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## THE DIMENSIONS OF KNOWLEDGE COMPETENCE AND THEIR IMPACT ON HUMAN RESOURCES CAREER PLANNING -AN APPLIED STUDY ON THE IRAQI TOURISM AND ANTIQUITIES BOARD

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**Abstract:** *The two researchers aim at the possibility of achieving success in human resource career planning at Iraqi Tourism and Antiquities Board by depending on what they possess as regards high knowledge and intellectual capabilities. The study seeks as well to clarify the relationship with an impact between the variables of the study through the selected sample, which has amounted to (137) detection cases forming (7%) of the size of the original community. The study has included the relationship and impact between the dimensions of the of knowledge competence as an independent variable and the planning of the career as a dependent variable. The first variable has included four sub-dimensions, while the second variable has included two types of variables. These variables have interacted to form the general framework of research, through which better methods have been found to deal with and activate the role of the dimensions of knowledge competence in developing the process of career planning of the employees and to come to know the extent to which managers and employees can recognize the importance of knowledge competence in enhancing career planning processes and its impact on the success of the organization. Out of this a group of main and sub- assumptions have emerged. In order to achieve the objective of the above-mentioned study and to answer the questions raised by the study and to test the validity of its hypotheses, the two researchers relied mainly on the (questionnaire), which is considered the main process by which the collection of data and information are managed in addition to other methods such as interviews of managers heads of sections and units where the research is conducted. In order to analyze the responses of those who are subjected to the questionnaire, a number of statistical methods have been used (balanced mean, standard deviation, coefficient of selection, exploratory analysis)*

*The two researchers have arrived at some findings the most important of which is that the dimensions of knowledge competence play an important role in determining how to deal*



*with the planning of pathways physically and intellectually in a( tangible and intangible manner) for the study has proved that the dimensions of knowledge competence in their entirety have a positive impact on the the variables of career planning where and one of the most important recommendations of the study is to encourage researchers and scholars to expand the analysis of the basic practical concepts of knowledge competence as one of the most modern and very important variables and the most influential in ensuring success in all institutions.*

**Keywords:** *IT, decision making, creative thinking, knowledge management, career planning*

## **INTRODUCTION**

Human resource is considered the pivotal point on which the administrative and knowledge process is based. That why the human resources management has focused on analyzing, classifying and expanding its functions. The level of dependence on knowledge-based dimensions has become the real criterion in measuring the success or failure of organizations. Therefore, the goal of planning and developing the career of employees in any organization is to raise their abilities and develop their skills and refine their experiences in accordance with their wishes and tendencies towards the job they do so as to make the work purposeful, i.e. achieving the personal objectives of employees within the overall objectives of the organization in such a way as to reflect positively on improving the overall performance of the organization.

Based on the above, the research has included four topics, the first of which is focusing on the presentation of the intellectual bases of knowledge competence. The second topic has included the presentation of the foundations and principles of the process of career planning for the study. As for the third topic it has dealt with the practical aspect of the study alongside the descriptions of the answers to the investigated variables within the framework of the findings of the field study, in addition to extracting the correlation between the variables investigated in the study and measuring the relationship of the impact of the independent variable and its secondary dimensions in the adopted variable. Finally, the fourth section has been devoted to presenting the main conclusions and recommendations which the research has arrived at.



## **PROCEDURAL STRUCTURE OF THE RESEARCH**

### **First: The problem of research**

There is no doubt that the security risks and instability in Iraq today are working on reducing the numbers of cadres of high efficiency and has the knowledge ability in the field of the management of tourism; therefore, the subject of dimensions of knowledge competence and career planning is one of the important topics in contemporary administrative literature in spite of its being not addressed in different fields of thought, but it is noted that the studies are limited (within the scope of the knowledge of the two researchers) where the relationship between the dimensions of knowledge competence and career planning is tested, for the problem of the study lies in how to use knowledge to determine the ability of human resources in the planning of careers because of its importance in increasing the ability of the departments of tourist organizations to obtain and retain the skilled, ambitious and creative human resources and its implications for achieving the goals and attaining common interests. In line with the vital role played by these two variables, the study problem can be described by asking the following questions.

1. What is the level of dimensions of knowledge competence possessed by human resources in the Iraqi Tourism and Antiquities Board?
2. Is there a clear understanding of the career planning of individuals working in the investigated body?
3. What is the relationship of the dimensions of knowledge competence and the planning of career way in ensuring success?
4. What is the nature of the impact of knowledge competence variables in the variables of planning of career way process in the investigated authority?

### **Second: Research Objectives**

1. Establishing a theoretical basis that can be used in subsequent studies that may contribute to reducing the relative scarcity of studies in the field of the impact of KM dimensions on the process of planning their careers.
2. Developing a model that links the search variables and verifies its credibility through the basic hypotheses of the research.
3. Studying the relationship between the dimensions of knowledge competence and planning the career in the research body.



4. The formulation of some recommendations that can be used to rely on the findings of the research.

### **Third: The importance of research**

1. The link between the research variables (dimensions of knowledge and career planning) directly, as researchers have not addressed such a subject at the Arab and Iraqi levels to the knowledge of the two researchers.
2. Presentation of the findings of the study of the relationship between the two main research variables will illustrate the strengths and weaknesses of the decision makers, which can be used and applied to one of the important ministries in Iraq, namely the Tourism and Antiquities Board (the research sample), which will provide them with direct data and information that can be used in the service of the future endeavor for the stages of career planning.

### **Fourth: Research hypotheses**

1. **The first main hypothesis:** There is a significant correlation between the variable dimensions of knowledge competence, and the process of career planning at the level of (TAB), which has the following sub-variables:
  - 1.1. There is a significant correlation between information technology and the career planning process.
  - 1.2. There is a significant correlation between decision making and career planning.
  - 1.3. There is a significant correlation between creative thinking and the career planning process.
  - 1.4. There is a significant correlation between knowledge management and career planning process.
2. **The second main hypothesis:** There is a significant impact of knowledge competence (at the level of sub-dimensions) in the planning of the career, and subdivided from the following sub-assumptions:
  - 2.1. There is a significant impact of information technology in the career planning career at the level of (Tourism and Antiquities Board).
  - 2.2. There is a significant impact of significant decision-making in the career planning at the level (Tourism and Antiquities Board)



2.3. There is a significant impact of creative thinking in the career planning career at the level of (Tourism and Antiquities Board).

2.4. There is a significant impact of knowledge management in career planning at the level of Tourism and Antiquities Board).

**3. The third main hypothesis:** There is a significant impact of knowledge competence (at the overall level) in the career planning process in (Tourism and Antiquities Board).

#### **Fifth: Sample of the research**

The researchers adopted a simple random sample, comprising (137) questionnaire constituting (7%) of the total community of personnel working in the (Tourism and Antiquities Board). This community is made up of (1956) employees.

#### **Sixth: The Research Methodology**

The two researchers have relied on the descriptive approach as it provides data and information about the opinions and attitudes of the people whether it is a written survey (questionnaire) or done orally. It is suitable for studies that seek to arrive at the relationship between the variables and the impacts of that relationship. Taking into account the cause and effect, especially the existence of hypotheses to be verified in the field and this is a pilot approach in itself.

#### **The first topic: The intellectual framework of knowledge competence**

Introduction: The scope of knowledge competence of creative human resources has become an important topic for much research and study because of the modernity and scarcity of treatments, whether at the theory or the application level in this subject. Hence this topic has been devoted to present the concept of dimensions of knowledge competence and its importance, objectives and basic dimensions.

#### **First: The concept of the dimensions of knowledge competence**

Since the concept of the dimensions of knowledge competence is not addressed by writers and researchers within the subjects of human resources management in the field of tourism work, and because it is considered one of the modern topics that has introduced into the scientific arena, therefore, this research will try to lay the cornerstone for the concept of dimensions of knowledge competence and its uses in the management of tourist human resources, as such the dimensions of knowledge competence is a distinctive mental activity carried out by the process of thinking, which is considered like the mechanisms of



the mind when doing the basic processes (perception and memory) i.e. (thinking) which is a key indication for the extent to which development and excellence of knowledge processes based on the embodied abilities in a form of measurable power or energy .It has been agreed that knowledge abilities share all kinds of thinking and vary in the type and extent of their use according to the types of thinking and its objectives( such as thoughtful creative and solving problems solving which are: postulating axioms , assumptions, interpretation , deduction presenting arguments and proofs , analysis , composition and calibration. (Abu Hatab, 1983: 15).

If some human skills can be directly drawn from the labor market or the external environment, then the organization also needs to make this knowledge an input for appropriate transformation processes so that they are converted into individual and organized pieces of knowledge on which the organization can depend in creating knowledge accumulation as key competencies of great importance of capital, which is intangible capital (Adams, et al., 2006: 79); thus it is required from the management of human resources in tourism organizations and hotels to be able to increase their knowledge base through polarization processes, as the dimensions of knowledge competence in knowledge human resources is formed as a result of the development of globalization and the establishment of organizations to develop their intellectual resources through organizational intelligence and competitive advantage and strengthen cooperation, which helps in achieving several strategies, among which is the annual review of each member of the organization on the basis of its quantitative contribution to knowledge in the knowledge base, and encouraging employees to innovate and adapt to environmental change, especially the competitive through the formation of knowledge-based project teams. (Nayef, 2008: 13)

Knowledge is but an interactive product of the concept of the dimensions of knowledge competency in human resources which arises from the real and mental experiences and tests practiced by the members of the society in order to obtain these studies and academic researches, considering that they are a source of strength(Al-Rubaie, 2010: 18)

### **Second: The importance of dimensions of knowledge competence**

(Skarneh) emphasizes that the importance of the dimensions of knowledge competence is characterized by the ability to achieve competitive advantage, innovation, excellence, gaining the customer and deriving profit by taking advantage of making use knowledge and



investing it in the institution. He has identified a range of benefits achieved by the process of knowledge-based dimensions, which is as follows (Skarneh, 2010: 281)

1. Improving productivity and efficiency of the organization by reducing the time and effort required to obtain different pieces of knowledge.
2. Encouraging innovation and capacity through.
  - a. Developing networks to facilitate the exchange of information.
  - b. Benefiting and learning from previous experiences.
3. Facilitating the decision-making process.
4. Building the institution memory.
5. Upgrading staff attitudes towards participation, knowledge sharing and transparency.
6. Contributing actively to the achievement of the objectives of the institution and consequently the national goals.
7. Contributing to the labor crisis.
8. Collect, document and disseminate knowledge for easy access.
9. Managing knowledge assets efficiently and imp actively.

### **Third: The dimensions of knowledge competence**

**a. Information technology:** Information technology is currently witnessing great growth in various fields. The various components have become an important component of the tourist activity carried out by the tourism organizations because this technology make available the accurate and quick information that helps the top management to make decisions and address the situations encountered and achieve competitive advantages of these organizations by representing a set of data that has been processed and described in a clear and meaningful and manner and restricted to the human race ,for there are three basic activities in the IT system that produce the information needed by the institutions to assist in decision making. These activities are input elements (processing, counting, sorting, classification, etc.), output elements (Fernandez, et. at 2004: 20).

In light of this, it is a critical weapon that helps organizations maintain competitive priorities to face global competition and reach customer requirements with appropriate speed, quality and value. (Daft, 2004: 285), so the process of communicating information is the result of the human potential and the mechanism that work with each other under a set of



rules and competencies. It collects, stores, retrieves, transmits and optimizes and make utmost use of information available to the organization to improve its efficiency. (Redford, 2010: 188)

As a result of the above, it can be noted that IT systems act as an integrated fabric with the organizational environment of the modern business organization in order to meet the needs of different levels of information which vary according to the nature and type of levels in the organization. Furthermore, Information technology is one of the most important pillars of modern business organizations. It is a major component of its capital budgets and it is considered the most growing operating budget. There are theories in which some experts assert that spending on IT will generate operating revenues to the organization.

**B. Decision-making:** This stage relates to defining the problem of the decision and usually the need to make a particular decision arises when there is a feeling of dissatisfaction with an existing situation or in the case of a desire for a better future situation - to improve productivity and increase efficiency to make appropriate decisions and policies that serve the institution. In this context, decision-making is the cornerstone for making appropriate and successful decisions: a process conducted by specialists in this field who rely on the scientific method and have full knowledge of the subject matter of the decision (Sterenson, 2009: 173)

However, the importance of decision-making at the level of institutions is becoming increasingly complicated due to the size of the institutions and their openness to the various bodies and the speed of the changes that have become a characteristic of the general movement. The reason for the importance of organizational decisions is that they are affected and affect individuals and groups within and outside the organization. As a result, it is affecting economic, social situation for society as a whole (Paul, 2010: 6). The decision-making process outweighs any role in any other field, because the success of the institution exceeds the efficiency level of its management in decision-making. Information is the cornerstone of decision making and it is accurate, comprehensive and timely in providing the necessary information that raises this efficiency. (charibi, 2011: 11)

As a result of the above it can be pointed out that the importance of the decision is necessarily equal to the importance of the information relied on in its making to such an extent that some writers adopted the distinction between successful and failure





organizations. Some wrong decisions have eliminated the hopes and aspirations of large organizations and vice versa. Since the process of decision making is critical or important for managing change and can be fraught with difficulties, then there is a need for decision making process to maintain continuity.

**C. Creative thinking:** The creative thinking represents the most complex types of human behavior and its characteristic is that man has the ability and knowledge to examine the works and objects and review them in a symbolic and fictional way, as thinking is of the important issues that must be the subject of research and study; it is the engine of civilization and the progress of nations. Creative thinking in its broad meaning is but a search for meaning in the situation or experience and that meaning may be sometimes apparent and sometimes mysterious, and it requires to arrive at it a reflection and consideration of the components of the situation or experience (Barell, 2009: 13)

Creative thinking is a phenomenon that is the specialty of human beings other than other creatures. It is an advanced mental phenomenon in which the individual processes the problems in a unique or unfamiliar way, or clarifies a set of previous solutions and comes up with a new solution and it is a multi-existent phenomenon. It represents a product characterized by novelty, originality and value in society and implies new solutions for ideas and problems (Cariang, 2009: 161). Therefore, thinking and knowledge are the result of interaction in the relationship of the impact of the characteristics or abilities of the individual, and in the cultural contexts taking place through education and training which develop the capabilities and characteristics of creativity and innovation in individuals. (Kandil, 2010: 25)

Newman has described various creative thinking skills in two main categories: (Mowman, 2010: 324)

**1. Minimum thinking skills:** It is concerned with the routine daily work of the individual and using in it the mental processes in a limited manner such as acquisition and recall of knowledge, observation, interviewing, classification, and sensory and practical thinking, as well as some of the minimum skills in Bloom's knowledge classification.

**2. Higher thinking skills:** skills that require the extensive and complex use of mental processes, especially when the individual interprets and analyzes information to answer a



question or solve a problem that cannot be resolved through the normal use of lower thinking skills.

Creative thinking and knowledge are a guarantee against failure as the difference between a rational decision in essence is a difference in the amount of information or knowledge available for each. Success, therefore, clearly indicates that institutions with human resources of thought, managerial ability, or managerial innovation were closer to success, whereas institutions that did not possess such capacity and thought or innovation in their human resources were closer to failure (Najm, 2012: 362). Creative thinking skills, therefore, require doing assessments, organization, installation, application and creativity. (Barqawi, 2014: 31).

As a result of the above, the study indicates that creative thinking involves a distinct ability given by God to man located in mind and heart, and its sphere of influence and action are the senses, and its horizons, the soul, the universe and the life, within the limits of permissibility and availability according to the laws of horizons and souls. Creative thinking is the guide of words and actions, either to be a guidance for the good and positive or driving towards evil and misguidance.

**D. knowledge management:** Many managers have considered knowledge management as the greatest strategic process that has evolved over the last 20 years. It is noted that the period from the early 1980s to the mid-1990s is the stage of attention and direction, but the real beginnings of modern knowledge management are in the mid-1990s, which are called maturity and recognition (Turban et al., 2001: 338). The importance of knowledge management for contemporary institutions comes through the following reasons: It identifies intangible assets, it shows the models of the accumulation of education in the organization, and leads to increased creativity and motivation, and to understand how knowledge flows within the organization in addition to other reasons. (Grossman, 2006: 243); accordingly, knowledge is the set of possible interventions directed at individuals and the technology that is appropriate to maximize the production and reuse of knowledge supplies in the institution. (Maier, 2007: 54). Knowledge management is the basis for all administrative activities managed in the organization in order to contribute to the achievement of the required objectives. It is defined as the group of operations that help organizations to generate, acquire, select, organize, use, disseminate knowledge in addition



to experiences possessed by the organization. It is essential for various administrative activities such as decision making, problem solving, learning and strategic planning. (Al-Sarayra and Al-Hasasma, 2011: 213)

As a result of the above, the study indicates that knowledge management is the human toll capable of achieving the best ways to develop the capabilities of the organization and the society towards attaining the objectives that are desired to be achieved to such an extent that knowledge management has become one of the main functions in organizations, like other functions such as production and marketing. More closely linked to the knowledge-based economy, it has also become the main source of sustainable competitive advantage and the source of wealth creation and market value.

### **The second topic: The intellectual foundations of career planning**

**First: the concept of career planning:** The general and basic meaning of career planning and development focuses on achieving harmony and compatibility between individuals and the jobs they occupy. There has to be, therefore, a correspondence between the working individual in terms of the total of the qualifications and the career opportunities available to him. This has been defined as a process of life planning supply based on the assessment of abilities, skills, personal desires, individual probable career knowledge and setting out objectives and defining them. (Denisi & Griffin, 2001: 302). Career planning, therefore, is the process of job positioning within the hierarchy of the organization in a timely manner as well as education and certificates required for the purpose of promotion. (Cates, 2004: 10).

As such it is the process that represents the clear vision, the good preparation and the proper prediction of the total jobs through career progression as it increases its responsibilities when one occupies important functions with additional difficulties and duties that represent the sequential pattern of jobs that constitute the career of the person as regards the role of the person, We note that the process of career planning in terms of the role of the individual on the one hand and the role of the organization on the other leads to the achievement of common goals; it is the process in which the individual plays a key role in determining the professional goals and the appropriate way to achieve them, or it is the process performed by the organization to help individuals to define their goals and careers (Hassouna, 2008: 17), and in the same context it can be said that the process of compatibility and harmony between the individual and his job during the process of



achieving compatibility and harmony between individuals on the one hand, and the job positions they occupy on the other; so career planning is one of the basic responsibilities of human resources departments. This concept reflects the role of management in reconciling the employee's objectives with organization objectives, thus contributing to increasing the organizational loyalty of the employee due to the disappearance of a gap between personal goals and organizational goals. (Al-Qarbouti, 2010: 247).

The career is a continuous process where the individual sets the employment goals and determines the means to achieve them. Career planning should not focus solely on opportunities for progress, since the current work environment has reduced many of these opportunities; rather, it should focus on achieving the success that promotions do not necessarily entail, so it is clear from the above that career planning and development involves the following: (Mahapatro, 2010: 188).

1. Joint responsibility between the institution and the employee.
2. Process handled by human resources management.
3. Drawing up the general frameworks on which the future of the human resources working in the institution is determined.
4. Determining the prospects for promotion and gradation in positions according to the available opportunities.
5. Preparing the employee for the stages of the escalating career.
6. Working on developing skills and refining the experiences and enriching the employee's information according to each job position.
7. Identifying the required skills such as teaching and training or specifying the time to cross each stage.

**Second: The importance of career planning:** The decision to determine career planning requires the attention of departments in different organizations so that the path has a meaning and value in the practical life of the individual, by making him compatible with his inclinations, needs and abilities and aspirations, which ensures the raising morale and efficiency in performance. Therefore, the organizations have recently given exceptional attention to career development and planning of its course, despite its difficulties and complexity. The reason for this concern is that the success of the organization and its continuation in a competitive environment is not only guaranteed by the quality of the



product or service it offers, and its capital. It is ensured by the survival of competent employees and the continuity of their successful contributions to the performance of their jobs through their innovations and skills that drive the organization forward and strengthen its competitive position and help it cope with change and innovation. (David, 2005: 230). Career planning has become a critical issue that is very controversial specially in business, because it is linked to many new skills that must be available in the working people, as well as their desire of those people to gain additional benefits over time, increase their skills and provide opportunities in other organizations. Business organizations are now talking about the so-called "skills portfolio" of a worker that gives priority to the knowledge stock of skills for employees when they graduate or increase their salary (Amiri and Ghalibi, 2007: 42). Job planning can be used appropriately to reduce stressors organizations face such as costs for it encourages social welfare and also encourages the use of energy potential of employees and improve the organization's culture. (Ruigin & Guangke, 2007: 471)

The importance of planning and developing the path is achieved by fulfilling the objectives of the employees and the organization at the same time. If the objective of the workers is growth, stability and satisfaction at work, the administration seeks maximum productivity (Abdurrahman, 2010: 185). Many elements must also be considered in planning career some of which are (budget events, organizing and planning the movement of posts, raising the reputation of the organization, and generating a revenue for the organization). (Karkhi, 2013: 304).

The basic idea of career planning is to prepare the staff for the most appropriate jobs and to equip them in advance to assume their responsibilities and to invest their expertise and abilities that were created during the course of their current and the former jobs in improving their chances of success in the jobs they move to. (Jawda, 2014: 293).

#### **Fourth: Career Planning**

**a. Individual input in career planning:** The role of the individual in planning his career starts from the need for a decision in the process of planning and determining the personal effort and setting the objectives of the process, then through the process of providing and analyzing information, reducing and comparing the information and selecting the optimal options for the process and ending up with the strategic process and its applications and evaluation (Simone and Harris, 1998, 280). It also requires the employee to choose the path



that provides him with the best link between what the organization wants from him and what he needs, and that choosing the new career will result in a series of centers that provide the opportunity for good performance and a sense of satisfaction in addition to the ability promote self-ideas and doing the work which he thinks it is important in which case he can know his main objectives and determine what he needs to achieve that. (Decenzo & Robbins, 1999: 257); so the individual seeks to achieve growth and job satisfaction, and organizations seek at the same time to achieve maximum productivity and profitability through recruiting the appropriate professionals by making available employment opportunities. The success of the individual in planning his career can be affected by personal and organizational factors upon his endeavor to achieve his objectives (Pennington & Edwards, 2000: 93). The individual cannot depend on others to develop his career plans, but he must be able to develop his career plans by himself, and that the individual alone is him who knows what he wants to achieve out of the job he occupies through his abilities and potentials. (Jean, 2000: 94)

The harmony between the employee and the organization is considered of the important factors, that is why it is imperative for the employee to set the goals of his career, which is often dependent on the abilities and personal skills for efficient performance. After setting the goals, the employee must plan and determine the steps and activities necessary to accomplish. (Jones et al., 2000: 408). Therefore, career planning for the employee is carried out in light of the organizational careers defined by the organization and the career of the employee is not fixed but can be changed due to the redesign of the organization for its work S (Denisi & Griffin, 2001: 303). The planning of the career of the employee takes place in view of the organizational careers identified by the organization and that the employee career is unstable, rather it is changeable because the organization redesigns its business in response to the various changes. Therefore, we find that there is a changeable linkage between the employee and the organization according to circumstances surrounding the environment of the organization. It is primarily the responsibility of the individual to make himself required and of his abilities something that can be marketed, otherwise he will not find work commensurate with his capabilities and ambition, and will be unable to provide the desired standard of living. (Chun, 2002; 330).



Therefore, the process of career planning may be done by the individual himself, because he is the only one who can determine what he aspires as regards a certain professional practice; aspirations and desires vary according to different people, so the employee has to plan the career for himself, depending on the information received within the institution or through what guidance and advice the organization provides and through old staff. Experience shows that without guidance, advice, and encouragement for career trainees, they are unlikely to succeed in tracing over their career (Hill, 2007: 253) Individuals have a deliberate process through which the employee becomes aware of his personal skills, interests, knowledge, motivations and other characteristics. He is given information about the opportunities and options before him and determines the goals of his career and develops action plans to arrive at these goals. (Dessler, 2008: 11).

**B. Organizational Approach: In career planning.** The role of the organization, or rather its management, is multifaceted in the planning and development of the career - in the light of its strategic plan -; it plans its human resources and determines its future employment needs in terms of characteristics and preparation. The task of this analysis includes determining point of strength and weakness to explore potentials as a basis for drawing up the functional paths of the employees in line with what has been prepared and updated from the human resources planning, while the management defines its objectives of planning and developing the careers of the employees by preparing updated information about each employee. (Steren, 2003: 563)

The role of the organization and its responsibility in the process of planning its careers lies in the following: (Slieiman, 2003: 202).

1. Conducting meetings and workshops to discuss the issues of career planning and how to set goals and make optimal self-assessment among others.
2. Preparing centers or information systems for planning and development of the career as the institution provides the place or database that provides the working personnel with what they are interested in as regards data on available jobs and training programs and development.
3. Preparation of manuals and publications related to career planning - where the organization prints and publishes evidence that contains a series of exercises, tests and discussions on career planning for individual employees.



4. Setting up a unit to provide guidance on planning the path. This unit employs professionals and consultants who are interested in work issues and advising employees.
5. Showing interest in the studies of change of path as the institution is concerned with the analysis of the process of changing the path when circumstances require or when one of the employees has the desire in conducting the process of change and there is a need in this regard to study the skills required to complete the process of change, such as transferring from technical jobs to administrative ones or vice versa.

Therefore, there is a specific responsibility for both the employee and the organization in terms of career planning. It is incumbent on the employee to develop his / her interests and skills in addition to searching for knowledge regarding his current and future job as well as exerting efforts to prove his worth in the present job. The institution has a great responsibility in the field, the most important of which is the provision of training and development opportunities for the employee, especially with regard to the next job to which he will attend. It also has the responsibility to provide feedback to the employee about his or her level of performance and achievement (Dessler L: 2008: 36). (Paaume, 2009: 211). The vital role of the organization in the process of career planning of employees comes through attracting, developing and maintaining staff. Without the intervention of the institution to find, establish, support and promote the professions and functions of its employees, the expected and desired results cannot be achieved, both organizationally and individually (Antonay, 2010: 17). Antonin has considered that institutions are responsible for providing the necessary resources to be successful in the planning process for staff and these sources are (career workshops, career centers or information systems, and careers "directions").

**Third Topic: Tests and Findings analysis:** The study aims to examine and test the measurement tool of the study, which is the first step to carry out any applied study as it represents the vital detail of the validity and accuracy of the results that will be obtained, in addition to extracting the correlation between the variables studied and measuring the impact relationship of the independent variable and its subsidiary dimensions in the adopted variable.





**First: The authenticity of the measurement tool of the study:** This aspect includes two important axes: virtual validity and structural validity and as follows:

**The outward authenticity of the measuring tool:** The two researchers presented the study tool in its preliminary image to a number of arbitrators specialized in the field of tourism, administration and statistics, in order to ascertain the authenticity of the virtual measuring instrument.

The two researchers also prepared a special questionnaire to survey the opinions of the arbitrators on the clarity of each statement in terms of intellectual content, formulation and correcting of what should be corrected of the phrases with the addition or deletion of the arbitrator's words in any axis of the axes. In the light of the views presented by the arbitrators, the two researchers made the agreed amendments (89%) of the arbitrators, as well adding or modifying and drafting some of the expressions that the arbitrators deem necessary to reformulate them to be clearer.

1. The structural authenticity of the measurement tool: Authenticity depends on the method of exploratory analysis by summarizing and minimizing multiple variables in a number of variables called (Factors). We will endorse the exploratory analysis in the independent variable scale test (KM) (Career planning) to determine the dimensions covered by the scale as well as to identify the paragraphs that do not correlate with the scale structure to be removed from the scale.

a. **Scale of knowledge competence dimensions:** To verify the adequacy of the sample and the existence of correlation between the variables, which is one of the most important conditions for the use of exploratory analysis, and to verify this condition we will use the Kaiser-Meyer-Olkin scale The statistical value ranges from (0-1). If the value comes nearer to (1) this indicates that the correlation model is trustworthy and the exploratory analysis will be more credible. "As shown in Table (2), the Bartlett test indicates a presence of significant.

**Table 2: KMO and Bartlett testing for knowledge competence**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.946
Bartlett's Test of Sphericity	
Approx. Chi-Square	5428.797
Df	780
Sig.	0.000

Reference: Prepared by the two researchers depending on the findings of statistical analysis



In Table (2), it is clear that the value of (KMO) is (0.946) which is greater than (0.05) and thus it is a great value. As for the correlation between the variables the Bartlett test has been used of a value of (5428.797) which is significant. The correlation matrix is not a unit matrix.

**B. Career Planning Scale:**In the same way, the two-dimensional measure (the individual input, the organizational input) is tested. The exploratory analysis is used to determine the parameters that will be included under this measure through the presence of correlation among variables, where we also use (KMO) scale to verify the study sample efficiency. Table (3).

**Table (3) KMO and Bartlett testing for career planning**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.889
Bartlett's Test of Sphericity	
Approx. Chi-Square	3125.371
Df	435
Sig.	0.000

Reference: Prepared by the two researchers depending on the findings of statistical analysis

Table (3) shows that the KMO measure was (0.889) which is bigger than (0.05) in which case it is a very big value. As for the presence of correlate relations among variables, the Bartlett's test has been employed: a test which indicates a relation among the dimensions of the measurement which is significant.

**Second: Testing the correlation and impact of the variables investigated in the study:**

**a. The first main hypothesis test is that there is a significant correlation relationship between the variable of knowledge competence dimensions and process of career planning (at the level of the Tourism and Antiquities Board)**

The results in Table (4) indicate that there is a good positive correlation. The correlation between the KM variable and the career planning process was 0.801, which is a positive correlation at a significant level of (0.01). This indicates that this correlative contributes significantly and impactively to achieving the process of career planning. This hypothesis is sub-branched into the following hypothesis:



**Table (4) The values of the spearman correlation between the dimensions of knowledge competence and the variables of career planning (at the level of the Tourism and Antiquities Board)**

	Knowledge Competence Dimensions	Individual Input	Organizational Input	Career Planning
Knowledge Competence Dimensions	1.000	0.491**	0.829**	0.801**
Individual Input		1.000	0.495**	0.758**
Organizational Input			1.000	0.920**
Career Planning				1.000

(0.01)Significant level(\*\*)

Prepared by the two researchers depending on the findings of statistical analysis

**First sub-hypothesis test: There is a significant correlation between information technology and career planning process (at the level of the Tourism and Antiquities Board)**

The results in Table (5) show a good positive correlation. The correlation between information technology and career planning was 0.532, a correlation above the average at a significant level (0.01). This indicates that IT contributes significantly to the process of career planning.

**Table (5) The values of (Spearman) correlation coefficient between the information technology and the variables of career planning at the level of the Tourism and Antiquities Board**

	Information Technology	Individual Input	Organizational Input	Career Planning
Information Technology	1.000	0.331**	0.588**	0.532**
Individual Input		1.000	0.495**	0.758**
Organizational Input			1.000	0.920**
Career Planning				1.000

(0.01)Significant level(\*\*)

Prepared by the two researchers depending on the findings of statistical analysis

2. The second sub-hypothesis test: There is a significant correlation between the decision-making process and the career planning process (at the level of the Tourism and Antiquities Board)



The results in Table (6) show a good positive correlation between the decision-making and the career planning process (0.782) at a significant level (0.01). This indicates that the decision making contributes significantly and impactively to the career planning process.

Table (6): The values of the spearman between the decision making and the planning variables of the career at the level of the Tourism and Antiquities Board

**Table (6) values of (Spearman) correlate between decision making and career planning**

	Decision Making	Individual Input	Organizational Input	Career Planning
Decision Making	1.000	0.467**	0.806**	0.782**
Individual Input		1.000	0.495**	0.758**
Organizational Input			1.000	0.920**
Career Planning				1.000

variables at the level of the Tourism and Antiquities Board

(0.01)Significant level(\*\*)

Prepared by the two researchers depending on the findings of statistical analysis

**3. The third sub-hypothesis test: There is a significant correlation between creative thinking and career planning process (at the level of the Tourism and Antiquities Board)**

The results in Table (7) indicate a good positive correlation, where the correlation between creative thinking and career planning process was (0.779), which is a positive correlation at a significant level (0.01). This indicates that creative thinking contributes significantly and impactively to the process Career planning.

**Table (7) values of (Spearman) correlate between creative thinking and career planning**

variables at the level of the Tourism and Antiquities Board

	Creative Thinking	Individual Input	Organizational Input	Career Planning
Creative Thinking	1.000	0.489**	0.807**	0.779**
Individual Input		1.000	0.495**	0.758**
Organizational Input			1.000	0.920**
Career Planning				1.000

(0.01)Significant level(\*\*)

Prepared by the two researchers depending on the findings of statistical analysis



**4. Sub-Hypothesis Test 4: There is a significant correlation between knowledge management and career planning (at the level of Tourism and Antiquities Board)**

The results in Table (8) indicate a good positive correlation. The correlation between knowledge management and career planning process was (0.780), which is a positive correlation at a significant level (0.01). This indicates that knowledge management contributes significantly and effectively to the process of career planning.

**Table (8) Spearman correlate values between knowledge management and career planning variables at the level of the Tourism and Antiquities Board**

	Knowledge Management	Individual Input	Organizational Input	Career Planning
Knowledge Management	1.000	0.470**	0.808**	0.780**
Individual Input		1.000	0.495**	0.758**
Organizational Input			1.000	0.920**
Career Planning				1.000

(0.01)Significant level(\*\*)

**Prepared by the two researchers depending on the findings of statistical analysis**

According to the results that emerged, and because there is a strong and significant correlation between the two dimensions of knowledge competence in general and career planning where it amounted to (0.801 \*\*), as shown in Table (4), **there is a justification to accept the first main hypothesis.** This indicates that the Tourism and Antiquities Board, however, believe that the knowledge-based dimensions of the individuals working for them will lead to successful planning of their careers.

**B. The second main hypothesis test has a significant impact on knowledge competence (in its sub-dimensions) in career planning:**

This section aims to test the hypothesis of the second study, using the linear logarithmic model, and for that purpose it can be addressed as follows:

**1. Testing the first sub-hypothesis that** (there is a significant impact of information technology in the career planning variable at the level of (Tourism and Antiquities Board)(

Table (9) shows the results of the regression analysis of the impact of information technology in the variable that is adopted in the process of career planning in the Tourism and Antiquities Board. It is noted that this dimension has a significant impact on career planning. The calculated value of (F) is 46.980, at the level of significance (0.05.0.01) and under the degree of freedom (130.1) and  $R^2$  has explained (27%) of the amount of



contributions in the career planning in the Tourism and Antiquities Board, and the value of ( $\beta$ ) amounted to (0.372) which indicates that the change taking place on the information technology dimension by a single unit leads to the process of career planning in Tourism Authority and Antiquities by (0.372)

**Table (9) Findings of the impact of information technology in the career planning process in the Tourism and Antiquities Board using the linear logarithmic model**

Independent Variable Dimension	Dependent Variable	Fixed Value a	Beta Correlate Value $\beta$	Value of R <sup>2</sup> Correlate	Value of Calculated F	Significance Level (0.05)
Information Technology	Career Planning	2.367	0.372	27%	46.980	There is an impact

The value of the table F below the significance level (0.05) and the degree of freedom (130.1) = 3.92

The value of the table F below the level of significance (0.01) and the degree of freedom (130.1) = 11.4

Reference: Based on the results of the statistical analysis

**2. Testing the second sub-hypothesis that (there is a significant impact of decision-making in career planning at the level of the Tourism and Antiquities Board)**

Table (10) shows the findings of the regression analysis of the decision-making impact in the adopted variable of the career planning process in the Tourism and Antiquities Board. It is noted that this dimension has a significant impact on career planning. The calculated value (F) is 158.740 which is bigger than the table value at the significant level of (0.01,0.05) and under freedom degree of (130.1) and R<sup>2</sup> has explained (55%) of the contributions taking place in the Tourism and Antiquities Board career planning. Also the value of ( $\beta$ ) was (0.482) which indicates that the change in the decision-making dimension by one unit leads to achieving the career planning process of the Tourism and Antiquities Board by (0.482).

**Table (10) Results of the decision-making impact in the career planning process in the Tourism and Antiquities Board using the rank linear logarithmic model**

Independent Variable Dimension	Dependent Variable	Fixed Value a	Beta Correlate Value $\beta$	Value of R <sup>2</sup> Correlate	Value of Calculated F	Significance Level (0.05)
Decision Making	Career Planning	2.151	0.482	55%	158.740	There is an impact

Reference: Prepared by the two researchers depending on the findings of the statistical analysis



**Testing the third sub-hypothesis that** (there is a significant impact of creative thinking in the at the level of the Tourism and Antiquities Board).

Table (11) shows the results of the regression analysis of the impact of creative thinking on the variable adopted for the career planning process in the Tourism and Antiquities Board. It is noted that this dimension has a significant impact on career planning. The calculated value of (F) is 167.906, at the level of significance (0.05.0.01) and below the degree of freedom (130.1) and ( $R^2$ ) accounted for (56%) of the amount of contributions in the career planning in the Tourism and Antiquities Board, and the value of ( $\beta$ ) amounted to (0.469) which indicates that the change taking place in the dimension of creative thinking by one unit leads to the achievement of the process of career planning in the Tourism and Antiquities Board by (0.469.)

**Table (11) Results of the impact of creative thinking in the career planning process in the Tourism and Antiquities Board using the ranking linear logarithmic model**

Independent Variable Dimension	Dependent Variable	Fixed Value a	Beta Correlate Value $\beta$	Value of $R^2$ Correlate	Value of Calculated F	Significance Level (0.05)
Creative Thinking	Career Planning	2.158	0.469	56%	167.906	There is an impact

Reference: Prepared by the two researchers depending on the findings of the statistical analysis

**4. Testing the fourth sub-hypothesis that (there is a significant impact of knowledge management in the career planning at the level of the Tourism and Antiquities Board)**

Table (12) shows the findings of the regression analysis for the impact of knowledge management in the variable adopted. The process of career planning in the Tourism and Antiquities Board. It is noted that this dimension has a significant impact on career planning. The calculated value of F was (161.955) at the level of significance (0.05.0.01) and under the degree of freedom of (130.1) and ( $R^2$ ) accounted for (56%) of the amount of contributions in the career planning o in the Tourism and Antiquities Board, and the value of ( $\beta$ ) amounted to (0.503) which indicates that the change taking place at the dimension of knowledge management by one unit leads to the realization of the career planning process inthe Board of Tourism and Antiquities by 0. 503..



**Table (12) Results of the impact of knowledge management in the career planning process in the Tourism and Antiquities Board using the ranking linear logarithmic model**

Independent Variable Dimension	Dependent Variable	Fixed Value a	Beta Correlate Value $\beta$	Value of R <sup>2</sup> Correlate	Value of Calculated F	Significance Level (0.05)
Knowledge Management	Career Planning	2.007	0.503	56%	161.955	There is an impact

Reference: Prepared by the two researchers depending on the findings of the statistical analysis

The results of the analysis of the relation of the dimensions of the knowledge competence in career planning show the following:

· All the logarithmic forms of education had a significant impact at (0.01) and (0.05) as shown in the tables above. Thus, all the affective relationships were significant, **and this supports the acceptance of the second main hypothesis**

· Knowledge Management dimension has achieved the strongest impact in the career planning variable compared to other dimensions.

**C. The third main hypothesis is that there is a significant impact of knowledge competence (at the overall level) in the career planning process of the Tourism and Antiquities Board.**

This item aims to test the hypothesis of the third study using the ranking linear logarithmic model. The regression of the variable impact of the dimensions of knowledge competence in the variable adopted the process of career planning in the Board of Tourism and Antiquities. It is noted that this variable has a significant impact on career planning.

**Table (13) findings of the impact of knowledge competence dimensions in the career planning process in the Tourism and Antiquities Board using the ranking linear logarithmic model**

Independent Variable Dimension	Dependent Variable	Fixed Value a	Beta Correlate Value $\beta$	Value of R <sup>2</sup> Correlate	Value of Calculated F	Significance Level (0.05)
Knowledge Management Dimensions	Career Planning	1.858	0.551	57%	174.754	There is an impact

Reference: Prepared by the two researchers depending on the findings of the statistical analysis

The value of calculated (F) was (174.754) which is bigger than the tabular value at the significant level of (0.01,0.05) and at freedom degree of (130.1). R<sup>2</sup> accounted for (57%) of





the contributions taking place in career planning in the Board of Tourism and Antiquities. The value of  $\beta$  (0.551) indicates that the change affecting the variable of the dimensions of knowledge competence by one unit leads to the realization process of career planning in the Board of Tourism and Antiquities by (0.551).

The results of the analysis of the relationship of the impact of the knowledge competence dimensions in the process of the career planning in the Tourism and Antiquities Board show that the linear logarithmic model has achieved a significant impact at (0.01) and (0.05), as shown in Table (13). Thus the affective relationship was significant, **and this supports the accepting the third main hypothesis.**

## **CONCLUSIONS AND RECOMMENDATIONS**

### **First: Conclusions:**

1. Plurality of opinions on the concept of both competence and knowledge has contributed to the emergence of a new trend of views, in which it has been tried to lay down the foundation stone for a concept that is one of the modern concepts that have been introduced into the scientific arena. It is the concept of the dimensions of knowledge competence.
2. Many writers and researchers have agreed on defining the dimensions of knowledge competence represented by (information technology, decision-making, creative thinking and knowledge management where these dimensions have formed the basis for measuring the dimensions of knowledge competence of human resources and indicating their presence in career planning processes as a result of status occupied by these dimensions in the preparation of knowledge capacities able to invest the knowledge they possess to achieve integration and harmony among different components to arrive at the desired objectives.
3. The importance of career planning of human resources as a result of its being a critical process that requires the attention of departments and employees in organizations so that there can be meaning and value in the lives of working personnel by matching their desires, aspirations and abilities which lead to raise morale and efficiency in performance.
4. The role of the individual input in career planning planning is to help individuals to identify their goals and career prospects and to know their abilities, potentials, tools



and means necessary to achieve these goals. This is due to the individual's desire and interest in developing his / her future career. While the role of the organizational input is summed up in career planning through the activities conducted by institutions in order to achieve compatibility between the worker and the job, starting from identifying the needs of the institution for staff and looking for them and ending in training workers on how to occupy new jobs alongside their transfer and promotion.

5. As a result of the emergence of positive and strong correlation with a significant indication between the variable dimensions of knowledge competence and the variable of career planning on the overall level, it is clear that these two variables constitute an interactive system of interaction and the result of the realization of the sample for the importance of the dimensions of knowledge competence of human resources in the planning and development of their careers. In the investigated body.
6. The sub-dimensions of the knowledge competence of the dimension's variables have shown strong and significant correlation with the total career planning due to the importance of these dimensions in the preparation of a selection of competent human resources administratively and practically to prepare and develop their career plans in their own interest and the interests of the body in which it operates.
7. The results of the statistical analysis have indicated that all ranking linear logarithmic forms of education have had a significant impact on the extent of knowledge significance in career planning. This is due to the awareness of the respondents of the high potential of these dimensions in raising the capacity of human resources to plan, implement, develop and follow up their professional activities.
8. The statistical results have shown that the knowledge management achieved the strongest impact in the career planning variable compared to the other dimensions of knowledge competence, it came in the second place after the decision making, followed by creative thinking dimension in the third place. As for the information technology dimension, it has ranked fourth in terms of impact.
9. The findings of the analysis of the relationship of the impact of knowledge management on the overall level in the career planning process of the Tourism and



Antiquities Board have shown that the ranking linear logarithmic model had a significant impact at (0.01) and (0.05) which indicated the realization of the sample investigated for the dimensions of knowledge competence which will inevitably promote its careers successfully. It is of great importance that reflects a distinct level of human competencies, personal excellence and commitment to ethical guidance.

### **Second: Recommendations**

1. Emphasizing the need to approximate distances as far as possible between the Tourism and Antiquities Board and the scientific sections of tourism in universities and institutes, and strive to achieve serious and fruitful meeting between its human resources to discuss ways to improve tourism cadres and to serve the tourism sector in the country
2. Avoiding as far as possible the idea of nepotism which is subjected to political pressure to increase the personnel working in the Board and rely only on a broad base in dealing with this trend through what is included in this rule of principles of intellectual and cognitive knowledge in order to determine the quality of personnel who will be selected to work Inthe Board.
3. Working on the preparation of a special administrative unit to provide advice and guidance related to the process of developing the career s of the personnel and that the staff of this unit must be selected from among individuals with long experience in the work and from various administrative and technical specialties.
4. Emphasizing that the human resources in the Board employ the outputs of information technology, including the data, information and facts to ensure the achievement of the dimensions of knowledge competence in a way that helps in the development of successful plans for career s and to enhance the chances of performance of the Board at an advanced level.
5. Preparing and qualifying the human resources working within the responsibilities of the decision-making processes in the Board and holding the courses in the field of decision-making so that they can deal with different situations that require difficult decisions that contribute to increasing their ability to deal more efficiently and effectively with their functional activities



6. Working on providing a comprehensive database of data and information related to the crises facing the work of the Board in general to rely on them in making the necessary decisions in dealing with these crises in the future and prevent their recurrence.
7. Emphasizing the need for the Board management to adopt the strategies carefully studied and calculated to deal and clear enough for the process of developing creative thinking of the personnel, and not leaving this process liable to coincidence and accidental cases. That is to say going towards institutionalizing the process of creative thinking and making it systematic, sustainable and organized.
8. Holding seminars and meetings that seek to encourage the people working in the Board to acquire knowledge that meets their strategic, competitive and functional needs and is able to achieve learning processes in addition to working to disseminate the necessary knowledge, timely and adequate to all parties concerned.
9. Emphasizing the need for the Board to adopt sound scientific methods in the distribution of personnel working on jobs in terms of their abilities and qualifications and competencies in order to achieve the principle of placing the right person in the right place.
10. The need for the concerned departments in the research body to spread awareness among the working people of the importance of the process of planning their career through seminars and workshops that will provide better opportunities for career advancement such as creativity, empowerment, participation and career enrichment.
11. The necessity of the administration of the Board to follow the ways to encourage and assist the working people to acquire multiple experiences and skills through the network path, which represents the movement of the individual vertically and horizontally at the same time within the organizational structure through his/her career and giving them a greater opportunity to upgrade after a specific period to more than one job and at the higher administrative level.
12. Emphasizing the need for the Board to adopt new policies to develop a path beyond the conventional understanding of path development in its being a promotion and moving across career levels to a better and broader understanding of the content of



the job itself and the movements within it alongside the need to emphasize that administrative staff need to develop their course and not just other academic staff, and that the satisfaction of employees with their career is an integral part of the organizational climate of the Organization.

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