“Strategic planning of human resources as an entrance to enhance marketing capabilities: A case study of King Abdullah II Center for Design and Development (KADDB)”

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STRATEGIC PLANNING OF HUMAN RESOURCES AS AN ENTRANCE TO ENHANCE MARKETING CAPABILITIES: A CASE STUDY OF KING ABDULLAH II CENTER FOR DESIGN AND DEVELOPMENT (KADDB)

Abstract

The study aims to identify the impact of strategic planning of human resources in enhancing marketing capabilities at the King Abdullah II Center for Design and Development (KADDB). The descriptive and analytical methods were used to understand the effect of human resource planning in enhancing marketing capabilities. The research population includes all departments in the respective center. As for the sample, it consisted of 65 marketing and sales managers and workers in the marketing departments. A self-administered questionnaire was used to collect the research data. The results showed a significant effect of strategic planning for human resources in enhancing marketing capabilities at KADDB ($R2 = 0.619$, $sig < 0.05$). It was also found that strategic planning for human resources contributes to increasing the leader ability to do their work diligently and proficiently and improving the ability to organize work, distribute duties to subordinates, and coordinate efforts. Therefore, this study recommends giving strategic planning to human resources the importance it deserves for its active role in enhancing marketing capabilities at KADDB.

Keywords strategic planning, human resources, marketing, capabilities, Jordan

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INTRODUCTION

Human resources are a significant factor in an organization's success. Planning for these resources is an essential function of human resources departments, such as selection, recruitment, training, compensation, and evaluation (Sawaqed, 2013). The strategic planning of human resources is a tactical function that is carried out to acquire the most suitable employees according to the organization's needs and to improve and maintain their performance levels (Al-Yaqoubi, 2011). Daft (2018) indicated that the importance of strategic planning for human recourses in organizations comes from its ability to reform employee performance by addressing weaknesses and strengths and exploiting opportunities to encounter the increasing risks and challenges that arise due to the dynamic changes in the business environment (as a result, it boosts organizational performance).

Indeed, marketing capabilities are valued based on the accurate identification of the customers' needs and desires. Therefore, the adoption of strategic planning for human resources must be inherited from the

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needs and desires of customers, taking into account the characteristics of the products and services that the organization seeks to market (Tolstoy et al., 2022). Furthermore, expanded business markets created new challenges and difficulties for organizations, which increased the complexities of the marketing operations for the products and services provided by the organizations and, on the other hand, the strategic planning of human resources.

There is a critical need to create and innovate modern methods and strategies that raise the organization's marketing capabilities; the King Abdullah II Center for Design and Development (KADDB) is no exception. Hence, adopting strategic planning of human resources becomes crucial to support the human creative capabilities that significantly affect the marketing capabilities within the companies affiliated with the KADDB, which ensures growth and sustainability.

1. LITERATURE REVIEW

The importance of strategic planning for human resources comes from the fact that the human element is a cornerstone in organizations and is the most influential in productivity (Al-Qudah et al., 2029; Daft, 2018). Therefore, strategic planning for human resources becomes one of the urgent demands to enable organizations to attract, qualify, and develop competencies to keep pace with developments and the current and future challenges they bear (Chanda & Kabra, 2019). The strategic planning of human resources follows the long-term goals that the organization seeks to achieve (Al-Yaqoubi, 2011), as it keeps pace with this process and integrates those applied in the organization with all its elements (Al-Ajmi, 2013).

The human resources strategy aims to achieve the organization's strategic purpose (Abu Sheikha, 2011). Strategic planning for human resources means identifying the types, numbers, and available human resource needs and comparing them to determine the increase or decrease in the size of human resources in this organization (Torrington et al., 2018). French (2013) defined strategic planning for human resources as a function through which the organization's needs are analyzed based on the objectives set by developing appropriate plans to secure those qualified resources for the organization (Shroufa, et al., 2020).

According to Al-majali (2012), strategic planning for human resources includes the presence of a strategic plan that shows the organization's needs in the future in terms of human resources capable of dealing with work data in the organization, which can be identified in four stages that have been approved as independent variables.

The first stage includes environmental analysis for human resources. In this stage, organizations analyze, study, and identify their goals and understand them well. Strategic planning for these resources is part of business organizations' overall strategic planning process. This calls for an accurate analysis of the surrounding internal or external environment variables (Al-Tai et al., 2016).

The second stage comprises forecasting the organization's human resource needs in the future. This stage is based on estimating what the organization may need in human resources by assessing the numbers and types of these resources to meet future needs (Al-Aqili, 2015).

The third stage includes the analysis of the labor supply from human resources. The supply of labor consists of two parts:

1. External supply consists of human resources that can be attracted from the market or other organizations to fill jobs (Sarker & Rahman, 2018).

2. Internal supply consists of employees working in the organization to be used in departments that need human resources (Bernardin, 2017).

The fourth stage includes developing plans for the work of human resources. This stage takes the measures necessary to develop work plans for these resources, which depend mainly on the study and analysis of information based on rec-

onciling what is required and offered (Al-Kandari, 2021). Apart from developing strategies related to the functions and tasks exercised by human resources to reduce the gap, organizations determine the shortage or surplus in human resources and the shortage that opens the way for employment, transfer, or promotion. In the event of a surplus, organizations follow strategies to reduce numbers, stop appointments, and reduce working hours (Gatewood & Field, 2011).

Marketing capabilities are defined as integrated marketing actions and activities designed to apply the organization's knowledge, human, and material resources to improve customer value and increase its ability to compete (Chandler & Hanks, 1994). Indeed, marketing capabilities represent the capabilities to understand organizations' markets, distinguish them, and develop a marketing mix based on customers' needs and desires in a manner that deserves their satisfaction and gains their loyalty (Manis & Madhavaram, 2023; Sarwat, 2009). Similarly, Cao et al. (2022) stressed that capabilities are the processes between the organization's knowledge based on its tangible and intangible resources and the value achieved for customers. Bodlaj and Čater (2022) indicated that these capabilities express the activities that aim to apply skills and knowledge necessary to meet the customers' needs and desires to achieve the value the customers seek to gain (Tsai & Shin, 2014).

The marketing capabilities are represented by the integrative process through which the organization can improve its external and internal performance (Fang & Zou, 2008; María et al., 2012). It is the ability to respond to the requirements of the surrounding environment efficiently and effectively, and it is characterized by speed and instability (Fahy et al., 2000). Slotegraaf and Dickson, (2004) believe that it is possible to develop the organization's marketing capabilities through learning processes by applying knowledge and skill in solving marketing problems facing the organization and managing marketing in it (Akroush et al., 2010; Bodlaj & Čater, 2022). This requires harmony between knowledge and tangible resources to improve the value provided for clients.

Bodlaj and Čater (2022) described marketing capabilities as those integrated processes designed to apply knowledge and material and human resources to meet the market's needs, by providing an addition to products and a value that makes them able to stand in the face of competition. Morgan et al. (2009) emphasized that marketing capabilities complement the organization's capabilities in achieving competitive advantage and superiority in overall performance. Abu-Jalil (2017) showed that these capabilities affect returns on the assets owned by the organization and reflect better performance levels.

María et al. (2012) showed that marketing capabilities positively influence customer satisfaction and loyalty, which ultimately leads to better organizational performance in terms of sales, profits, and market share. Abu-Jalil (2017) concluded that the services provided by technological business incubators are a key role player in supporting and developing marketing capabilities. Further, Bodlaj and Čater (2022) showed that market trends impact the capabilities of companies in terms of their ability to develop products, which is related to competitive advantage.

Cao et al. (2022) showed a positive impact of big data on market analyses, planning, implementation, and product development processes in improving marketing capabilities. Tarq et al. (2022) showed the impact of digital marketing capabilities on organizational ambidexterity, and the strategic approach and data content were the most influential. Tolstoy et al. (2022) indicated a significant influence of internet marketing capabilities in improving international performance in operating. Finally, Manis and Madhavaram (2023) showed the importance of information technology in supporting marketing capabilities and enabling them to use artificial intelligence applications.

Al-Yaqoubi (2011) noted the importance of preparing the human resources strategy for organizational performance. Along the same line, Sawaqed (2013) showed the impact of strategic planning for human resources on the effectiveness of industrial companies. Al-Ajmi (2013) demonstrated a significant effect of strategic planning for human resources on the performance of Kuwaiti oil companies. Chen and Zeng (2014) concluded that the strategy's application level related to the company's human resources management is high.

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Nawaserah (2016) showed a significant effect of the marketing mix with its seven components on achieving customer satisfaction. Moreover, Sarker and Rahman (2018) illustrated that appropriate strategic human resource management practices could enhance financial performance. Fahim (2019) found that employing the best human resource management practices is an excellent strategic tool for retaining vital public servants. Furthermore, Jha and Singh (2019) indicated the importance of strategically integrating direct managers with managers of human resources departments in planning these resources to enable managers to gain valuable insights into human resource planning.

Shroufa et al. (2020) showed that human resources had a positive impact on strategic performance and productivity. Schneider et al. (2021) concluded that organizational factors involved in human resources management are positively associated with hospitals' use of human resources management strategy. Al-Qudah et al. (2020) noted a significant effect of strategic planning for human resources on organizational performance. Furthermore, Al-Kandari (2021) found that strategic planning of human resources significantly developed administrative leaders' capabilities.

This study aims to identify the impact of human resources strategic planning in enhancing marketing capabilities, particularly at the King Abdullah II Center for Design and Development. In addition, this paper seeks a better understanding of the importance of marketing capabilities (such as the ability to do marketing research, the ability to manage marketing relationships, the ability to manage product development, and the ability to manage the supply chain). This study significantly contributes to this field of research.

Based on the literature review, the following hypotheses were developed:

H0: *Strategic planning for human resources does not enhance marketing capabilities.*

H1: *Environmental analysis does not enhance marketing capabilities.*

H2: *Forecasting the future needs of human resources does not enhance marketing capabilities.*

H3: *Labor supply analysis does not enhance marketing capabilities.*

H4: *Development of human resources action plans does not enhance marketing capabilities.*

2. METHODOLOGY

Descriptive and analytical methods were used to understand the effect of human resource planning in enhancing marketing capabilities. The research community consisted of all departments and marketing departments in the companies affiliated with KADDB. The research sample consisted of marketing and sales managers and workers in these departments and sections. In terms of distribution, 72 questionnaires were distributed to the respondents (at a rate of 4 questionnaires in each department and section) through the Internet; a total of 61 questionnaires were retrieved with an 84.7% response rate. These questionnaires were subjected to statistical analysis.

A questionnaire was designed to measure the variables. To judge its validity as a tool for data collection and to ensure its validity and ability to measure the research variables, the study used Cronbach's alpha stability coefficient, which amounted to 91.6%; this percentage is excellent (Sekaran & Bougie, 2016). In addition, the Statistical Package for the Social Sciences (SPSS) was used, where the arithmetic averages identified the respondents' evaluations of each item. Moreover, the paper employed multiple regression and simple regression analysis to test the hypotheses. Finally, the analysis relied on two information sources: secondary sources (such as books, scientific materials, and publications) and primary sources (questionnaires).

3. RESULTS AND DISCUSSION

This study examines the impact of strategic planning for human resources in enhancing marketing capabilities. All of the research hypotheses are

Table 1. Means and standard deviations of the environmental analysis variable

S	Statements	Mean	Std. D.	Rank
1	The strategic planning process for human resources at the center includes clarification of the company's external and internal environment variables	3.750	.7431	2
2	The center relies on certain foundations that are characterized by objectivity and accuracy about candidates for vacant jobs to facilitate comparison between them	3.659	.7453	5
3	The center determines the quality and numbers of its human resources and their compatibility with the conditions according to the external environment data and its variables	3.704	.7512	3
4	The strategic human resource planning process is based on an accurate description of the available positions	3.931	.7995	1
5	The strategic planning process for human resources at the center takes into account the strengths to exploit opportunities and overcome weaknesses to avoid threats and risks	3.681	.8209	4
Overall Average		3.745		

tested; environmental analysis of human resources, forecasting the future needs of human resources, labor supply analysis, and development of human resources action plans as key antecedents of enhancing marketing capabilities at KADDB.

Table 1 shows that the strategic planning process for human resources is based on an accurate description of the available jobs, which came in the first place (mean 3.931); this indicates the extent to which the senior management in the center is keen on an accurate description of the available positions. This was followed by the item stressing the importance that the strategic planning process for human resources includes an explanation of the company's external and internal environment variables. This result affirms the importance of understanding the KADDB goals, as human resource planning is integral to strategic planning. Table 1 confirms that the human resources departments must develop their plans for human resources in collaboration with the center's strategic goals. This result is in line with Al-Ajmi (2013), who showed a significant effect of strategic planning for human resources on performance.

Table 2 shows that first place was given to the statement "The center has a body responsible for training programs specialized in following up on the training needs of employees" with a mean of (3.863). This indicates the center's great interest in these programs, and it represents the goal that it seeks this kind of planning to achieve. The second most important was the statement that showed a link between determining the future needs of human resources in the center with performance outcomes, productivity level, and workload. This result confirms the importance of predicting the future needs of human resources, as it is based on estimating the numbers and types of human resources that the KADDB needs to meet its future needs.

Human resource needs these predictions because they affect the performance outputs, the level of productivity, and the workload. Therefore, by changing them, the requirements and needs of the center in terms of human resources will significantly change, in the sense of being guided by its goals and strategic plans as a criterion for predicting its needs in terms of human resources. These findings align with Shroufa et al.

Table 2. Means and standard deviations of the forecasting the future needs of human resources variable

S	Statements	Mean	Std. D.	Rank
6	Determining the future needs of human resources in the center is linked to the level of productivity and performance outputs	3.840	.7758	2
7	The center has a body responsible for training programs specialized in following up on the training needs of employees	3.863	.7619	1
8	The center works on forecasting the supply and demand of human resources in the light of its programs	3.409	.7721	4
9	In the strategic planning process for human resources, the center relies on accurate and up-to-date information	3.727	.7819	3
10	The center uses quantitative and mathematical methods to forecast its needs for human resources in the future	3.181	.7628	5
Overall Average		3.604		

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Table 3. Means and standard deviations of the labor supply analysis variable

S	Statements	Mean	Std. D.	Rank
11	The center analyzes the movement of employees over time through promotion, transfer, and turnover data	3.772	.9611	3
12	The center reconsiders describing some jobs in light of the changes and modifications that occur during certain periods	3.977	.8487	2
13	The center's management uses scientific and statistical methods when conducting a functional analysis of manpower needs	3.477	1.109	5
14	The management analyzes its needs of human resources in terms of number and quality in light of the requirements of the current situation and future direction	3.636	.7182	4
15	The center is based on the selection and appointment of human resources on the analysis of the jobs to be filled, which includes the tasks and duties of the job as well as the scientific and practical qualifications of the incumbent	4.113	.6547	1
Overall Average		3.795		

(2020), who showed that human resources positively influenced strategic performance and productivity. Similarly, Sarker and Rahman (2018) showed that appropriate strategic human resource management practices could enhance financial performance.

Table 3 shows that this statement took the first place: "The center is based on the selection and appointment of human resources on the analysis of the jobs to be filled, which include the tasks and duties of the job as well as the scientific and practical qualifications of the incumbent." It was also found that the center reconsiders describing some jobs in light of the changes and modifications occurring during specific periods. This reflects the extent of the center's interest in job descriptions. This result confirms the importance of analyzing the skills pool available in the KADDB to determine the necessary workforce by predicting the vital human resources in terms of number, quality, and efficiency, as they have a significant impact on recruitment, selection, training, performance appraisal, and other human resource function. In this regard, Fahim (2019) showed that employing the best human resource management practices is an excellent strategic tool for retaining key public workforce.

Table 4 indicates that "The center develops its plans for human resources according to the pre-written and prepared annual plans" is the most vital statement. This reflects the importance of developing human resources plans as a variable that strengthens marketing capabilities. The second most vital statement states that the human resources planning process receives attention from the center represented in the presence of plans for human resources. In the case of available positions, it opens the way for recruitment, increasing the service period, increasing working hours, improving incentives, and replacing labor with technology.

In the case of a surplus, King Abdullah II Center for Design and Development can use several policies to reduce the number of human resources, for instance, adopting policies that encourage early retirement and termination of service. This result matches Manis and Madhavaram (2023), who showed the importance of information technology in supporting marketing capabilities and enabling them to use artificial intelligence applications.

Table 4. Means and standard deviations of the development human resources action plans variable

S	Statements	Mean	Std. D.	Rank
16	The center develops its plans for human resources according to the pre-written and prepared annual plans	3.931	.7593	1
17	Strategic planning for human resources receives attention from the center represented in the presence of plans for human resources	3.909	.7414	2
18	The center has experts in strategic human resource planning	3.454	.7209	5
19	The management of the center determines the number and type of workers that you will need in the future in the departments and sections to determine the surplus or deficit of workers	3.568	.7894	4
20	The management of the center prepares a comprehensive plan to determine the training needs of all functional and administrative levels in the light of their job descriptions	3.818	.7699	3
Overall Average		3.736		

Table 5. Means and standard deviations of the marketing capabilities variable

S	Statements	Mean	Std. D.	Rank
	Strategic planning for human resources in the center contributes to:			
21	Increasing the ability of the marketing and sales manager to do his work diligently and proficiently	3.972	.6599	1
22	Setting clear and achievable marketing goals within the specified time	3.836	.7652	4
23	Giving the marketing and sales manager the necessary capabilities to use and analyze information	3.631	.8462	8
24	Increasing the awareness of the marketing and sales manager of the external variables surrounding work conditions	3.768	.7593	6
25	Finding a marketing and sales manager who is able to carry out the process of modernization and development in various areas of marketing work	3.904	.9296	3
26	Improving and developing the skills and capabilities of marketing and sales managers to plan properly to improve their performance levels	3.745	.7762	7
27	Making marketing and sales managers able to apply new methods at work to solve any problem they face	3.586	.8131	9
28	Improving the ability of marketing and sales managers to organize work, distribute duties to subordinates and coordinate their efforts	3.927	.8030	2
29	Making marketing and sales managers able to keep pace with scientific and technical development and progress	3.813	.8684	5
Overall Average		3.798		

Table 5 demonstrates that the highest mean of 3.972 was obtained by the statement "Strategic planning for human resources contributes to increasing the ability of the marketing and sales manager to do his work diligently and proficiently." On the other hand, the lowest percentage of answers, with an average of (3.586), was taken by the statement "The strategic planning of human resources in the center contributes to making marketing and sales managers able to apply new methods at work to solve any problem they face."

This result confirms the importance of the KADDB having marketing capabilities and competencies in using its available resources to perform marketing tasks to achieve the desired results from the marketing efforts identified through generating short-term cash flows and building and maintaining market-oriented assets to achieve future long-term cash flows. In addition, María et al. (2012) showed that marketing capabilities positively affect customer satisfaction and loyalty.

Table 6 indicates that the significant (Sig.) value amounted to 0.000, less than 5%. This study rejects the null hypothesis and accepts the positive hypothesis: strategic planning for human resources enhances marketing capabilities. It also indicates that the variance of the independent variable (R^2) explained its percentage (.619) of the dependent variance. This result confirms that strategic planning for human resources contributes to increasing the ability of the marketing and sales manager to do tasks diligently and masterfully and improves the ability to organize work, distribute duties to subordinates, and coordinate their efforts. In addition, it contributes to creating managers who can carry out the process of modernization and development in various fields of work. This result aligns with Jha and Singh (2019), who revealed the strategic importance of human resource planning and the various techniques organizations use to attract talent to gain a competitive advantage.

The study believes that strategic planning for human resources supports and enhances the marketing capabilities of companies that follow the KADDB. This type of planning offers the ability to attract qualified human resources to work in the marketing and sales department who possess new ideas and knowledge and have the ability and efficiency to play the vital role required to market the products of these organizations, in addition to creatively solving marketing problems.

Table 6. Multiple linear regression test for H0

Variable	Sig.	R^2	F Calculated	F Tabulated	Statistical Decision
Strategic planning for human resources	0.000	.619	15.843	2.29	reject the null hypothesis

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Table 7. Simple linear regression test for H1

Variable	Sig.	R^2	F Calculated	F Tabular	Statistical Decision
Environment analysis for human resources	.000	.293	4.175	1.658	reject the null hypothesis

Table 8. Simple linear regression test for H2

Variable	Sig.	R^2	F Calculated	F Tabular	Statistical Decision
Forecasting the future needs of human resources	.004	.182	3.057	1.658	reject the null hypothesis

Table 7 indicates that the significant (Sig.) value amounted to 0.000, which is less than 5%. This study rejects the null hypothesis and accepts the positive hypothesis: environmental analysis of human resources enhances marketing capabilities. It also indicates that the variance of the independent variable (R^2) explained its percentage (.293) of the dependent variance.

In their study, Cao et al. (2022) showed a positive impact of big data on market analyses in improving the marketing capabilities of human resources. This result confirms that the strategic planning process for human resources at the KADDB is based on an accurate description of the available jobs and includes an explanation of the internal and external environmental variables. In addition, the center determines the quality and numbers of its human resources and their appropriateness with the business internal and external environment.

Table 8 indicates that the significant (Sig.) value amounted to 0.000, less than 5%. This study rejects the null hypothesis and accepts the positive hypothesis, stating that forecasting future needs of human resources enhances marketing capabilities. It also indicates that the variance of the independent variable (R^2) explained its percentage (.182) of the dependent variance.

This result confirms that the King Abdullah II Center for Design and Development successfully offers training programs specialized in following up on the training needs of employees with considerations of future desired, productivity level, and workload. In addition, the center relies on accurate and up-to-date information in the strategic planning process for human resources. Sawaqed (2013) showed a significant impact of strategic planning for human resources on the performance of industrial companies.

Table 9 shows that the significant (Sig.) value amounted to 0.000, less than 5%. This study rejects the null hypothesis and accepts the positive hypothesis: labor supply analysis enhances marketing capabilities. It also indicates that the variance of the independent variable (R^2) explained its percentage (.507) of the dependent variance.

This result implies that the selection process is based on the actual analysis of the jobs to be filled, which includes the tasks and duties of the job as well as the scientific and practical qualifications of the incumbent. It also analyzes the career path of employees over time through promotion, transfer, and work turnover data. In addition, the center reconsiders the job description for some jobs in light of the changes and variations that occur during specific periods.

Table 10 shows that the significant (Sig.) value amounted to 0.000, less than 5%. This study rejects the null hypothesis and accepts the positive hypothesis stating that development of human resources action plans enhances marketing capabilities. It also indicates that the variance of the

Table 9. Simple linear regression test for H3

Variable	Sig.	R^2	F Calculated	F Tabular	Statistical Decision
Labor supply analysis	.000	.507	6.574	1.658	reject the null hypothesis

Table 10. Simple linear regression test for H4

Variable	Sig.	R^2	F Calculated	F Tabular	Statistical Decision
Development human resources action plans	.000	.366	4.927	1.658	reject the null hypothesis

independent variable (R^2) explained its percentage (.366) of the dependent variance. This means that the King Abdullah II Center for Design and Development is developing plans for human resources according to a systematic and written annual plan. Moreover, human resources planning receives sufficient attention from the center's management, which is keen to prepare a comprehensive plan to identify training needs for all functional and administrative levels in light of their job descriptions.

The study believes that strategic planning for human resources is a crucial determinant of enhanced marketing capabilities in companies that follow the King Abdullah II Center for Design and Development. This type of planning gives this center the ability to attract qualified human resources to work in the marketing and sales department who possess new ideas and knowledge and have the ability and efficiency to play the vital role required to market the products of these companies in addition to reaching better solutions to the marketing problems they face. To keep in line, Cao et al. (2022) showed a positive impact of big data on market implementation and product development processes in improving marketing capabilities.

CONCLUSION AND RECOMMENDATIONS

The study aimed to identify the impact of human resources strategic planning in enhancing marketing capabilities at the King Abdullah II Center for Design and Development. The results showed a significant impact of the environmental analysis of human resources on enhancing marketing capabilities. Forecasting the future needs of human resources, labor supply analysis, and development of human resources action plans enhance marketing capabilities. It was also found that strategic planning for human resources contributes to increasing the ability of the marketing and sales managers to do their work diligently and proficiently. The strategic planning of human resources in the center contributes to making marketing and sales managers able to apply new methods at work to solve complex problems they face.

The study believes that these results show the importance of responding to the pressures imposed by changes and developments in the work environment of companies belonging to the KADDB. Moreover, the findings confirm the need to follow the strategic approach and work with strategic visions through planning to bring in human resources capable of dealing with trends change. The study also offers implications on how to invest in enhancing marketing capabilities to achieve competitive advantage in these companies.

The paper recommends that policymakers at KADDB pay sufficient attention to the strategic planning of human resources for its significant role in enhancing marketing capabilities. Furthermore, policymakers need to adopt systematic principles that are objective and accurate about candidates for vacant jobs to facilitate comparison between them. In addition, they have to forecast the human resource needs using quantitative and statistical methods since the center and its departments operate in a dynamic environment. Finally, the center management should offer expert consultations and establish specialized administrative units to undertake strategic planning for the resources of the center's subsidiaries and to enroll those in charge of this process with specialized training courses.

AUTHOR CONTRIBUTIONS

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