

THE RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING
AND EMPLOYEE PERFORMANCE AMONG EMPLOYEES IN
ANWAR SHEKHA HOSPITAL

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HOSPITAL

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A thesis presented to meet the requirements
for the degree of Bachelor of (Human
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DECLARATION

I declare that the present thesis titled “*The Relationship Between Human Resource Planning and Employee Performance Among Nurse Employees of Anwar Shekha Hospital in Sulaymaniyah*” represents the outcome of my independent research, with the exception of the duly referenced sources. This thesis has not been previously accepted as part of any academic qualification and is not concurrently being submitted for consideration for any other degree program.

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DEDICATION

This thesis is dedicated to my father, who taught me to persevere all the hardships because that is what going to shape you in the future. It is also dedicated to my mother, who taught me to keep trying because eventually you will get there.

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While conducting this research, I had numerous conversations with laypeople, academics, and professionals. They have aided in my understanding and improved my way of thinking. I thank Allah for enabling me to submit this thesis on schedule.

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ABSTRACT

The Lack of hiring, productivity, skills, and ability will result from an improper human resource plan. and this procedure could be handled poorly by the corporation. At the end of the day, it can result in hiring too many or too few qualified individuals. notably among hospital staff members because it may have a negative effect.

The purpose of this study is to determine how human resource planning (HRP) and employee performance are related. plan and hiring from within the staff. except that this study also establishes the level of hospital staff members. information was gathered from between 100 and 110 workers. an SPSS was used to examine the data after sampling was done by distributing questionnaires. The findings showed that there is a positive significant relationship between (HRP) human resource planning and employee performance.

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LIST OF ABBREVIATIONS

HRP	-	Human Resource Planning
EP	-	Employee Performance
HCT	-	Human Capital Theory
SPSS	-	Statistical Package for Social Science

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CHAPTER 1

INTRODUCTION

1.1 Introduction

An overview of the entire study is given in this chapter. The study's context focuses on the relationship between human resource planning and employee performance. This chapter focuses on the issue statements, research objectives, and research questions of the study. The scope and significance of the study were also highlighted in this chapter. The definitions of employee performance and human resource planning will be examined in terms of conceptual definition and operational definitions at the end of this chapter. This study looked into the relationship between human resource planning and employee performance.

1.2 Background of The Study

Planning for human resources may guarantee that a firm has the ideal personnel to boost productivity and accomplish its goals. Planning for human resources helps an organization find the right personnel when they're needed. Every corporation needs a constant planning process to hire a great candidate because it can confirm the connection between workers and their jobs (Gupata & Govindarajan, 2012). Iraq is one of the world's developed nations, has a novel field called HR (human resources) and HRP (human resource planning). (F, Qadir S, Alsilefane H, 2019). Human resource planning is still a concept that some people and places are unaware of. Because the human resource department is involved, even though there is no such thing in the public sector.

Private enterprises are somewhat familiar with it because it prioritizes production over profit and accords a great deal of attention to non-governmental groups (F, Qadir S, Alsilefane H, 2019). Because there is a greater emphasis on the quantitative for login and logout people and an overlook focus, Human resource planning can sometimes feel more

like a game in some firms. (Gupata and Govindarajan, 2012 Some of them believe that since employees can be employed and fired as needed, there is no need to make simple and direct work challenging with that sure there is a lack of skilled employees which is causing low productivity in the organization (Craft,2009).,because of these unbalanced points, they are more likely to suffer poor human resource planning (Craft,2000).At the same time, it affects employee performance (Craft,2009).Because the organizations have some resources for productivity such as skills and competencies employees.

When the resources are not available the organization will face internal issues. Corporate image, quality, excellence, and employee effectiveness are all part of the final definition of employee performance (Craft,2009). A lack of specifics prevents an organization from placing a detailed attention on employee performance, which is necessary to attain certain goals (Gupata & Govindarajan,2012).So this background shows that The performance of employees will be improved with more extensive use of Human Resource Planning tactics, Planning for human resources helps prevent shortages or surpluses of labor while ensuring the optimal match between employees and position

1.3 Problem Statement

Human resource planning is a crucial aspect in assessing employee performance. This is due to the fact that a firm might achieve positive performance when it chooses suitable individuals during the hiring process (Collins,2007). The company can identify a qualified candidate through human resource planning to prevent underperformance. For a company to succeed, it is crucial to have talented and productive employees (Delaney,2012). Additionally, human resource planning may spot areas with a staff deficit or an oversupply, allowing for redeployment (Delaney,2012). Human resource planning is crucial for helping businesses prevent future skills, shortages or surpluses by predicting future labor needs and developing plans for utilizing this skill. Planning is a crucial human resource component that is necessary to produce high-quality, suitably trained workers who can improve the company as a whole. Because poor personnel planning could negatively impact an organization's productivity (Busienei,2013).

Knowledge and experience are the energy for modern business. The key factor that determines success is the employee. It is challenging to succeed if the firm lacks employees to advance (Busienei,2013). It is crucial to understand how to develop HR planning process if you want to enhance the strategic employee (Busienei,2013). Because it guarantees there is an employee who can fulfill the corporate objective With the right skill at the right time unskilled workers are one issue that might result in poor employee performance (Busienei,2013). If an employee lacks the necessary skills, the company could face legal repercussions, which could increase workplace accidents, damage employee morale, and result in more absenteeism (Koontz et al, 2009). And the absence of training and expertise is what causes this. When employees are not properly trained, poor work performance is more likely Armstrong (2012). Employee experience therefore has a bigger effect than turnover and retention. The experience of a lousy employee might be in many different kinds. Because of this, your teams may struggle to perform Armstrong (2012). It may have an unfavorable work environment

1.4 Research Objectives

The study generally sought to address the issue of the relationship between HRP and employee performance (the Anwar Shekha Hospital performance). It also need to respond to contain a central questions:

1. To evaluate the effect of the employee's performance on the level of human resource planning.
2. To identify the level of employee performance among employees.
3. To analyze the relationship between human resource planning and employee performance.

1.4 Scope of The Study

Finding the relationship between human resource planning and employee performance is the main goal of this study. Anwar Shekha Hospital, a private healthcare facility, will serve as the research's case study. This hospital, which is one of the largest private hospitals in the region and is also known as High Hospital, is situated in the cities of Iraq, Kurdistan, and Sulaymaniyah. It was constructed with the highest standards of medical craftsmanship and depends on both local and foreign resources to provide medical services to the people of Iraq and the surrounding countries (Anwar Sheikha ;professor ,2021).There are 18 departments in the hospital, but only one of them will be chosen for the sample of employees because it has a large number of workers, including (Nursing).

They will receive a questionnaire via email and WhatsApp to gather the data, and there will be 100 to 110 of them in total. Because they choose at random among those departments and draw conclusions about the population, it uses basic random sampling. The study's variable scope includes, HRP, employee performance HRP is the independent variable in this study, whereas employee performance is the dependent variable. The idea known as Ouchi's Theory Z, can serve as a guide for this investigation. The idea that productive workers would put in more effort and generate more labor for their employers forms the basis of this theory.

Long-term employment, internal promotion, participative management, and other incentives are some of the motivational strategies Theory Z managers apply to inspire staff. These strategies are founded on the Japanese management and motivational philosophy (Ouchi, 1981). It is a management and motivation strategy built on internal promotions, long-term employment benefits, and participatory management that improves employees' motivation for higher productivity and, as a result, organizational success.

1.5 Significance of The Study

This research will define the study of significance both in terms of information and application.

1.5.1 Information

In addition, this study will enhance our understanding of how well employees contribute to employee performance and can aid future researchers who wish to conduct more detailed investigation into the connection between employee performance and human resource planning. To put it another way, other researchers can follow the example set out in this study while conducting their own studies in a similar situation

1.5.2 Application

This study will be able to identify the relationship between Human resource planning and employee performance among employees in Anwar Shekha private hospital in Sulaymani. This finding may help the organizations (Hospitals) in having a correct plan among employees to perform and then that influences employee performance. Furthermore, the finding from this research could also help the organization (Hospital) and employees in managing their performance in planning. If the finding shows that HRP has a good impact on employees and performance in the organization, if not what are other alternative ways and how to do it? Most importantly, this research is potentially beneficial to the employees to motivate, skill, perform, and have a good plan to build a strong relationship with the organization for more productivity.

1.6 Conceptual Definitions

There will be a discussion of the conceptual definitions of independent and dependent variables. Employee performance is the dependent variable in this study” whereas the independent variable is human resource planning.”

1.8 Human Resource Planning (HRP)

The process through which an organization determines its current and future labor needs in order to meet its goals is known as human resource planning (HRP) (Reilly,2013). It is a method or technique for predicting supply and demand for the labor inside an organization (Ghazala & Habib,2012). The organization's goals and strategy affect its future human resource needs. Simply put, it means that the overall organizational strategy has an impact on the number and makeup of human resources (P Dalvi ,2020). If the organization wants to draw in more people who meet the standards, it must act quickly (P Dalvi ,2020). The activity of meticulously examining HR requirements to ensure that the requisite number of employees with the necessary skills are on hand when they are needed is known as manpower planning,” occasionally known as human resource planning (HRP). The main challenge here is placing the appropriate amount of qualified individuals in the appropriate roles (P Dalvi ,2020).

1.8.1 Employee Performance

It is considered alongside the planned productivity and includes both actual production and an institution's output (Shirey,2008). Additionally, performance in this study involves strategic planning, performance agreements and employee performance reviews.

1.8.1.1 Demand forecasting

Is a method of human resource planning that estimates the amount of people, their qualifications, and competencies needed by a company (Seonghee,2005).

1.8.1.2 Supply forecasting

Is a process of human resource planning that determines how many employees will be available, both inside and outside the business (Seonghee,2005).

1.8.1.3 Succession planning

An organization will consciously take steps to promote continuous employee growth in order to preserve stability in key positions and further the goals of the company (Ghazala & Habib,2012).In order to maintain stable major positions and accomplish employee goals and objectives, it is a purposeful” activity by an organization to promote and “encourage employee advancement” (Kossen,2011).

1.9 Operational Definition

In addition to the workforce, human resources also refer to the advantages and values that each employee offers to the organization. They comprise all of an organization's expertise, competencies, aptitude, creative potential, and capabilities. (2022) Adam Hayes.

The goal of "human resource planning" is to evaluate the current state of an organization's human resources and project its future labor requirements. Planning for human resources, also known as workforce planning, helps firms find, keep, and deploy the best available talent to meet customer expectations, achieve strategic objectives, and change in the business environment (Adam Hayes,2022). In order to foresee future labor demands and create methods for utilizing this talent to proactively avoid skills shortages or surpluses, human resource planning is essential. A skill balance that takes into account the organization's demands and objectives is the objective. HR planning needs to be an ongoing process with a structure and monitoring system in order to offer the company adequate time to find and train new hires to fulfill its future demands (Adam Hayes,2022).HR planning can maximize the use of a company's human resources, increasing productivity while reducing” absenteeism, employee unhappiness, and labor turnover. It is essential to the company in a number of ways (Adam Hayes,2022).Human resources planners are responsible for the five business management functions of planning, organizing, leading, directing, and controlling.

The company may best deploy and utilize its talent pool with the help of effective organizational-level HR planning, which also helps it identify the need for additional or alternative competencies early and more precisely (D Chakraborty 2020). Planning helps an organization make the” most use of its personnel while also projecting future skill requirements and creating a succession plan for talent progression and migration throughout the corporate hierarchy. Managers can more” easily adapt to changes thanks to strategic workforce planning when it comes time to promote or transfer staff, or when employees retire or leave the organization. Human resource planning helps the business” add value in tough economic times by anticipating and preventing hasty recruiting decisions. For “instance, excessively eliminating personnel could cost the company money since labor unions might object, and the unexpected loss of knowledgeable workers, whose replacement will cost money, time, effort, and training “(D Chakraborty 2020).

1.9.1 Employee performance

According to Donohoe (2019) “Employee performance refers to how workers behave in the workplace and how well they perform the duties. For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level Individual performance affects your team and employee performance.” Employee performance reflects an individual's degree of productivity and efficiency that contributes to the achievement of organizational goals, which in turn affects the performance of the organization as a whole (Markos & Sridevi, 2010).

1.10 Summary

The researcher provided background information for the study in human resource planning and employee performance” in the summary. The researcher also acknowledged the need for doing this study, along with its objectives and challenges. The researcher went on to examine the scope and significance of this study in relation to organizations. The researcher also defined the operational and conceptual definitions of human resource planning and employee performance.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The definitions of human resource planning (HRP) and employee performance were covered in a number of pertinent academic articles in this area. In reference to the link between IV, which stands for human resource performance, and DV, which stands for employee performance on staff, this section addresses the ideas and concepts from the numerous research. This chapter also contains the diagram for the research framework that was developed as a result of this study.

2.2 Human resource planning

Getting the proper number, caliber, and combination of skills of people at the right time is the aim of human resource planning, which seeks to ensure that organizational goals are accomplished. One of the essential components of a successful management human resources program is human resource planning (De Kenzo & Robbins, 2014). Planning for human resources is the cornerstone of human resource management. It determines whether employers are putting the right number of people with the right talents in the right jobs at the right times. In order to discover, hire, and retain skilled employees, organizations must establish plans for their human resources. Human resource planning, according to Walker (2007), is the process of determining what has to be done in order to fulfill the organization's shifting human resource requirements. Human resource planning, according to Vetter (2015), is the process that determines how to move an organization from its current level of staff to its intended level. Conyers and Hill assert that planning is a continual process that entails choosing between various future resource uses in order to achieve particular goals (2014). According to Nyerere (2016), planning entails choosing a path of action from a variety of options. He added that it was challenging to try to satisfy everyone's needs at once and that the plan was the outcome of a process of identifying what

required special attention. Because not everything can be done at once, he pointed out that planning necessitates making decisions between some enticing options (Nyerere 2016). In order to determine the organization's goals and the tactics for accomplishing them, planning comprises deciding what should be done, how it should be done, and when it should be done (Williams, 2017). Planning allows an organization to make sure that everyone working together is aware of the goal of their cooperative effort and the current task. Therefore, it is crucial for workers to comprehend what is expected of them at work (Williams, 2017).

Setting the organization's goals and the plans for accomplishing them requires planning, which comprises determining what should be done, how it should be done, and when it should be done (Williams, 2017). Planning allows an organization to make sure that everyone involved in a collaborative endeavor is aware of the goal of their work and the current task. Employee understanding of what is expected of them at work is therefore crucial. Its main value is in its capacity to reduce risk while boosting economic potential because nothing can be predicted (Koontz et al, 2020). Human resource planning, according to Dessler (2001), is a dynamic, ongoing process that involves a variety of connected operations that must be updated and modified as conditions change. Planning and executing a range of human resource operations, including as recruiting, performance reviews, and training, is necessary to guarantee that the demands of the organization's employees are met. Human resource planning also requires a detailed examination of both the present and the future in order to ensure that the business has the appropriate number of people on hand who are qualified to carry out the relevant duties when necessary Dessler (2001). Technically, "human resource planning and action programming" should be used to describe this activity.

Planning for human resources is based on the organization's competitive strategy. According to Mathis and Jackson (2018), Human resource planning is the process of studying and assessing the need for human resources to be available so that the business can fulfill its goals. According to Griffin (2011), human resource planning entails trend analysis, Griffin (2011). forecasting of labor supply and demand, and the creation of workable remedies for any inconsistencies. According to Dessler, the process of creating plans to fill upcoming vacancies based on an examination of the jobs that are anticipated

to open and whether they will be filled internally or externally is known as employment planning (2001).

2.3 Theoretical framework

Human capital theory

Top managers assess personnel within the organization to determine their talents and productivity—or lack thereof—using the concept of human capital. To guarantee that the organization has a productive workforce, this expertise is crucial. It's crucial to build up human capital because gaining experience involves specific skills and can take some time, which will boost performance (Green,2008). A company's human capital is developed through the expertise and ingenuity of its workforce (Kwon,2009). According to Collins (2007), the concept of having the right human capital entails gradually building up and perceiving people as a vital component of the business that may provide important values for the company (Delaney,2000).

According to Green (2005), there are two methods for a company to build its human capital: first, by hiring individuals as employees, and second, by spending money on hiring people for training and education to boost performance. As a result, the business must guarantee both the availability of the workforce (physical capital) and the professional development and service delivery capabilities of any available personnel if it wants to improve performance. The concept of human capital depicts an individual as a creator, capable of acquiring new information and skills while also being adept at performing routine duties that are intended to improve oneself (Craft,2000). The degree to which staff are empowered and have the appropriate knowledge and abilities may have an impact on how well services are provided (Woodhall,2001).This hypothesis is most appropriate since it supports the justification for recruiting and keeping a workforce for the required knowledge and abilities.

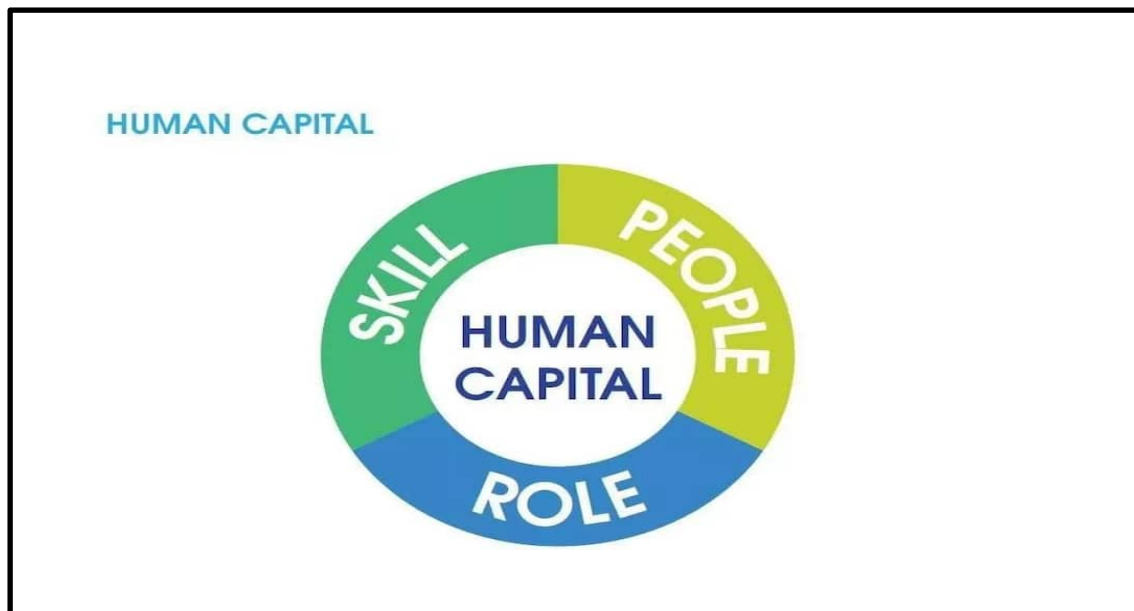


Figure 2.0: Human Capital Theory: Kwon (2009)

2.4 Employee performance

The success or failure of your business will depend on the daily performance of your employees. Employee behavior in the workplace and things like the quality, quantity and efficiency of work are all part of employee performance. Setting these standards and reviewing them regularly is something you as a business owner can manage. You can ensure that your employees can meet the needs of your business and your customers by understanding performance metrics, employee performance reviews, and performance improvement techniques. The phrase "worker performance" can be used to describe in what way your employees behave at work and how well they do the tasks you've set them. In an effort to provide significant value to customers, reduce waste, and operate the business profitably, your firm regularly establishes performance objectives for both specific employees and the industry as a whole. An employee's execution is defined as the sufficiency, superiority, and effectiveness of work accomplished at the errand level. On occasion, your sales professional may be predictable to call a predetermined number of potential leads per hour, with a predetermined percentage of those calls resulting in closed deals. According to AshleyDonohoe (2019) "A assembly worker, on the other hand, might be held to performance standards for output per hour and product quality".

It may have a negative effect on the organization's bottom line if the performance is not

attained. Employees must succeed in achieving the organization's goals for businesses toward survive and prosper. The capacity to increase an organization's efficacy and efficiency has made performance more significant. In arrange to realize trade destinations, an organization must be able to compare and differentiate the discernments or viewpoints of workers and pioneers. For example, choosing representatives with the proper working mindset and tall levels of commitment and dependability to their employments, as well as giving way, stimulus, and fitting working coordination from a pioneer to his subordinates. Since it depends on reliable work inspiration, solid authority, and an organizational culture that can be appropriately adjusted to and acknowledged by all workers, creating worker work fulfillment is challenging (Jameel & Ahmad, 2019).

According to (Akob et al., 2020; Haerani et al., 2020; Nguyen et al., 2019) “Individual performance affects employee performance, or put another way, their output will influence organizational performance Because motivation will employee performance, it means that corporate members' behavior, both individually and in groups, gives them control over that performance”. The goal of occupational health has been to prevent productivity loss caused by a particular sickness or health impairment, as opposed to the management sector, which has generally concentrated on how to make an employee as productive as feasible. On the other side, work and organizational psychologists are interested in how factors like personality, work engagement, and job satisfaction affect how well people perform at their jobs. Work performance is an elusive, abstract concept that cannot be identified or quantified specifically (koopmans, et al., 2011).

2.4.1 Herzberg Theory of employee performance

One of the content theories of motivation is Herzberg's theory of motivation. These make an effort to explain the driving forces behind human motivation by finding and gratifying each person's unique needs, preferences, and goals for achieving those desires. The two-component content theory is the name given to this theory of motivation. According to Herzberg's theory "The most crucial aspect of this view of motivation is that intrinsic value and work satisfaction rather than environmental factors are what really drive behavior. Therefore, in order to inspire someone, the job itself needs to be demanding, provide room for growth, and be relevant to the employee. The variables directly related to the happiness attained from a job are known as motivators (sometimes referred to as "satisfiers")". Examples include:

- the feeling of accomplishment and the intrinsic value of the work itself
- the degree of appreciation from management and coworkers
- the degree of accountability
- possibilities for advancement
- the stated condition.

2.4.2 Human resource planning and employee performance

The precise output that is generated by an organization is referred to as employee performance. It is produced by comparing anticipated production in the organization's desired objectives (Shirey,2008). HRP offers a framework to ensure management, organizational activities, and careful implementation of decisions through the positioning of goals and objectives that serve as a basis in the assessment of employee performance (Shirey, 2008; Green & Downes).Because a number of HRP initiatives are implemented, it is more probable that these organizations will achieve their objectives than those that have not. As a result, HRP-adopted organizations perform better than those that have not. Boxall (2013) asserts that HRP aids organizations in establishing a track or road to take in reaching their intended goals and objectives, which in turn direct people on how to go forward. As a result, HRP guides the business in identifying its main objectives and provides guidance on how to go forward in accomplishing them. Additionally, the HRP process aids in developing an organization's recruiting and selection strategy by providing

a framework for sensible decision-making. It accomplishes this by summarizing organizational opportunities and problems and reporting on them. HRP helps achieve effective and dependable performance (Wernerfelt, 2010). Planning for HR may be utilized as a strategy to encourage employee transformation, according to Dienemann (2005). Businesses engage in the upbringing and development of their workforce by making sure that employees are appropriately trained in the various skills and knowledge required by the company through HRP (Becker & Gerhart, 2018). However, how much and how it is used depends on the future and on having a strategy in place to guarantee that the obligation is satisfied (Campbell, 2020).

2.5 Research Framework

Human resource planning (HRP), the independent variable in this study, has indicators such as HR plans that are in accordance with organizational strategic goals make sure that objectives are met and that results are anticipated. They also include succession planning, forecasting, and ways to fill jobs and staff vacancies efficiently and effectively. A targeted recruitment strategy, the maintenance of suitable personnel numbers, the presence of a trained workforce, effective employee utilization, and good succession planning are required for this. Employee performance and human resource planning (HRP) are associated because doing so guarantees that employees receive the proper training and that HRP is in line with organizational objectives.

Anticipating future HR demands will have an impact on the process for broadly forecasting future HR requirements in order to ensure the proper quantity and kind of workers. Staffing levels make it feasible to guarantee that employees are grouped according to talents and that those chosen for a position are competent. Succession planning affects how people improve their talents by positioning workers to take on crucial roles in the future. Employee performance, which is characterized by high-level performance, effectiveness, goal achievement, and high quality, is the dependent variable. A company's ability to achieve its goals and objectives is greatly influenced by HRP.

Examples of these impacts include: responsive healthcare services to prevent avoidable deaths that can be avoided by quick response; quality services where medicine is available and qualified staff are provided; achievement of organizationally set goals; high employee productivity; and efficient resource management to prevent customer dissatisfaction.

2.6 Conceptual framework

The conceptual framework is developed to determine the relationship between (HRP) Human Resource Planning and Employee Performance among nurses in Anwar Shekha Hospital. Figure 2.6 shows the conceptual framework for this study. The arrow from the independent and dependent variables illustrates that Human Resource Planning is the predictor of Employee Performance.

The assumption made for this study is the higher the Human Resource Planning among nurses, the higher the level of Employee performance.

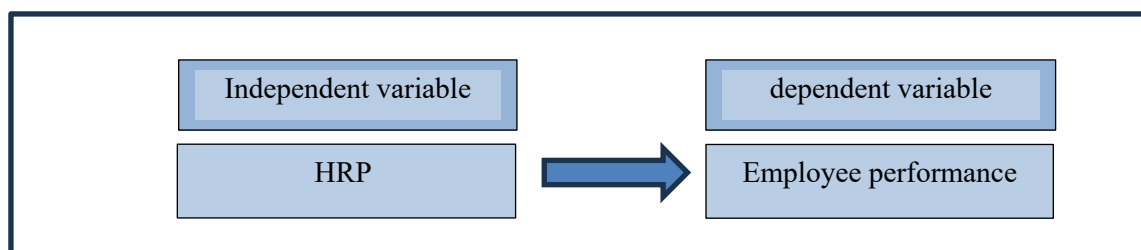


Figure 2.1: Conceptual Framework

2.7 Summary

In summary, this chapter covered (HRP) and employee performance. based on an analysis of previous studies. Additionally, this literature review offers a distinct description and theoretical framework relating dependent and independent variables factors in this study. The effects of earlier research on employee performance and HRP were also covered in this chapter. In Addition the Information obtained from theories and models is extremely helpful in the creating the study. The conceptual framework was established by earlier studies, developed to provide a view of the research being done. Furthermore, this chapter is vital for gathering resources and insight about employee performance and human resource planning for employees.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Research Methodology is a crucial part of every research in which researchers attempt to clarify the method and procedures that are used in this study to examine and assort data, This Chapter will explain the research design, population and sampling, research instrument as well as data analysis exercised.

3.2 Research Design

The strategic plan to acquire all the data and information required to address the study's research objectives and research questions is referred to as the research design. The goal of the research design in this study is to ensure that the data collected can be used in the future to as clearly answer the research questions as feasible. The researcher is attempting to analyze the relationship between human resource planning and employee performance in light of the study's research topic. To quantify the relationship between HRP and employee performance, a quantitative approach will be used in the form of surveys. in nature this study is Descriptive and Correlational study. Employees (nurses) of Anwar Sheikha will receive the questionnaires. The questionnaires will be separated into three sections: demographic, HRP, employee performance. The respondents are required to provide a 5-Likert scale response to each question. The questionnaire that is going to be used is to measure the HRP and employee performance among Anwar sheikha employees. Meanwhile, questionnaire will be used to evaluate employees' perception of HRP.

3.3 Population And Sampling

The employees of the Kurdistan/Iraqi Anwar Shekha hospital make up the study's population. The workers from the nurse department inside the hospital will make up the sample for this study. The total number of population of Anwar sheikha hospital is 100 - 110 From the total population, 70 of sample is selected, Convenience sampling has been applied on obtaining the sample based on krejcie & Morgan (2011) . It would be ideal to use the entire population in every type of study, but most of the time it is not feasible due to the population's nearly finite size. Convenience sampling (also referred to as Haphazard Sampling or Accidental Sampling) is a type of nonprobability or non-random sampling where members of the target population are included for the purpose of the study if they meet specific practical criteria, such as easy accessibility, geographic proximity, availability at a specific time, or the willingness to participate. Convenience samples are frequently referred to as "accidental samples" because components of the sample may be chosen by chance since they are administratively or physically close to where the researcher is collecting data.

3.4 Research Instrument

According to DiscoverPhDS (2020) “Any tool you might implement to gather, measure, and analyze data pertinent to your study topic is referred to as a research instrument a research instrument may be in the form of a questionnaire, survey, interview, checklist, or straightforward test, The researcher will choose which exact research instrument tool to utilize. Additionally, it will be closely tied to the individual study's methodology”. This research will use convenience sampling and reliability value. A researcher chooses a portion of a population using Convenience sample a type of probability sampling. The probability of being selected is the same for everyone in the population. The data is then gathered from as much of this random selection as is practical. We created google form to collect data and information this questionnaire contains four sections (Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Section one is demographic, section two is human resource planning, section three is employee performance.

3.4.1 Section A: Demographic Information

The demographic section of the questionnaire makes reference to the biological data and background details of the respondents. This section's objective is to gather information on the respondents. History details such as gender, age, and work experience are included in this area.

Section A: BIO -DATA

1. Indicate your age bracket in years

- ☐ Below 21
- ☐ 21-30
- ☐ 31-40
- ☐ 41-50
- ☐ Over 51

2. Your age

- ☐ Male
- ☐ Female

3. The years you have worked for Anwar Shekha hospital

- ☐ 1-5
- ☐ 6-10
- ☐ 11-15
- ☐ Above 16

3.4.2 Section B: Human Resource Planning

This survey's Section B gauges respondents' use of human resource planning. The concepts in this section were taken from the theory of human capital. Adam Smith, a Scottish economist, authored the first publications on human capital in the eighteenth century. However, American economist Greg Becker was unquestionably the theory's biggest supporter. Through his work in economic sciences, he developed the idea of investing in people (Health Assured team,2021). His works offer us a glimpse into the connection between labor and output. And how contemporary human resources might enhance the workplace People shouldn't be considered as commodities in the theory (Health Assured team,2021). Instead, consider it as an investment in their abilities and performance that will benefit the company as well as individuals (Health Assured team,2021). The HRP comprises of 4 item categories broken down into 1 dimensions: HRP mainstreamed to company goals. In this part, nurses who responded were asked to rate their level of human resource planning on a five-point scale from one to five. Strongly disagree is indicated by 1 while strongly agree is shown by 5 . According to the question posed, the respondent would be asked to rank their opinions. The five-point Likert scale used to gauge respondents' HRP is shown in Table 3.1, along with the dimension and items, in Table 3.2.

Table 3.1: Likert Scale (Shaffril, Omar, Hassan, Bolong and Silva, 2012)

Likert Scale	Level of HRP
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.2: The Dimensions and Items on HRP (Health Assured team,2021)

Dimension	Items
HRP mainstreamed to organizational goals.	<ol style="list-style-type: none">1. Selection of a candidate in our organization is strictly based on his/her merit.2. Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment.
Succession planning	<ol style="list-style-type: none">1. Our organization places the right person in the right job.2. I have succession planning in the place.

3.4.3 Section C: Employee Performance

This questionnaire's Section C is used to gauge respondents' employee performance levels. The Areas of employee Performance, created by Yasith Weerasinghe on October 25, 2013, is the questionnaire that was used. There are 8 items in the questionnaire for each of the two dimensions of responsive healthcare services, and workforce productivity. Each statement will be rated on the respondents' level of agreement. This section uses a five-point scale from 1 to 5 to gauge respondents' levels of organizational performance. While 5 indicated strong agreement, 1 indicated severe disagreement. The five-point Likert scale used to gauge respondents' organizational performance is displayed in Table 3.3.

Table 3.3: Likert Scale (Boamah & Laschinger, 2016)

Likert Scale	Level of employee performance
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.4: The Dimensions and Items on Employee Performance (BT Yasith Weerasinghe on October 25,2013)

Dimension	Items
Responsive healthcare services.	<ol style="list-style-type: none"> 1. My charge nurse makes me feel supported. 2. I can get help from other nurses while I'm in unfamiliar situations or undergoing new procedures. 3. When accessible, I took on tough work assignments. 4. I feel good about my work
High employee productivity	<ol style="list-style-type: none"> 1. I was able to plan my work to be completed on schedule. 2. I actively pursued for methods to raise my performance at work. 3. I can see my work product in the future. 4. I made an effort to maintain my job skill current.

3.5 Pilot Study

A pilot research was carried out to assess the reliability and validity of the instruments that were used. It is crucial to identify any problems or errors at this time in order to ensure that the instruments used in the actual study are effective and functional. In this investigation, 15 (nurse) employees in total were selected to take part as responders in the pilot study. One of the instruments looked at during the pilot project was the questionnaire on employee performance and human resource planning among nursing staff. The survey questions were evaluated for precision and their potential to precisely capture the essential subjects included in the research in order to validate the questionnaire. A subject matter expert from a chief nursing officer (CNO) with 10 years of professional experience reviewed the questionnaire. The questionnaire's reliability was evaluated after its validity had been proven. To test the instrument's dependability, 15 Anwar Shekha employees were picked at random. The employee performance questionnaire and the HRP questionnaire were both examined throughout the pilot study. The validity of this study was

assessed by evaluating the items using a Cronbach's Alpha that was generated using SPSS version 16. The range of Cronbach's Alpha values is 0 to 1. Cronbach's Alpha is considered to be particularly reliable if it is closer to 1. The table for Cronbach's Alpha for internal consistency is shown in Table 3.5 below:

Table 3.5: Coefficient Alpha Scales

Range in Scales	Consistency/ Reliability
0.80-0.99	Very Good
0.70-0.80	Good
0.60-0.70	Fair
0.60 and below	Poor

A pilot study was conducted with 15 respondents who work for Anwar Shekha. Table 3.6 below displays the pilot study's findings. The reliability of the HRP and employee performance questionnaires was demonstrated by Cronbach's Alpha values.

Table 3.6: Result of Pilot Study

Table 3.6: Result of the pilot study

Section	Dimension	No of Questions	Cronbach's Alpha
B	HRP	4	0.615
C	Employee Performance	8	0.606

3.6 Data Analysis

The program Statistical Package for Social Science (SPSS) will be used to assess the data gathered. SPSS is used to assess and organize the collected raw data in a way that can help answer the previously specified research questions. To investigate and analyze the relationship between HRP and employee performance , both descriptive and inferential analysis will be used. The purpose of this study is to ascertain how employee performance and HRP connect to nurses in Anwar Shekha. Using descriptive statistics, we will evaluate the employee performance and HRP of the respondents. The results of the descriptive statistics are presented using the mean score, percentage, and frequency. The relationship between HRP and employee performance will also be investigated using the Pearson (r) correlation inferential statistic.

Table 3.7: Data analysis method for Research objectives

Research Objective	Instrument	Analysis Method
To evaluate the effect of employee performance on the level of human resource planning	Human resource planning questionnaire.	Descriptive analysis (Mean, Standard deviation, Percentages).
To identify the level of employee performance among the employees.	Employee performance questionnaire.	Descriptive analysis (Mean, Standard deviation, Percentages).
To analyze the relationship between human resource planning and employee performance.	Human resource planning and employee performance questionnaire.	Inferential analysis person correlations.

3.6.1 Descriptive Analysis: Mean Score Analysis

Mean, percentage, and frequency will be employed as the descriptive analysis in this study. For each item, descriptive analysis will be performed to examine the information gathered in Sections A, B, and C. Only percentages and frequency are utilized in Section A's discussion of the respondents' demographics, which includes things like their ages, and employment experiences. While Section C will talk about employee performance, Section B will talk about human resource planning. The degree of HRP and employee performance among respondents was estimated from the data using the mean score, percentages, and frequency. The range value is divided into low, medium, and high categories. The level to each research dimension will be determined by computing the mean score ratio, which is displayed in Tables 3.7 and 3.8. The mean score's computation and distribution are displayed below and The calculation and distribution of the mean score are shown below:

$$\text{Level} = \frac{\text{Highest mean score} - \text{Lowest mean score}}{\text{Total Number of Level}}$$

Table 3.8: The Level of HRP among Employees

The mean score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

Table 3.9: the level of employee performance among employees

The mean score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

3.7 Statistical Inference

In this study , inferential statistics are used to analyze connections, assess differences, and make predictions. Spearman correlation will be employed as the inferential statistic in this study to assess the association between HRP and employee performance. The strength of the correlation between the independent and dependent variables is shown by the Spearman Correlation Coefficient (r). With a significance threshold of $p < 0.05$, the correlation coefficient (r) revealed the existence of the link. A positive or negative link between two variables is possible.

3.8 Research Ethics

It is important for a researcher to follow the proper research ethics when conducting investigations. As a result, the researcher will need to follow to proper research ethics when carrying out this study. For instance, prior to delivering the questionnaire, the researchers will notify the respondents about the study by presenting them with a letter of consent from the institution. In addition, the researcher must guarantee that the respondents who will take part in the study won't suffer any damage. In addition, based on the information provided, the researcher must protect the respondents confidentially. In this study, the respondent will be given significant priority. In this study, the respondent will be given significant priority. The respondent's information will be treated in strict confidence and used exclusively for data analysis. Last but not least, none of the replies collected for this study are regarded as correct or incorrect.

3.9 Summary

In conclusion, this chapter covered the study design, population, and sample that would be used, as well as the methods employed and the data collecting technique. Before giving it to the sample, its validity and reliability will be tested. The process of data analysis has also been discussed.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

The aim of this chapter is to analyze the collected data and interpreting the findings in fulfilling the research objectives and answering the research question throughout the obtained data. SPSS Statistics Software is used to for frequency analysis tables of demographic data, reliability test, mean score analysis for the human resource planning and employee performance, and correlation analysis in understanding the relationship between both independent and dependent variable of this study.

4.1 Demographic Analysis

In this research, based on the 100 -110 population, 70 samples have been selected and 70 questionnaires has been distributed to the sample selected by random number generator. returned questionnaire is 60, and usable questionnaire for the analysis is 60.

4.1.1 Respondent's Gender

Table 4.1 shows the frequency of respondents' gender in Anwar Shekha hospital. There are 2 categories of gender which are male and female. The number of female nurses is 44 people (73.3%) while the number of male nurses is 16 people (26.7%).

Table 4.1: Respondents gender

Gender	Frequency	Percent (%)
Male	16	26.7
Female	44	73.3
Total	60	100

4.1.2 Respondent's Age

Table 4.2 shows the frequency of respondents' age in Anwar Shekha Hospital. most respondents are at the age of 21-30 which is 29 people (48.3%), followed by respondents at the age of 31 until 40 years old which is 20 people (33.3%) while the respondents between the age of 41 until 50 years old is 5 people (8.3 %) and the respondents at the age of over 50 years old is 0 people (0.0%)

Table 4.2: Respondents Age

Age	Frequency	Percent (%)
Below 21years old	6	10
21-30 years old	29	48.3
31-40 years old	20	33.3
41-50 years old	5	8.3
Over 50	0	0

4.1.3 Respondent's Work Experience

Table 4.3 shows the frequency of the respondents' work experiences in Anwar Shekha Hospital. This research shows that most respondents have 1-5 years' experience working in the hospital which is 30 people (50 %). The number of people who have 11 to 15 years working experiences is 29 people (48.3 %). Lastly, there are only 1 people who have above 16 work experience which is (1.7 %).

Table 4.3: Frequency of Respondents' Work Experiences

Work Experiences	Frequency	Percentage (%)
1-5 years	30	50
11 to 15 years	29	48.3
Above 16 years	1	1.7
Total	60	100

4.2 DESCRIPTIVE STATISTICS (MEAN SCORE ANALYSIS)

Descriptive Statistics is performed to in addition give an explanation for the acquired records and help and summarize the outcomes of this studies. Aiming to fulfil the research objective 1 and 2, mean score analysis is performed. Full info concerning the findings can be proven with inside the subsequent subsection.

4.2.1 Objective 1: To evaluate the effect of the employee's performance on the level of human resource planning.

The dependent variable, employee performance mean score is 3.622 which is considered to be moderate according to Zikmund, Babin, Carr & Griffin (2013). So, it concludes that employee performance among employees of the hospital in Sulaymaniyah is moderate.

Table 4.4: Descriptive Statistics of Employee performance

Items	SD f (%)	D f (%)	N f (%)	SA f (%)	A f (%)	Mean	Std. Deviation	Level
EP1	1 (1.7)	16 (26.7)	21 (35.0)	17 (28.3)	5 (8.3)	3.1500	1.22613	moderate
EP2	12 (20.0)	14 (23.3)	26 (43.3)	8 (13.0)	11 (21.2)	3.5000	1.10036	moderate
EP3	12 (3.8)	13 (11.5)	27 (15.4)	8 (50.0)	10 (19.2)	3.5167	1.03920	moderate
EP4	11 (5.8)	10 (3.8)	31 (21.2)	8 (48.1)	11 (21.2)	3.6000	1.02661	moderate
EP5	1 (1.7)	21 (35.0)	17 (28.6)	20 (33.3)	1 (26.9)	2.9833	.97073	moderate
EP6	4 (18.3)	12 (16.7)	16 (51.2)	19 (13.2)	9 (26.9)	3.2833	1.02954	low
EP7	3 (7.7)	13 (3.8)	5 (11.5)	25 (44.2)	14 (32.7)	3.9038	3.14206	high
EP8	1 (1.7)	8 (13.3)	19 (31.7)	26 (43.3)	6 (10.0)	3.9615	3.06571	High
TOTAL:						3.622	0.0677	moderate

4.2.2 Objective 2: To identify the level of Human resource planning among employees.

The independent variable, of human resource planning mean score is 3.462 which is considered to be moderate according to Zikmund, Babin, Carr & Griffin (2013). So, it concludes that of human resource planning among employees of the hospital in Sulaymaniyah is moderate.

Table 4.5: Descriptive Statistics for HRP

Items	SD f (%)	D f (%)	N f (%)	SA f (%)	A f (%)	Mean	Std. Deviation	Level
HRP1	2 (3.3)	7 (11.7)	14 (23.3)	25 (41.7)	12 (20.0)	3.6333	1.04097	moderate
HRP2	1 (1.7)	3 (5.0)	7 (11.7)	36 (60.0)	16 (21.7)	3.4423	0.83209	Moderate
HRP3	6 (10.0)	11 (18.3)	30 (50.0)	13 (21.7)	9 (17.3)	3.5769	0.88618	Moderate
HRP4	1 (1.7)	12 (20.0)	13 (21.7)	24 (40.0)	20 (34.6)	3.8654	1.049604	High
TOTAL						3.462	1.09572	moderate

4.2.3 To analyze the relationship between human resource planning and employee performance.

The third objective is to study the relationship between the human resource planning and employee Performance among nurses in Anwar Shekha Hospital Table 4.6 illustrates the correlation analysis between the Human Resource Planning and Employee Performance among nurses in Anwar Shekha Hospital Overall, the findings indicate that there is a positive relationship between the Human Resource Planning and Employee Performance. it is still significant because $p < 0.01$. Therefore, the hypothesis is accepted. This finding shows that some of the dimension in the human resource planning has a highly significant relationship with employee performance.

Table 4.6: Correlation matrix between independent and dependent variable

		Human resource planning	Employee Performance
Human resource planning	Pearson Correlation	1	0.525**
	Sig. (2-tailed)		<.001
	N	60	60
Employee Performance	Pearson Correlation	0.525**	1
	Sig. (2-tailed)	<.001	
	N	60	60
**. Correlation is significant at the 0.01 level (2-tailed).			

From table 4.6 The findings indicate a substantial positive link between human resource planning and employee performance ($r=0.525$, $p.001$). Furthermore, Pallant (2016) classifies the association between human resource planning and employee performance as strong (0.50 to 0.69).

Table 4.7: Regression Analysis

Objective	Regression Weights	Beta Coefficient	R2	F	P-value
RO3	HRP → EP	0.525	0.398	56.544	0.001

4.3 Summary

The data analysis has been carried out in this chapter to explain and display the data gathered from the questionnaires. Descriptive frequency analysis, reliability testing, mean score analysis, and Pearson correlation analyses were performed with the goal of achieving the study objectives that were established earlier in the research. The following is a summary of the findings:

Table 4.8: Summary of Findings

Research Objective	Findings	Interpretation
<u>RO1:</u> to evaluate the effect of the employee's performance on the level of human resource planning.	Mean = 3.462 (Moderate)	The level of employee performance among employees of the hospital in Sulaymaniyah is moderate.
<u>RO2:</u> To identify the level of employee performance among the employ.	Mean = 3.622 (Moderate)	The level of employee performance among employees of the hospital in Sulaymaniyah is moderate
<u>RO3:</u> To analyze the relationship between human resource planning and employee performance	Correlation: r:0.525 p <0.01 high correlation Regression R2: 0.398 b: 0.525 p: 0.001	There is a high correlation between human resource planning and employee performance There is a positive significant relationship between human resource planning and employee performance Human resource planning significantly predicted employee performance Huan resource planning able to explain 39.8% of the employee performance

CHAPTER 5

DISCUSSION, RECOMMENDATION, AND CONCLUSION

5.0 Introduction

This chapter's goal is to determine whether the indicated specifications that were added in chapter 1 have been met by comparing the results of the discoveries to them. Limitations and recommendations are provided in order to help future research on the subject along the path it is meant to take.

5.1 Discussion

Three research goals, including determining the relationship between human resource planning and employee performance, are discussed in the data analysis. 100 employees of the Anwar Shekha Hospital, who varied in age, gender, and job history, received questionnaires.

5.1.1 Objective 1: To evaluate the effect of the employee's performance on the level of human resource planning.

The first objective of this research is to identify the effect of the employee's performance on the level of human resource planning among nurses in Anwar Shekha Hospital. Based on the findings, it shows that the level of HRP and effect on employee performance among the nurses is moderate and its (3.462) consistent with the discoveries of a research on clinic nurses conducted by Pincus (2012), who revealed that fulfillment with effect employee on level of human resource planning In accordance to Brownell (2005). The assumption was that effective HR can ensure that the organization has the correct number of staff with the right skills placed in the right place to enable the Ministry to meet its organizational goals. The period of study was chosen to cover the health service delivery before and after devolution. In addition, there were two (2) specific objectives to

determine the extent to which aligning HRP to the ministry's strategic goals impacts employee performance there to assess the impact of optimal staffing on employee performance.

The study sought to answer the following research questions; to what extent does align HRP to the Ministry's Strategic Goals impact employee performance? how does ensuring optimal staffing level affect employee performance? The key findings of the literature reviewed were that in public organizations, the dramatic shift in workforce demographics has necessitated appropriate HR strategy, policy, and practice. HRP is necessary to work out the number and categories of employees that will be needed by the organization to successfully achieve its mandate (Ghazala & Habib, 2012;, Reilly (2003). It is vital for every organization to align its HRP with its organizational goals and objectives because hiring the incorrect workforce or the incapacity to foresee fluctuations in appointment requirements might be expensive in the long run (Sarkodie, 2011). To obtain optimal staffing levels effective demand forecasting and supply forecasting must be undertaken. HR demand forecasting is the process of making estimates of future staff needs according to the right quantity and the desired quality (Woodhall, 2006; Ghazala & Habib, 2012; Griffins, 2006). Supply forecasting is the procedure of approximation of accessibility of the workforce essential to meet the HR demand Reilly, 2003; Kwon, 2009; Kavoo, 2013; Schuler, 2000).

5.1.2 Objective 2: To identify the level of employee performance among employees.

The present study explores the concomitant areas for extending the scope of employee performance as a significant domain of human resource (HR) effectiveness. We have interviewed researchers and corporate practitioners regarding their understanding of performance at the workplace. On the basis of literature and feedback from academicians and industry professionals, a conceptual framework along with 8-an item instrument on employee performance was proposed for empirical validation. The agent obtained empirical views from experts on its proposed dimensions and statements. The retained items were taken for the field survey. Exploratory factor analysis revealed three distinct factors of employee performance that constitute the new scale: Responsive healthcare services and high employee productivity (Pradhan, R. K., & Jena, L. K. (2016).

employee performance mean score is 3.462 which is considered to be moderate according to Zikmund, Babin, Carr & Griffin (2013). Based on the responds to the questionnaire which included questions regarding employee performance the result moderate.

5.1.3 Objective 3: To analyze the relationship between human resource planning and employee performance

The third research objective of this study is to identify the relationship between both (HRP) human resource planning and employee performance. Considering the findings and responses of the questionnaire it can be determined that there is a positive significant relationship between (HRP) human resource planning and employee performance. The mean score of human resource planning (HRP) is 3.462 and the mean score of employee performance is EP 3.622, and four out of five employee performance-related questions had a moderate level of mean score these findings indicate that nurses who are working in Anwar Shekha Hospital have a positive perception on (HRP) Human resource planning and it can be a significant tool for increasing the level of EP employee performance. The results also show that HRP is positively correlated to EP ($R = 0.525$, $P < 0.01$) in addition EP is significantly correlated with HRP ($R = 0.525$, $P < 0.01$).

5.2 Limitation

There are several limitations in conducting this research. The first limitation is the time of activities, sending them a questionnaire and answering the questions took a long period because most of them were workload and there were a lot of patients and their time break was short and they came home late so collecting data was hard. And the second one was, there is a poor plan of HRP and managing the nurses their so maybe if we took a look of other department maybe it's the same or better, so understanding was a little bit hard. the third one it seems like some of them scared to express their feeling and respond to the correct answer maybe its leads to destroying their relationship with their workplace and their manager the last limitation is their HR staff was too little only 10 employees worked, so study on this so maybe we don't get what we want or the research does not work.

5.3 Recommendation

During researching there were a lack of resources especially about DV (Employee performance), recommended for scholar to conduct more researchers over this matter. Also questionnaire for human resource planning was. Too little there were not enough question to put in this research so there are only 4 questions, Its also recommended To ensure optimal staffing levels the AnwarShekha Hospital should undertake professional demand and supply forecasting. This will ensure staff establishment is regularly updated to reduce the variance between the authorized and the in-post. This prevents understaffing and overstaffing. The hospital should ensure that HR is mainstreamed in the overall strategic goals and a budget provided for it. This will curb the succession planning challenges and ensure that critical positions are not left vacant considering the officers are doctors, nurses, laboratory technologist and all the other cadres found in the Ministry. They should ensure that schemes of service are regularly reviewed and emerging issues taken into consideration so as to enhance the career progression of staff. This will ultimately boost their morale and productivity leading to improved service delivery in the Anwar Shekha hospital. the hospital should ensure favorable work environment especially for those officers who deal directly with clients/patients like the nurses and doctors in order to make their work easier and improve service delivery.

5.4 Conclusion

Broadly the study sought to examine the relationship of HRP on employee performance at Anwar Shekha Hospital, Sulaymaniyah. In addition there were three (3) specific objectives to the study which sought determine to evaluate the effect of the employee's performance on the level of human resource planning, To identify the level of employee performance among the employees. To analyze the relationship between human resource planning and employee performance.

After the analysis of the findings the study arrived at the following conclusion: Regarding the first objective of the study, it can be concluded that HRP at Anwar Shekha is not entirely aligned to the strategic goals of Ministry. This is because a majority of the respondents indicated that the system of HRP is not manage well, it implied that HRP issues were not being given the importance that is required. In addition, study findings indicated that Anwar Shekha hospital did not undertake a comprehensive HR planning on annual basis as required. The HR plans were not entirely mainstreamed in overall strategic plan at the hospital. The skills, knowledge and abilities of current staff were not totally put into consideration while developing HR plans. The top management somehow understood how HR affected the realization of organization's objectives.

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APPENDIX A: Research Instrument



Questionnaire

THE RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING AND EMPLOYEE PERFORMANCE AMONG ANWAR SHEKHA HOSPITAL EMPLOYEES IN SLEMANY

Dear Respondent,

This research is being conducted for the attainment of the degree of Bachelor of Science in Human Resource Development within Qaiwan International University. My research is titled 'The relationship between human resource planning and employee performance among Anwar Shekha hospital's employees.

I hereby kindly ask for your cooperation and participation in helping gather data by answering the questionnaire accordingly. I genuinely hope you would take the time to assist me by answering all of the questions honestly and completely. All information will be used solely for research reasons and kept confidential; also, your identity will not be revealed.

Please do not hesitate to contact me if you have any questions.

I highly appreciate your assistance and participation. I wish you the best of luck, In your future pursuits.

Sincerely,

Honya khalid

School of Human Resource Development, Faculty of Social Science and Humanities, Qaiwan International University, UTM Franchise



پرسپار نامه

پهيوډنى ننيوان پلاندانى سسرچاوه مروپپهكان و ئهداى كارمهند لهنيوان كارمهندانى نهخوشخانهى ئهنومر شيخه له سلیماني

وهالمدرموهى بهريز،

ئهم تويزينهويه بو بدمستهنناني بروانامهى بهكالوريوس له زانست له پرمپنداني سسرچاوه مروپپهكان له چوارچيوى زانكوى نيودمولتى قهيوان ئنجام ددرئيت. تويزينهوهكه به ناوى 'پهيوډنى ننيوان پلاندانى سسرچاوه مروپپهكان و ئهداى كارمهند

ليرموه داواى هاوكارى و بهشداريتان دهكم له يارميتيداني كوكردنموه زانيارپپهكان به وهالمدانموه پرسپار نامهكه بهپنى ئهو زانيارپپه بهراستى هيوادارم كاتنيك بو يارميتيدانم ترخان بكس به وهالمدانموه ههمو پرسپارمکان به راستگويى و تمواو. ههمو زانيارپپهكان تانيا بو هوكارى ليكولنموه بهكاردههينزين و به نهينى دههيلارنموه؛ ههموهها، ناسنامهكهت ئاشكرا نابيت

تكايه ئهگه هه پرسپارنيكتان ههيه دوودل مهن پهيوهنديم پيوه بكس. هاوكار و بهشداريتان زور بهرز دهنرخنيم. هيواي سسرکهوتنتان بو دمخوازم، له شويكهوتنهكانى داهاتووتان

دلسوزت

مونيا خاليد

بهكالوريوس

قوتابخانهى پرمپنداني سسرچاوه مروپپهكان، فاكولتى زانسته كومهاليهتيهكان و زانسته مروپپهكان، زانكوى UTM نيودمولتى قهيوان، فرمچايزى

SECTION A

Please read the following statements and TICK (✓) in the appropriate box.

تکایه نهم قسانه‌ی خواره‌وه بخویننه‌ره‌وه و (✓) له بۆکسی گونجاودا.

1. Gender/ ڕه‌گه‌ز

Male		مێ
Female		تێ

3. Age

Below 21	21- 30	31-40	41-50	Over 51
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4. Work experience

1-5	11-15	Above 16

Section B. Human Resource Planning

Please use the following rating scale to indicate the extent to which you agree with the following statements. Please mark on the answer sheet the number corresponding to your answer.

تکایه نهم پښوړه هلمسنگاندنهی خوار مو به کار بهینه یو نمره ی ناماژه به به بکیت که تا چند له گڼل نهم
لڼوانانهای خوار مودایت. تکایه له سمر الپره ی وه المکان نهم ژماریه نیشانه بکه که هاوتایه له گڼل وه المکیت

Level / ناست	1	2	3	4	5
Scale / سکه یل	Strongly Disagree/ زور نارازیم	Disagree/ نارازیم	Neutral/ نیالین	Agree/ رازیم	Strongly Agree/ زور رازیم

Human resource planning / پلاندانی سرچاوه مروییه کان	1	2	3	4	5
1. The selection of a candidate in our organization is strictly based on his/her merit. ملېژاردنی پالټور او ټیک له ریڅخراوه که ماندا به تهاوی له سمر بنه مای شایسته یی خوی دامه زراوه					
2. Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment. زانیاری پټویست و گونجاو دهر باره ی ریڅخراوه که و کار پیشکش به پالټور او که ده کریت له کاتی دامه زرانندا					
3. Our organization places the right person in the right job. ریڅخراوه که مان که سټکی گونجاو له شوینی گونجاودا ده زراوه					

4. I have a succession planning process in the place من پروسه ی دانیشتنی پلانم هه یه له شوینی					

Section C. Retention

Please use the following rating scale to indicate the extent to which you agree with the following statements. Please mark on the answer sheet the number corresponding to your answer.

تکایه ئهم پێومره ههڵسهنگاندنهی خوارمه بهکاربهێنه بۆ ئهوهی ئاماژه بهوه بکهیت که تا چهند لهگهڵ ئهم لێدوانانهی خوارمه دایت. تکایه لهسههر الیهرهی وهآلمهکان ئهو ژمارهی نیشانه بکه که هاوتایه لهگهڵ وهآلمهکته

Level / ناست	1	2	3	4	5
Scale / سکهیل	Strongly Disagree/ زور نارازیم	Disagree/ نارازیم	Neutral/ نیالین	Agree/ رازیم	Strongly Agree/ زور رازیم

Employee performance / کارمهند					
1. I can see my work product in the future . ده توانم . له داهاتوودا به رهه می کاره که م ببینم					
2. actively looked for ways to improve my performance at work. چالاکانه بهدوای ڕینگاکاندا دهگهڕیم بۆ					

باشترکردنی کارهکانم له کارهکه‌مدا					
3. I made an effort to maintain my job skills current. هه‌و‌لم دا بۆ ئه‌وه‌ی شاره‌زاییه‌کانم له ئیستادا بپارێزم					
4. I can get help from other nurses while I'm in unfamiliar situations or undergoing new procedures. ده‌توانم یارمه‌تی له پهرستارمه‌کانی تر وهر بگرم له کاتیکدا من له بارودۆخیکه‌ی نه‌ناسراودام یان نه‌شته‌رگهری نوێ ده‌که‌م					
5. I feel good about my work. هه‌ست به‌ باشی ده‌که‌م دهرباره‌ی کارهکه‌م					
6. My charge nurse makes me feel supported. پهرستارمه‌که‌م وا له من ده‌کات هه‌ست به‌ پشتگیریه‌ی بکه‌م					
7. When accessible, I took on tough work assignments. کاتیک ده‌ستم پێده‌که‌و‌یت، ئه‌رکیکه‌ی قورسم وهرگرت					
8. I was able to plan my work to be completed on schedule. من توانیم پلان بۆ کاره‌کانم دا‌بنیم بۆ ئه‌وه‌ی له کاتی دیاریکراودا ته‌واو بم					

Thank you for completing this questionnaire.

Your cooperation is highly appreciated

سوپاس بۆ پرکردنه‌وه‌ی ئهم پرسیارنامه‌یه

هاوکاریتان زۆر به‌رز دهنرخینریت

Appendix C: Turnitin Results

Honia 2

ORIGINALITY REPORT

15%	12%	2%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	erepository.uonbi.ac.ke Internet Source	2%
2	www.grin.com Internet Source	2%
3	Submitted to Deakin University Student Paper	1%
4	Submitted to Universiti Teknologi Malaysia Student Paper	1%
5	Submitted to School of Business & Computer Science Limited Student Paper	1%
6	Submitted to Kenyatta University Student Paper	1%
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8	Submitted to University of Wales central institutions Student Paper	1%
9	Submitted to SIM Global Education	

	Student Paper	<1 %
10	itchronicles.com Internet Source	<1 %
11	etd.uum.edu.my Internet Source	<1 %
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13	repo.uum.edu.my Internet Source	<1 %
14	Submitted to Aston University Student Paper	<1 %
15	www.i-scholar.in Internet Source	<1 %
16	Submitted to National Open University of Nigeria Student Paper	<1 %
17	core.ac.uk Internet Source	<1 %
18	Submitted to Mount Kenya University Student Paper	<1 %
19	Submitted to Rushmore Business School Student Paper	<1 %
20	Submitted to University of Melbourne Student Paper	


		<1 %
21	Submitted to Asia Pacific University College of Technology and Innovation (UCTI) Student Paper	<1 %
22	mafiadoc.com Internet Source	<1 %
23	uregina.ca Internet Source	<1 %
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25	Submitted to Coventry University Student Paper	<1 %
26	uir.unisa.ac.za Internet Source	<1 %
27	www.grossarchive.com Internet Source	<1 %
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32	Submitted to UNIVERSITY OF LUSAKA Student Paper	<1 %
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The title of the thesis is:

The relationship between human resource planning
and employee performance

Hence, I declare that:

- ☒ i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty
- ☒ ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.
- ☒ iii) I had submitted the Degree Scroll Information Form.

Student Name: Hanya Khalid Abdul Rahman

Department: Human resource development

Signature: 

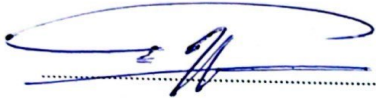
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Department:	FMSS.....
I have examined the thesis of Mr. /Mrs. /Ms.:	Hanya Khalid.....

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Main Supervisor's Signature & Stamp)

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24/7/2024

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I declare that the contents presented in this thesis are my own which was done at Qaiwan International University unless stated otherwise. The thesis has not been previously submitted for any other degree.

I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: Hanya Khalid Abdul Rahman

Signature of Student: [Signature]

IC. No. / Passport No.: 00329734

Date: 21 July 2021