaknesses.

7. It affects the work of economic and political organizations, which leads to various repercussions on the state's economics and policies.

8. The success of decisions contributes to increasing the organization's profits.

2.8. Quality of strategic decisions

The quality of the strategic decision taken by management depends on the level of availability of data available to decision makers, and the quality of reports is often judged according to two inputs: (Ghamis, 2017, p. 59):

The first approach: evaluating decisions according to the results that result from this decision. It is certain that some decisions lead to desired positive results and others undesirable results, especially in the long term.

The second approach: includes evaluating decisions and determining the best decision according to the circumstances and available resources. This approach is distinguished in that it takes into account the skills of decision makers and the available data and resources.

To obtain the optimal decision, the following points should be taken into account (Ghamis, 2017, p. 60):

A clear understanding of the objectives that fit the problem that is the subject of the strategic decision.

A clear, comprehensive and integrated definition of the problem and its various aspects.

Complete knowledge of the potential alternatives in a way that can be relied upon in estimating the consequences of choosing each of the available alternatives.

Clarifying the relationship between the results of each alternative and the goals to be achieved.

Absolute freedom to choose between alternatives that lead to the optimal solution to the problem.

3. The practical side

3.1. Research population and sample:

The research population is represented by a sample of employees in the Iraqi Company for Banking Services. The Iraqi Company for Banking Services is a public joint stock company established in 2000, and is a leading company in the field of banking services in Iraq. The company owns a wide network of branches and automated banking devices throughout Iraq, and provides a wide range of banking services to individuals and companies.

Company objectives: The Iraqi Banking Services Company seeks to achieve the following objectives:

Providing high-quality banking services to our customers.

Contributing to economic development in Iraq.

Achieving sustainable profitability.

The sample size was set at 344 employees. To calculate the sample size n in simple random sampling, we have to take into account a set of conditions, especially the accuracy condition d (the upper limit of the error allowed when estimating), and here we have to calculate the sample size n for the population

mean μ. This is according to Richard Geiger's equation:

$$n = \frac{(\frac{z}{d})^2 * (0.50)^2}{1 + \frac{1}{N}[\left(\frac{z}{d}\right)^2 * (0.50)^2 - 1]} \approx 333.10 \text{ (The minimum sample size is)}$$

Where: z is the standard error corresponding to the confidence level of 0.95, i.e. an error level of 0.05. N: community size.

The total sample size was 344 people, and all questionnaires were answered. This sample was randomly selected so that every individual in the population had an equal chance of moving on to be part of the sample. The goal of this random selection is to properly represent the population and enhance the generalizability of the study's findings.

3.2. Measuring stability:

Questionnaire reliability refers to the extent to which the results obtained from the questionnaire are stable and consistent when re-applied to the same group of participants or in similar circumstances. The reliability of the questionnaire is an important element in achieving the validity of the questionnaire. There are several ways to measure the stability of a questionnaire. Cronbach's alpha is used to calculate internal dichotomous reliability, where a value close to 1 indicates high homogeneity of the questions. Achieving resolution stability is important to obtain reliable and accurate results. If the results are unstable or inconsistent when the questionnaire is re-applied, there may be factors affecting the validity of the questionnaire and the necessary modifications must be made to improve its stability:

Table No. (1): Alpha coefficient values.

Reliability Statistics	
Cronbach's Alpha	N of Items
.903	28

Source: Prepared by the student based on the SPSS25 program.

The result indicates the presence of homogeneity and high internal consistency in the questionnaire questions, as the value of the coefficient 0.903 is greater than 0.6 and close to 1.

3.3. descriptive statistics for study variables:

Descriptive analysis is a statistical technique that helps summarize the data obtained from the questionnaire. It involves presenting data in a way that is easy to understand and interpret. After organizing the data, the next step is to calculate the descriptive statistics mean, standard deviation, and variance. These statistics provide a summary of the data and help identify central tendency and variable responses. Descriptive analysis was also supported through the use of graphical representations such as graphs, pie charts, bar graphs, and scatter plots. These graphical representations make it easier to understand the data and identify any trends or patterns.

3.3.1. Human information systems variable:

We analyze the results of descriptive statistics:

Table No. (2): Descriptive result for the human information systems variable.

Descriptive Statistics				
	N	Mean	Std. Deviation	The result
Planning	344	3.2209	1.42776	neutral
Recruitment	344	3.1512	1.33591	neutral
Compensation	344	3.0872	1.28615	neutral
Training	344	2.9419	1.35616	neutral
Performance evaluation	344	3.1003	.93353	neutral
Overall average of the human information system variable	344	3.1003	1.267902	neutral

Source: SPSS calculations.

Analysis of the descriptive results for the human information systems variable gives us an idea of the direction of the sample members' answers in relation to the study axes. In this variable, five dimensions were presented, items related to the availability of the human resources information system in the company, updating information, and providing reports, technical support, and training for system users. Regarding the average, we noticed that all items are close to the value of 3.1, which is a value that indicates the presence of a neutral tendency, neither positivity nor negativity, in the answers of the sample members. This means that the sample is not strongly skewed in any particular direction.

In terms of specific items, it appears that the company provides an integrated and structured HRIS, meaning that the information is organized in an efficient and systematic manner. Also, the information in the system is updated regularly according to changes and updates in the organization, which enhances the accuracy and reliability of the information available. However, there is a need to improve the provision of detailed and reliable reporting related to employees, performance, recruitment, training and development. There may be a need to develop a reporting system to provide more detailed and comprehensive information to enable better strategic decision making. As for providing the necessary technical support and training to users of the company's human resources system, the results showed that there is a need to improve this aspect. It may be important to provide technical support and appropriate training to users of the system to ensure their effective use of the system and their full benefit from it. In general, the descriptive results for the human information systems variable can be considered an indication that there are strong aspects in providing the system and updating information, but there are some areas that need improvement such as providing detailed reports, technical support, and training. The figure shows this trend in the responses of the sample members:

3.3.2. Strategic decision-making variable:

Through the following table we get the results of the descriptive test:

Table No. (3): Descriptive result for the strategic decision-making variable.

Descriptive Statistics				
	N	Mean	Std. Deviation	The result
The company analyzes available data and information on a regular basis to support the strategic decision-making process. The company has an integrated strategic planning process based on careful analyzes and a comprehensive assessment of potential risks and opportunities. Necessary data and	344	3.0407	1.55504	neutral

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information are provided to implementation leaders				
The company has an integrated strategic planning process based on careful analyzes and a comprehensive assessment of potential risks and opportunities.	344	3.0349	1.38671	neutral
The necessary data and information are provided to executive leaders to make timely strategic decisions.	344	3.2093	1.31478	neutral
The company's strategic decisions are based on careful analyzes of the market, competition and customer needs.	344	3.0988	1.33864	neutral
Effective mechanisms and processes are provided to evaluate and monitor the implementation of strategic decisions in the company.	344	2.9012	1.36879	neutral
The company relies on long-term directions and strategies to achieve its vision and goals.	344	3.2267	1.37482	neutral
The necessary support and supervision is provided to leadership teams to effectively implement strategic decisions.	344	3.0640	1.35805	neutral
The company has a culture of making innovative strategic decisions based on data and information.	344	3.1221	1.39227	neutral
Strategic decision making	344	3.0872	.85748	neutral
Valid N (listwise)	344			

Source: SPSS calculations.

Based on the results of the descriptive analysis of the strategic decision-making variable, the following conclusions can be drawn:

➢ The overall average for the strategic decision-making variable is 3.0872, which indicates that the level of strategic decision-making in the Iraqi Company for Banking Services is a neutral level.

➢ The sample members' scores on the strategic decision-making variable range between 2.90 (neutral) and 3.20 (neutral).

➢ There is variation in the sample members' scores on the strategic decision-making variable, with the standard deviation reaching 0.85748.

The general average of the variable indicates that the level of strategic decision-making in the Iraqi Company for Banking Services is a neutral level. This means that the company has some good practices in the strategic decision-making process, but it still needs to improve some aspects. The variation in the sample members' scores indicates that there are some differences in their views on the level of strategic decision making in the company. This means that the company needs to conduct a comprehensive assessment of its strategic decision-making process to identify potential areas of improvement

In general, it can be said that the company needs to improve its human information systems and perform regular data and information analysis to support the strategic decision-making process. It is also necessary to rely on accurate analyzes and a comprehensive assessment of potential risks and opportunities in making strategic decisions. While providing the necessary support and supervision to the leadership teams and relying on long-term directives and strategies to achieve their goals.

3.4. Hypothesis testing:

Multiple regression analysis will be used to test the following hypotheses:

➢ The first hypothesis: There is a statistically significant relationship between human resources information systems and the quality of strategic decisions.

This hypothesis will be tested using the following statistical tests:

➢ Regression coefficient significance test: This test is used to determine whether the regression coefficient is statistically significant.

➢ Model significance test: This test is used to determine whether the model as a whole is statistically significant.

Table No. (4): Summary of main indicators

Model Summaryb					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.652a	.425	.416	.65517	2.052
a. Predictors: (Constant), performance evaluation, recruitment, planning, training, compensation					
b. Dependent Variable: Strategic decision making					

Source: SPSS statistical software outputs

➢ R: indicates the multiple correlation coefficient, which shows the extent to which the independent variables (human resources information systems) are related to the dependent variable (strategic decision making). The R value is 0.652, which indicates a strong positive relationship between the independent variables and the dependent variable.

➢ R Square: Refers to the coefficient of determination, which shows the proportion of variance in the dependent variable that can be explained by the independent variables. The value of R Square is 0.425, which indicates that 42.5% of the variance in the strategic decision-making variable can be explained by the independent variables in the model.

➢ Adjusted R Square: Refers to the adjusted coefficient of determination, which takes into account the number of independent variables in the model. The value of Adjusted R Square is 0.416, which indicates that 41.6% of the variance in the strategic decision-making variable can be explained by the independent variables in the model.

➢ Std. Error of the Estimate: Refers to the standard error of the estimate, which indicates how accurate the estimates obtained from the model are. And the value of Std. Error of the Estimate is 0.65517, which indicates that the estimates obtained from the model are fairly accurate.

➢ Durbin-Watson: Refers to the Dubin-Watson coefficient, which indicates the presence or absence of autocorrelation in dependent variables. The Durbin-Watson value is 2.052, which indicates that there is no autocorrelation in the dependent variables.

The results of multiple regression analysis indicate that human resources information systems have a positive impact on the quality of strategic decisions. As each of the dimensions of human resources information systems, namely planning, recruitment, training, compensation, and performance evaluation, has a positive impact on the quality of strategic decisions.

Table No. (5): Analysis of variance table

| ANOVAa						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	107.112	5	21.422	49.907	.000b
	Residual	145.084	338	.429		
	Total	252.196	343			
a. Dependent Variable: Strategic decision making						
b. Predictors: (Constant), performance evaluation, recruitment, planning, training, compensation						

Source: SPSS statistical software outputs

The results of the analysis of variance indicate that the model as a whole is statistically significant, which means that there is a statistically significant relationship between human resources information systems and the quality of strategic decisions.

Table No. (6): Model coefficients

Coefficientsa								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.829	.149		5.576	.000		
	Human resources information systems	.242	.048	.263	5.088	.000	.636	1.572
a. Dependent Variable: Strategic decision making								

Source: SPSS statistical software outputs

➤ The table above shows the results of the regression coefficients obtained from the model. The table includes key indicators, which are:

➤ B: indicates the unstandardized regression coefficient, which indicates the relationship between the independent variable and the dependent variable.

➤ Std. Error: Refers to the standard error of the regression coefficient, which indicates how accurately the regression coefficient is estimated.

➤ Beta: Refers to the standardized regression coefficient, which indicates the relationship between the independent variable and the dependent variable after controlling the effect of other variables in the model.

➤ t: Refers to the calculated t value, which indicates the strength of the relationship between the independent variable and the dependent variable.

➤ Sig.: Indicates the significance level, which indicates the probability of obtaining a similar result by chance.

➤ Collinearity Statistics: Refers to correlation indicators, which indicate the presence or absence of a linear relationship between independent variables.

Source: SPSS statistical software outputs
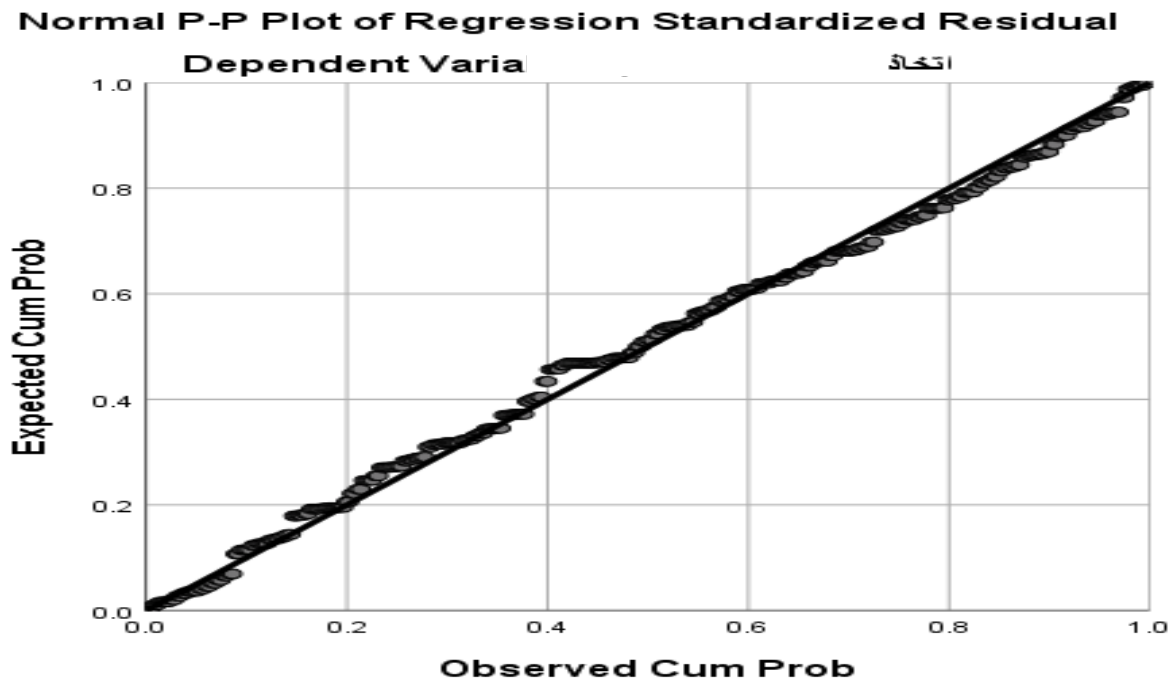
The graph shows that the difference values between predictions and actual values (residuals) closely approximate a normal distribution. Therefore, the results of the model can be adopted.

4. Conclusions:

1. The results indicate that human resources information systems have a positive impact on the quality of strategic decisions. This result can be explained by considering the role of human resources information systems in providing the information and analysis necessary for companies to make informed decisions. Human resources information systems can provide information about companies' human resources, such as skills, capabilities, and performance. This information can help companies identify the strengths and weaknesses of their human resources, and make strategic decisions that exploit these strengths and address the weaknesses. The Iraqi Company for Banking Services owns a human resources information system that provides information about the bank's human resources. This system includes information about employee data, such as qualifications and experience, and performance data, such as evaluations and rewards. This information can help the company make strategic decisions about areas such as workforce planning, employee development, and performance management.

5. Recommendations:

➢ Focus on planning and performance evaluation.

How to implement:

- Investing in human resources information systems that support planning and performance evaluation.

- Allocate the necessary resources to improve planning and performance evaluation.

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- Training employees to use human resources information systems that support planning and performance evaluation.

➢ Improving all indicators of human resources information systems.

How to implement:

- Review current human resources information systems indicators and identify areas that can be improved.

- Develop specific improvement plans for each area.

- Implementing these plans and monitoring the results.

➢ Conduct further research to better understand the impact of human resources information systems on the quality of strategic decisions.

How to implement

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