



**T.C
BINGOL UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCE
BUSINESS ADMINISTRATION DEPARTMENT**

**THE ROLE OF HUMAN RESOURCE PLANNING IN ACHIEVING
ORGANIZATIONAL STRATEGIC GOALS – A CASE STUDY AT
UNIVERSITY OF RAPARIN IN RANYA**

**PREPARED BY:
ARWAND HAMAD AMIN AHMED**

MASTER THESIS

**SUPERVISOR:
ASSIST.PROF.DR.NAZIF DEMIR**

BINGOL – 2017



T.C

**BİNGÖL ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI**

**ORGANİZASYONEL STRATEJİ HEDEFLERİNİ GERÇEKLEŞTİRMEK
İÇİN İNSAN KAYNAKLARI PLANLAMASININ ROLÜ –
RANYA RAPARİN ÜNİVERSİTESİNDE ÖRNEK BİR ARAŞTIRMA**

**HAZIRLAYAN:
ARWAND HAMAD AMIN AHMED**

YÜKSEK LİSANS TEZİ

**DANIŞMAN:
Yrd.Doç.Dr.Nazif DEMİR**

BİNGÖL - 2017

CONTENTS

CONTENTS.....	I
BİLİMSEL ETİK BİLDİRİMİ	III
ÖNSÖZ	IV
ACKNOWLEDGEMENTS	V
ÖZET.....	VI
ABSTRACT	VII
LIST OF ABBREVIATION.....	VIII
LIST OF TABLE.....	IX
LIST OF CHART	X
LIST OF FIGURE	XI
CHAPTER ONE: LITERATURE REVIEW.....	1
1.1 ESSENTIALITY OF HR PLANNING IN RAPARIN UNIVERSITY	1
1.2 THEORIES AND MODELS OF HR PLANNING	4
1.3 IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATION GROWTH AND SUSTENANCE	7
1.4 ROLE OF HR PLANNING IN BUSINESS MANAGEMENT	10
1.5 IMPORTANCE OF HUMAN RESOURCE PLANNING	12
1.6 HUMAN RESOURCE PLANNING AND DEVELOPMENT IN ACADEMIC SECTOR	13
1.7 IMPACT OF HUMAN RESOURCE PLANNING ON EMPLOYEE PERFORMANCE.....	14
1.7.1 PLANNING STRATEGY	15
1.7.2 WORKFORCE PLANNING	16
1.7.3 PROCESS OF HUMAN RESOURCE PLANNING	17
1.8 HR DEMAND AND SUPPLY FORECASTING	18
1.9 THE HR PLAN TO IMPROVE EMPLOYEE PRODUCTIVITY	20
CHAPTER TWO : RESEARCH METHODOLOGY.....	22
INTRODUCTION.....	22
2.1 BACKGROUND OF THE RESEARCH.....	24
2.2 RESEARCH RATIONALE.....	27
2.3 AIMS AND OBJECTIVES	29
2.4 RESEARCH QUESTIONS	30
2.5 HYPOTHESIS:	30
2.6 PROBLEM STATEMENT:.....	31
2.7 IMPORTANCE OF THE RESEARCH.....	32
2.8 STRUCTURE OF THE RESEARCH.....	33
2.9 RESEARCH STRATEGY	35

2.10 RESEARCH PHILOSOPHY	36
2.11 RESEARCH ONION	37
2.12 RESEARCH APPROACH.....	37
2.13 RESEARCH DESIGN	38
2.14 DATA COLLECTION METHOD.....	38
2.15 QUESTIONNAIRE METHOD	39
2.16 SAMPLING METHOD	41
2.17 DATA ANALYSIS AND EVALUATION	41
2.18 RESEARCH METHODS	41
2.19 RESEARCH ETHICS	42
2.20 RESEARCH LIMITATIONS	42
2.21 SUMMARY	43
CHAPTER THREE : FINDINGS AND ANALYSIS.....	44
3.1 FREQUENCY ANALYSIS	44
3.2 DESCRIPTIVE ANALYSIS.....	67
3.3 CORRELATION ANALYSIS.....	68
3.4 DISCUSSION.....	69
3.5 HYPOTHESIS TESTING RESULTS	70
CONCLUSION AND RECOMMENDATIONS	72
CONCLUSION.....	72
RECOMMENDATIONS	73
FURTHER SCOPE	74
REFERENCES	75
APPENDIXES.....	83
QUESTIONNAIRE ENGLISH.....	83
ÖZGEÇMİŞ	88

BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım “**ORGANİZASYONEL STRATEJİ HEDEFLERİNİ GERÇEKLEŞTİRMEK İÇİN İNSAN KAYNAKLARI PLANLAMASININ ROLÜ - RANYA'DA RAPARİN ÜNİVERSİTESİNDE ÖRNEK BİR ARAŞTIRMA**” adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

29 / 5 / 2017

İmza

ARWAND HAMAD AMIN AHMED

ÖNSÖZ

Tezin güncel konusu, Ranya'daki Raparin Üniversitesi'nde organizasyonel stratejik hedeflere ulaşmada İnsan kaynakları planlamasının rolü ile ilgilidir. Araştırma beş bölümden oluşmaktadır: giriş, kaynak tarama, araştırma metodolojisi, bulgular ile analiz, sonuç ve öneri.

Bu süreç boyunca yönlendirmesi ve desteği için akademik danışman Yrd.Doç. Dr.Nazif Demir'e teşekkürlerimi sunarım.

Bu çalışmaya katkıda bulunan insanlara ve kuruluşlara, bu araştırmanın başarılı bir şekilde tamamlanmasına katılmayı kabul eden çok sayıda insanın desteği ve teşviki olmadan mümkün olamayacağından teşekkürlerimi sunuyorum.

Bu tezde açıklanan bir şekilde katkıda bulunan tüm şahıslara teşekkürler etmek isterim.

Yüksek lisans eğitimlerimi sürdürmemi sağlayan finansman kaynakları için minnettarım.

ACKNOWLEDGEMENTS

The first In the name of Allah, the Most Gracious and the Most Merciful Alhamdulillah, all praises to Allah for the strengths and His blessing in completing this thesis.

I would like to express my special appreciation and thanks to my academic advisor Assist Professor Dr.Nazif Demir, for his direction and support throughout this process.

I want to thank the following people and organizations who contributed to this handbook by agreeing to participate the successful completion of this research project would not been possible without the support and encouragement of quite a good number of people.

I would like think to all the people who contributed in some way to the work described in this thesis.

I wish to acknowledge friends and family who supported me during my time here first and foremost. I am grateful for the funding sources that allowed me to pursue my graduate school studies.

ÖZET

Tezin güncel konusu, Ranya'daki Raparin Üniversitesi'nde organizasyonel stratejik hedeflere ulaşmada İnsan kaynakları planlamasının rolü ile ilgilidir. Araştırma beş bölümden oluşuyor: tanımlar, kaynak tarama, araştırma metodolojisi, bulgular ile analiz, sonuç ve öneri. Birinci bölümde, araştırmacı araştırma hedeflerini belirler. İK İnsan Kaynakları planlamasının önemini, iş hedeflerine ulaşma yanı sıra artan iş performansı için İK planlama iyileştirmesi için uygun stratejiler önerilir.

Araştırmanın konuları ve önemi de birinci bölümde değerlendirilmektedir. İkinci bölümde, İKY, İK planlama ve İK stratejileri hakkında mevcut ve mevcut literatürler değerlendirilmektedir. Üçüncü bölümde araştırma yöntemleri seçilmiştir. Bu araştırmada pozitivizm felsefesi, tümdengelim yaklaşımı, anket stratejisi ve betimsel tasarım dikkate alınmıştır. Seçilen metodolojik araçlara dayanarak, veriler toplanır, anket kullanılır. Dördüncü bölümde frekans, tanımlayıcı ve korelasyon Pearson gibi analiz araçları ile analiz edilen birincil ham veriler toplanmaktadır. Araştırmanın son bölümünde bulgulara dayanarak sonuç toplanırken, hedefler toplanmış ve analiz edilen nesnel bilgiye dayalı olarak test edilmiştir. Gelecekteki araştırma ve araştırma sınırlamaları kapsamına da burada yer verilmektedir.

Anahtar Kelimeler: İnsan Kaynakları Planlaması, Örgütsel Stratejik Hedefler, Raparin Üniversitesi

ABSTRACT

The current topic of the dissertation is about the role of Human resource planning in achieving organizational strategic goals in case University of Raparin in Ranya,. In order to investigate this, the research is divided into five chapters-introductions, Literature review, research methodology, findings and analysis and conclusion and recommendation. In the very first chapter, the researcher has developed the research objectives namely to understand the importance of HR planning, importance of HR planning in achieving business objectives as well as to recommend suitable strategies for HR planning improvement for increased business performance.

The research questions and importance of the study is also evaluated in the first chapter. In the second chapter, current and available literature on HRM, HR planning, HR strategies are evaluated. In the third chapter, research methodologies are selected. For this research, positivism philosophy, deductive approach, survey strategy and descriptive design are taken into consideration. Based on the selected methodological tools, data is collected. As survey is used, primary raw data is collected which is analyzed in the fourth chapter with analysis tools like, frequency, descriptive and correlation Pearson. In the very last chapter of the research, based on the findings, the conclusion is drawn whereas the objectives are tested based on the objective knowledge gathered and analyzed. The scope of future research and research limitations are also included here.

Key words: Human Resource Planning, Organizational Strategic Goals, University of Raparin

LIST OF ABBREVIATION

Abbreviations	Explanations
HR	Human Resource
HRP	Human Resource Planning
HRM	Human Resource management
OSG	Organization strategic goals
SPSS	Statistical Package for the Social Sciences

LIST OF TABLE

TABLE 1: NAME OF THE DEPARTMENTS	45
TABLE 2: AGE	46
TABLE 3: GENDER	47
TABLE 4: WORKING AT THE UNIVERSITY OF RAPARIN IN RANYA.....	48
TABLE 5: HR PLANNING.....	49
TABLE 6: HR ROLE.....	50
TABLE 7: HR STRATEGIES	51
TABLE 8: HR PLANNING AFFECT	52
TABLE 9: HR PLANNING CREATE A POSITIVE WORK ENVIRONMENT	53
TABLE 10: HR PLANNING APPROACH	54
TABLE 11: HR PLANNING IMPACT	55
TABLE 12: HR ACTIVE ROLE	56
TABLE 13: HR DEPARTMENT OF THE UNIVERSITY DOES PLAY A ROLE OF STRATEGIC HR ..	57
TABLE 14: ROLE OF HR MANAGER FOR ENHANCING THE ORGANIZATIONAL PERFORMANCE	58
TABLE 15: ROLE OF GOOD ORGANIZATIONAL STRUCTURE	59
TABLE 16: IMPACT OF HRM PRACTICES	60
TABLE 17: IMPORTANCE OF THE HR DEPARTMENT TO THE ORGANIZATION	61
TABLE 18: ROLE OF HUMAN RESOURCE TEAM.....	62
TABLE 19: INCORPORATION OF THE ORGANIZATION.....	63
TABLE 20: EFFECTIVENESS OF THE HR PLANNING	64
TABLE 21: ROLE OF HR PLANNING TO MANAGE EMPLOYEES	65
TABLE 22: EFFECTIVENESS OF HR PLANNING FOR FUTURE ORGANISATION	66
TABLE 23: DESCRIPTIVE OF ALL VARIABLES	67
TABLE 24: CORRELATION PEARSON.....	68

LIST OF CHART

CHART 1: NAME OF THE DEPARTMENTS	45
CHART 2: AGE.....	46
CHART 3: GENDER	47
CHART 4: WORKING AT THE UNIVERSITY OF RAPARIN IN RANY.....	48
CHART 5: HR PLANNING	49
CHART 6: HR ROLE	50
CHART 7: HR STRATEGIES	51
CHART 8: HR PLANNING AFFECT.....	52
CHART 9: HR PLANNING CREATE A POSITIVE WORK ENVIRONMENT.....	53
CHART 10: HR PLANNING APPROACH.....	54
CHART 11: HR PLANNING IMPACT	55
CHART 12: HR ACTIVE ROLE.....	56
CHART 13: HR DEPARTMENT OF THE UNIVERSITY DOES PLAY A ROLE OF STRATEGIC HR	57
CHART 14: ROLE OF HR MANAGER FOR ENHANCING THE ORGANIZATIONAL PERFORMANCE	58
CHART 15: ROLE OF GOOD ORGANIZATIONAL STRUCTURE.....	59
CHART 16: IMPACT OF HRM PRACTICES	60
CHART 17: IMPORTANCE OF THE HR DEPARTMENT TO THE ORGANIZATION.....	61
CHART 18: ROLE OF HUMAN RESOURCE TEAM	62
CHART 19: INCORPORATION OF THE ORGANIZATION	63
CHART 20: EFFECTIVENESS OF THE HR PLANNING.....	64
CHART 21: ROLE OF HR PLANNING TO MANAGE EMPLOYEES.....	65
CHART 22: EFFECTIVENESS OF HR PLANNING FOR FUTURE ORGANISATION.....	66

LIST OF FIGURE

FIGURE 1: HUMAN RESOURCE PLANNING	3
FIGURE 2: HARVARD MODEL OF HR PLANNING.....	7
FIGURE 3: HUMAN RESOURCE PLANNING IN ORGANIZATIONAL GROWTH AND SUSTENANCE	8
FIGURE 4: ROLE OF HR PLANNING IN BUSINESS MANAGEMENT.....	11
FIGURE 5: HR DEMAND AND SUPPLY FORECASTING.....	19
FIGURE 6: RESEARCH PHILOSOPHY	36
FIGURE 7: RESEARCH ONION	37

CHAPTER ONE: LITERATURE REVIEW

1.1 Essentiality of HR planning in Raparin University

Human resource management is one of the main aspects in contemporary business scenario consisting of competitive market. The requirement of human capital in a business house or any other organization can be easily fulfilled by it. It relates the business strategies with organizational operations. Globalization instigated the need of proper human resource planning. It also helps in delivering qualitative product in affordable costs (Armstrong, 2009, 21). Furthermore, the principle of HR planning suggests that man power of an organization should be enough in order to achieve the desired goals. It helps an organization stand firm in the world of competition.

In the context of Raparin University, there is an urgent need of proper human resource planning for the progress of scientific level and inaugurate more departments. In order to do so, the university has already developed a human capacity development program so that efficient as well as loyal employees can serve better for the organization's success (Raparinuni.org. 2013, 4).

In Raparin University, the effective human resource planning is being asserted so that the organization can serve the society in a better and beneficial way. The effectiveness of the human resource planning is directly involved with employee management. It motivates the employees to perform better in an organized manner. In order to gain success the mission and vision of the university is directed through a viable human resource planning. It helps in motivation the post graduate students to studying in foreign universities. In this university, the guiding principles are partnership, stewardship and excellence (Chadwick, 2005, 205).

These principles guide the university in decision – making capacity of the human resource by measuring the missions of the university. It fosters an environment allowing the students, faculties, staffs, and, other organizational units to excel and lead. It also supports retention and recruitment of high caliber staffs, faculties and students. It complies with all laws, regulations and policies that are applicable. It leads in quality and innovation. It also employs best practices by promoting fairness

and equity. Moreover, it helps in fostering inclusion and diversity. It demonstrates resource stewardship and fiscal responsibility. Ethical behavior is promoted with the organization (OWOLABI, and MAKINDE, 2012, 84). The University of Raparin focuses on the following point for performing better locally and internationally.

In order to do the needful, they have created an education as well as research work with those of foreign universities. Training of the teaching staffs is the prime responsibility for the production of human resources that are based on international experiences. The university is working towards changing the teaching language into English that is based on the university's capacity in order to orientate certain programs that is compatible to global language.

It has promoted various educational programs on mutual interests with the university's partners (Clardy, 2008, 186). Moreover, the HR management plans to work from international networks like foreign embassies, NGOs and consulates. Hence, the foreign researches have got ample chance to do their research at this university based on its capacity. The planning further goes in hosting international events for promotion of the university's profile worldwide. It is increasing the number of students studying abroad by investing more time getting needed scholarships (Grieves, 2006, 57).

The HR management is also looking after strengthening the English language capacity of first year's students so that they can perform better in foreign universities in pursuing higher studies. Promotion of exchange of academic programs both for students and staffs are taking place. The focus on university curriculum and assurance of quality is ensured by the HR management planning (PARIS, K. 2003, 91).

An image showing the proper human resource planning is being given below.

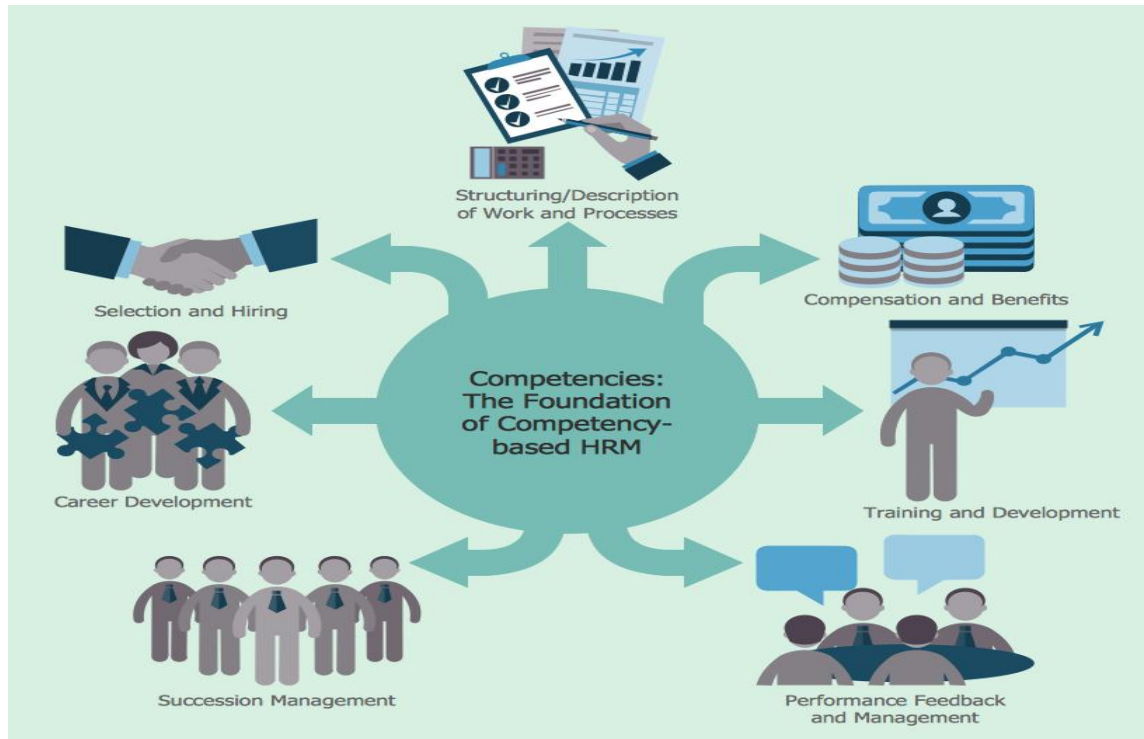


Figure 1: Human resource planning

Source: (Crystalgraphics.com. 2016, 3)

HR planning goals at fulfilling the objectives of manpower condition. In addition, it assistances to mobilize the recruited resources for the productive activities. The HR planning is an important manner aiming to link business strategy and its process (Gilbert et al, 2015, 608). Moreover, the importance of HR planning is warrants that individuals are available to provide the continuous smooth operation of an organization. It means, HRP is regarded as a tool to assure the future availability of manpower to move on the organizational activities. It decides the future needs of number and kind.

HR planning is significant to cope with the change associated with the external environmental reasons. It aids assess the current HR through HR inventory and adapts it to exchanging technological, political, socio-cultural, and economic forces. Another purpose of Human resource planning is to recruit and select the most

capable personnel. It determines HR needs, assesses the available Human resource inventory level and finally recruits the personnel needed to perform the job.

HR planning identifies the skill wants for various levels of jobs. Then it organizes various training promotions to impart the required ability and skill in employees to perform the task efficiently and effectively.

HR planning measures that the organization utilizes and acquires the manpower successfully to achieve goals. HR planning helps in assessing and recruiting skilled HR. It focuses on the utilization optimum of HR to minimize the overall cost of production.

This is attendant with reducing the impact of uncertainty which are brought by unsaddle changes in processes and procedures of HR management in the organization.

1.2 Theories and models of HR planning

HR theories and models are important for the manifestation of relationships between stakeholders and employees of an organization. According to Harvard model, the stakeholders are significant in the matter of organizational development and employees' overall growth. This model can also be applied in a long term planning. Raparin University follows this model and plans accordingly (Hussey, 2006, 1). This model has put the workers' satisfaction level at the secondary place while importance of the stakeholders' are placed in primary place. Corporate strategy is influenced by both internal and external factors, and, is formulated in the top management level. Internal environment formulates both corporate and business strategy. External environment affects business strategy (Comer, B. 2016, 16).

A prime component of human resource planning is forecasting demand. It is necessary to forecast the type and number of people needed for achieving organizational goals. Exist in an open system with a variety of organizational factors like technology, competitive strategy, productivity and structure that influence the labor demand. Utilization of modern technology is related to more demand for knowledgeable workers and less demand for low skilled workers. Certain external factors like liberalization, capital market reforms, liberalization, the online trading systems, etc, have led to the increased demand for finance professionals.

Organizations encouraging latest technology in power, construction, software, automobiles, etc. have influenced the technicians and engineers worth. Forecasting is viewed as an art. It provides inexact approximations and not exact results (Lorette, K. 2015, 2).

Moreover, an organization's strategic plans, production forecasts and sales are involved in HR planning. HR planning is involved with the workforce factors. The employees' retirement, a resignation, terminations, leaves, deaths affects the organization. Productivity depends on the technology, work, capital expenditure, employee motivation and skills. The existing labor cost, including overtime, benefits, training puts a financial constraint on the manpower. Quantitative approaches like the mathematical or statistical techniques are mainly used by the professional planners and theoreticians (Hussey, 2006,2).

Trend analysis forecasts requirements of employees based on organizational index is an important approach for projection of HR demand. Sophisticated HR planning methods involves multiple predictive techniques and modeling. Various mathematical models are used to create HR needs like budget and planning analysis, and, optimization models. In case of qualitative approach, it is less statistical. It reconciles the abilities, interests and aspirations of individual workers with the present and future workers' demands of an institution. In big or small institutions, the planners rely on the expert in preparation of forecasts staff requirements. Managers use expert forecasts for estimating HR requirements. Another qualitative forecasting technique or method is Delphi technique (Locke *et al.* 2009, 4). It decreases the forecast's subjectivity by involving a team of individuals who are pre-selected and therefore solicits and summarize the judgments. This methods work especially in those situations where staffing levels are affected by dynamic technological changes (Rasel, 2015, 3).

The human resource planners' use systematically advanced techniques on the basis of workforce analysis that determines the influx rate and employee outflow. The labor turnover rate or absenteeism rate are calculated by it. Workload analysis is used by the HR planners to calculate the number of people needed for distinctive jobs through a planned output. Job analysis finds out the skills or abilities that are needed to perform the job efficiently. Job description as well as job specification is

the key factor that helps the employees to function effectively. Then, forecasting supply arrives. An organization, after forecasting its future requirements for the workers, searches the place from where all the requirements can be fulfilled. Supply analysis adds procurement planning. It scans both the internal and external environments for the best suited candidate for the particular position (Mabey and Salaman, 2007, 16).

The HR managers always look for the internal sources for recruitment. It is cost saving and is already available in the institution. The employees profile is thoroughly maintained. They use these profiles in case of growth, transfer, promotion, etc. In educational institutions like Raparin universities, the teachers and staffs profile are thoroughly analyzed for any special recruitment, wings change, promotions and other benefits. An internal supply analysis is done with manning charts and staffing tables, Markov analysis, skill inventories and replacement chart. External sources counts when the cost of labor procuring from internal sources is greater and the present employees are not spared for the upcoming assignments (Mello, 2006, 125).

HR is valuable up to which it helps organizations create unique strategies that capitalize on chances and diminishes threats. HR is non-substitutable when alternate ways to gain the benefits the HR provides is impossible to get. Rare HR provides strategic advantages to the corporation which owns it.

Competitors find it hard to spare resources that are difficult to imitate. Some of these are protected by various legal means, including trademarks, patents, and copyrights. HR-based theory also focuses on the merit of an old saying “the entire is greater than the sum of its parts”.

Strategic resources can be created by different strategies and resources, pushing them organized in a way that cannot be copied. Characteristic strategic resources from other resources are important. Cash is an important resource. Tangible goods, including car and home-based are also vital resources (Holstius and Malaska, 2003, 92).

In addition, the employees keep themselves updated on daily basis. Special trainings are given to the employees of the institutions in order to upgrade their skills. Manpower gap determination is another important stage to balance the demand and supply gap. The institution repeats a same step operating in multiple

environments. Moreover, in this short frame of study it would be impossible to mention all the theories and models related to HR planning (Johnson and Johnson, 2016, 125).

In relation to Harvard model, it can be said that, the models depicts that planning has been observed to be based on the projected or manifested relationships between the stakeholders of the organization and the employees. However, other models of HRM may concentrate on the stakeholders, but the Harvard model of HR planning is convinced regarding the fact that stakeholders are as significant as the development and growth of the employees. This model can be applied in the context of long term planning and instances can be delivered in terms of Raparin University that employs long term planning regarding the advancement of the HR department (Thite, 2011, 31). Therefore, it has been realized that this model puts the satisfaction of the workers in the secondary place while placing the stakeholder's importance at the first place.

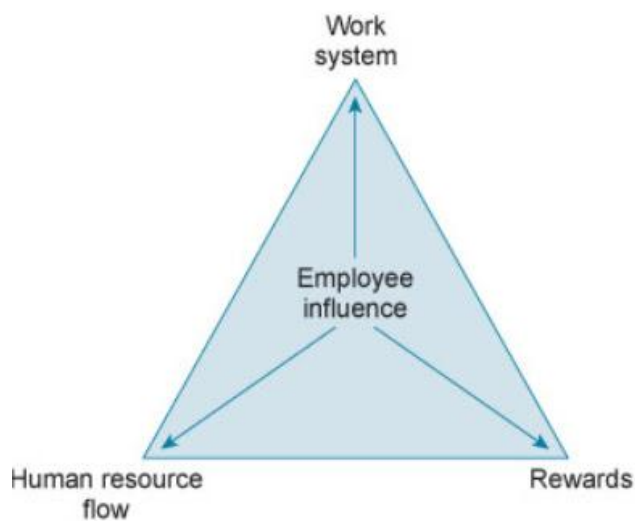


Figure 2: Harvard model of HR planning

Source: (Johnson and Johnson, 2016, 22)

1.3 Impact of human resource planning on organisation growth and sustenance

In Raparin University, a good human resource planning deals with the qualitative estimates taken from the managers. It results in proper inventory of skills. Skill inventories are very simple and are manually kept or maintained and detailed as important part of HRIS, that is, Human Resource Information System. The

affirmative action goals that are set by the organization are being input to the HR demand and supply needs. The affirmative action goals are considered as numbers, whereas, skills are taken as a part of the HR requirements and also inventory (Peery and Salem, 2007, 88). The need of affirmative action goal is the reflection of influence of environment on the organization. Therefore, the human resource planning considers the objectives, structure, culture and human resource management in the total process of planning (Azzam, A. and Jaradat, S. 2014, 19) HR planning reflects the trends and issues of the environment that has great impact on the management of the institution. Certain governmental regulations that are involved with equal opportunity, health and safety, superannuation and affirmative action are integrated with the activities and objectives of human resource management. Changes in the total population's demographic composition affect the availability and also type of labor or teaching staffs. Hence, the Equal Employment Opportunities and Affirmative Actions of the university are impacted by it. The growing employment of women faculties is dependent on the facilities of child care, part time work or teaching, job security during child bearing time, maternity leave and parental leave (Wright, 2010, 189).

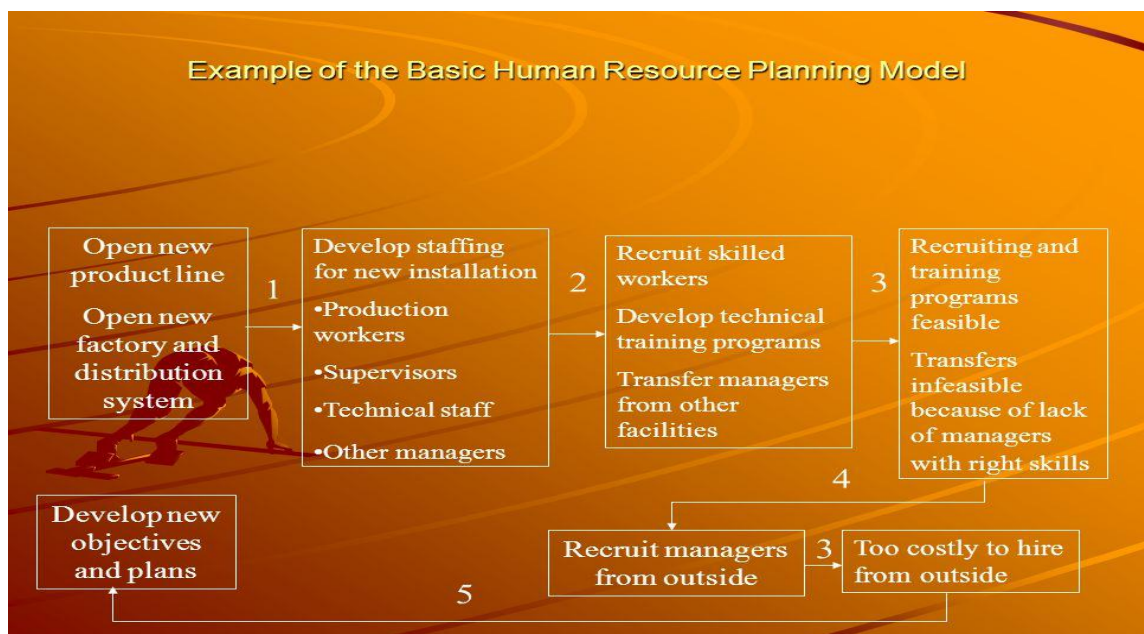


Figure 3: Human resource planning in organizational growth and sustenance

Source: (Crystalgraphics.com. 2016, 2)

An effective human resource planning enables the institution to be proactive and shape its own destiny. Therefore, Raparin University is less surprised by new development or problem. The stakeholders who are affected by the institution are therefore, involved in the process of planning. Thus, the institution gets valuable feedback efforts and areas of improvement. es, classified staffs and academic staffs together bring a unique perspective to the whole process. Involvement in the planning process led to the employees' commitment to the organization's goals (Turnley and Feldman, 2002, 910). Active involvement of the stakeholders helps to create organization's external advocacy. Hence, employers support new degree program and improved curriculum. Stability of the university is confirmed in spite of leadership changes. It also creates an enlarged decision making group through the active involvement of operational and middle level of management (Analoui, 2007, 22).

Quality improvement as a result of HR planning focuses on the operation end (Human Resources University of Michigan 2016, 6). Critical processes are carried out regularly. It provides a complete framework in which processes and quality tools are utilized. HR management planning and consistent improvement of quality improve the organization's ability for meeting the needs and demands of both internal and external stakeholders.

A successful HR planning led to successful recruitment process. In addition, it helps in achieving many goals because it supplies sufficient amount of suitable applicants in order to fill certain vacancies by low cost. It also increases the effectiveness of staff selection process and HR stability (Herriot and Pemberton, 2005, 33). The special efforts of training and examining are less burdened by a proper management system.

The based term of HR management covers "the concepts, strategies, which organizations use to manage and improve the people who work for them" The only key difference between international HR management and HR management is the fact that one relates to multinational companies and the other to based organizations (Du Plessis and Beaver, 2008, 171).

The strategic plan in education was viewed as a tool to articulate organized mission and vision help resources, and promotes organizations focus. Thus, many of the early

strategic planning efforts produced documents that described the institution, but did little to motivate a manner.

These often sowed the sources of discontent within the organization, since many who participated in the process used up long hours on the plan's development and then saw relatively implementation (Hinton, 2012, 25). Whatever the approach, the main to success is to devote the time and HR it takes to improve a policy and practices strategy for your business. It is sage to invest in people of the organization because they build the organization. It's an investment that can be responsible for enormous dividends in terms of increased productivity and litigation. Nonetheless, it is an essential component of your comprehensive people strategy and HR is responsible for overall nurture and growth of this domain.

1.4 Role of HR planning in business management

As per (Scullion and Collings, 2011, 12). The business owners usually prepare a business plan before the start of any new business. However, small business owners do not include HR planning in their overall business plan on a regular basis. Nevertheless, it is of utmost importance to forecast the needs of the employees properly. Failure in the matter of market threats assessment can surely jeopardize the business viability. The success of any business is directly linked with its workers (ANYIM, F. 2012, 41). Underachievement led to failure in the workplace. It is very costly to hire wrong people and failing to recognize hiring needs fluctuations. Therefore, planning of human resource helps to be sure that the employees have the correct amount of skills and competencies needed for the particular business. HR plans always work hand in hand with the business plan in order to determine the necessary resources needed for goal achievement. It helps in better preparation of staff turnover, strategic hiring and recruitment. It further alleviates stress in time of emergency (Pollitt, 2010, 45).

Forecasting demand is an important part of planning in business management. This creates a clear idea about the present situation of the business along with its revenues and sales. The financial success of any business is tied to the HR planning. Fewer employees are unable to fulfill varied demands that can further turn away happy customers (Bradley, J. 2015, 2). Every business owner is proactive. If the

owner is well aware of the current situation of business, He can recruit employees who are willing to grow the organization and meet the needs. If the owner is enthusiastic about bringing new talents to the organization on –board and are optimized about company’s success, the employees also happily helps the owner in meeting goals (Hatcher, 2009, 1).

Another important role of HR planning is to find balance between efficient service and effective employees. All businesses have ups and downs. In every organizations time comes when the business is booming and all the employees are very busy meeting deadlines, coping with sales, filling targets, quenching customer queries and dealing with marketing matters. On the other hand, sometimes business go through a downtime and slow and the employees are not busy. Smart business owners keep some side works or projects in order to keep the employees busy. They always ask for inputs from their employees (Mostaghim *et al.* 2013, 2).

The downtime is actually the perfect time for exploring new ideas. It keeps the workers engaged and further results in productive business without sacrificing a lot. This helps in effective team building, communication between staffs and board members increasing in greater satisfaction, organization’s vision is shared, and,



increase productivity. Simultaneously, HR planning helps in proper evaluation of size, nature, application and distribution of human resources for accomplishment of the required demands (Noe, 2006, 43).

Figure 4: Role of HR planning in business management

Source: <http://www.themanagementskills.com>

1.5 Importance of Human resource Planning

Planning according to Askegren (2005, 34), is a defined work which demands concentrated effort that is implemented to help in completing the work in a smooth manner by eliminating complications from the existing system. Planning is always implemented with a purpose. It is a process of gathering information, which would help managers as well as supervisors in taking proper decision. Information, which is finally obtained at the end of the process, is utilized to consider advanced actions for meeting organizational goals (Grieves, 2003, 34).

An organization benefits immensely by implementing human resource planning approaches. Some of the key benefits that could be detailed below are;

- i) Plan for substantive reason in order to attain practical effect by managing the use of available resources or by making the resources flexible and help in solving inherent issues.
- ii) With the help of an apt plan, the organization is able to understand the present issues that might lead to confrontation in future, hence help in apt management of the challenging environment.
- iii) Planning for communication flow within the organization and maintain connection between HR plans and business plans to ensure cooperation between the departments.

Human resource planning is considered within the context of an organization. The process help in successful forecasting of future people requirement within the organization (Bratton and Gold, 2000, 12).

The importance of HRP could be elaborated below;

- i. Human resource planning helps in identifying future staff needs of the organization. If there is a surplus or shortage of staff in an organization, the issue could be solved by implementing at planning. Historically as a result of effective HR planning activity, public sector companies suffered immensely till 1980s and often found them either overstaffed or dearth in employees and adopted either recruitment measure or elimination of employees (Hatcher, 2009, 1) Labor problem will be solved only through adequate human resource planning.

- ii. With time human resource planning has evolved as an integral aspect of strategic planning. The human resource planning helps in developing effective processes for adopting key strategies to implement new staffs. HRP is essential at the recruitment stage and assist in considering apt decision to help organizations in adapting effective structure, process and human resource (Sanders et al, 2008, 416).
- iii. In countries where there lies a pool of educated unemployed, the HR manager is burdened with the duty of selecting and recruiting right people at the right position within the organization so that the desired position is filled with an individual with effective skill (Swanson and Holton, 2009, 112). The plan also aims at addressing the issue of frequent staff shortage. Manpower planning is a process which helps in improving the system in the form of skill development and ensures that the skilled manpower is managed in a proper manner.

1.6 Human resource planning and development in academic sector

Empirical study puts forward the concept that the human resource planning occupies an important role in forecasting future demands of the organization and it further assist in managing human resource demands as per the inherent needs of the company in a planned way. Those companies that consider employees as an asset of the organization specifically adopt human Resource planning according to the studies of Elegbe (2010, 37).

There are several factors, internal and external which influence the human resource planning of the organization and align the people management planning with strategic planning and management approaches (Sheehan and Cooper, 2011, 757).

Since the organization has to constantly focus on planning organizational activities and ensure apt business performance, academic organizations in particular emphasis on working on numerous issues of human resource planning, such as streamlining the flow of communication across the several departments of the organization, recruitment and planning, employee motivation and satisfaction etc, to significantly enhance the overall performance of the academic institute (Askegren, 2005,41).

It has been further studied that the HR plays strategic role in managing and planning human resource activities within an organization. In relation to this it has been studied from Askegren (2005, 68) that the strategic role of human resource planning does not only aim at meeting short term organizational goals, but also help in meeting several crisis and unexpected situations. Hence, it has been identified by Venkatesh (2012, 47) that human resource planning plays a significant role in human resource management and this process if utilized in a proper manner would help in dealing with human capital that would help the organization in getting competitive advantage in the prevailing market. Human Resource planning in the academic institutes hence involves a process through which employees maintain best level of interaction with their jobs, and the planning further assures that there are right numbers of employees in the organization. Key functions of human resource planning includes, labor forecasting, managing employee demand as per the supply of manpower in the market and maintain balance between labor supply and meet demand predictions (Huang, 2004, 47).

1.7 Impact of human resource planning on employee performance

Performance efficiency improves after employee training, and in this respect, Meijerink *et al.* (2013, 1529), mentioned that without apt HR planning an organization could not attain its goals. Human resource plan sets the base for all activities connected with human resource activities. Ulrich added that HR planning assist in developing organizational functions in a strategic manner. It is with the help of a proper plan that areas than need special attention are identified and also specially attended to grow and succeed. It is planned process through which the need for employees are training is identified and gaps are identified in performance so that effective alternative strategies could be implemented for improvement in overall performance. Performance improvement according to Werner (2014, 134), should be implemented in a planned manner so that the performance system is managed well and an overall environment of motivation is nurtured which employees work in absolute committed manner.

Organizations are affected by many internal and external factors that change the nature of individual need for skill sets and job roles. An HR strategy linked to the

organizational strategy is superior placed to anticipate any such change (Maina and Kwasira, 2015, 1575).

Employees who are trained and supported in their jobs tend to be more contented and more productive. Moreover, organizations with a positive reputation face hurdles to effective recruitment. These factors are important elements in accepting why HR strategy link to organizational strategy (Afzal, 2013, 176).

In business, this means you need to have clear reporting structure. It is the duty of HRM to define and set rules for employees. It's needed to clearly state the consequences for violations of behavior standards. In addition, clear consequences help to ensure that choices for dealing with violations are not limited. To establish the principles and violation consequences, it's essential to know ahead of time what employee activities require an immediate dismissal (AL-Qudah, 2014, 81).

The HR is responsible for diagram these fine lines. Similarly, HR managers know what performance issues can qualify for a more progressive disciplinary method, and they define the steps involved in such an approach. HRM thus plays a disciplinary role as well, which is indispensable for employee performance (Hassan, 2016, 18).

Having a perfect set of behavioral expectations is significant to establish that you're not contributing to the bad performance as an employer. Setting clear and specific rules establishes a background for spotting and addressing of behavioral standards.

Loosely defined general criteria lead to violations. The result of such ambiguousness is lot litigation. HR management plays a key role in defining the firm standards and minimizing violations (Newman et al, 2011, 1768).

1.7.1 Planning strategy

Torrington *et al.* (2005, 137) explained that there are several issues that should be considered by the human resource professionals while developing strategies to help in improvement of overall performance. As per the operational view, human resource planning explores key requirements of the organization and also identification of associated needs to work on apt management programs, policy developments and etc. Human resource planning is therefore identified as the prime activity in human

resource management which helps in setting the base of the entire people management process. However though plans are important however should be developed in accordance with the business environment so as to meet its inherent need and this is an uninterrupted as well as a continuous process (Askegren, 2005, 110).

Therefore, every organization switches its strategic management effort differently. Leadership style, maturity of the organization. All of these issues influence how organizations will attitude its strategic management efforts. Help other organizations make selections about their own plans. Keep in notice that what works for one organization will not necessarily be successful for another to be most successful (Wells, 2000, 163).

Strategic HRM develops the HR capital of an organization. It mainly focuses on the long-term human matters of an organization and helps to create a managerial structure to adapt to changes like mixes, downturns and acquisitions. Strategic HRM also deals in emphasizing on submission and betterment of the ethical issues, apart from working the effects that the business manners are going to have on the civilization at large.

Strategic planning is the main reason for success of organizations. Strategic HR is extremely significant for laying the foundations of strategic planning. HR plays an immense role in retaining top talent and determining the satisfaction of employee satisfaction measurement processes (Dutton and Duncan 1987, 108).

1.7.2 Workforce planning

This is a process which involve as systematic, well-integrated, and disciplined as well as a continuous process and is often defined as comprising of skill and competencies of the people that is essential to meet the strategic goals and objectives of the organization. Planning is also identified as workforce stock. The planning process help in determining that right number of employees are available at the right department (Tyson and Tyson, 2006, 127).

Workforce planning is an exact science that can create right answers. If this were the case, there would be no want to use scenario planning to cope with uncertainty, by testing the effect of alternative futures. In reality, workforce planning is a method to align the workforce closer to business supplies by using gap closing measures and

then closer still through using contingency plans. Implying that careful answers can be obtained may discourage bosses from doing the workforce plans because they are mindful of many uncertainties, especially beyond the present year. However, it is superior to be approximately right than exactly wrong – and as we shall see the penalties from not planning can be punitive (Hatcher, 2009, 2).

Workforce planning was originally called manpower development. This was reflected in the titles of the chief organizations in the field. For instance, the Manpower People was founded in 1970 to specifically focus on this discipline. It was renamed the HR Society in 2000. Despite the modern enthusiasm for workforce planning, the operation of the practice is still in its infancy. An examination of organization websites suggests that, whilst many organizations have devised guidelines on how to conduct workforce planning, limited have begun to put them into practice (Azzam, and Jaradat, 2014, 23).

1.7.3 Process of Human Resource Planning

The process of HR planning begins with preparation of an inventory of the existing manpower. The inventory is prepared to help in exploring the company's present condition that includes identifying number of employees, respective knowledge qualification, technical know-how, abilities, skill and information to underpin employee condition (Mathis and Jackson, 2003, 38).

Forecasting future expectations of employees: this is activated by analyzing the present human resources, gap in competencies and as well as the number of people needed in future is identified. The process is known as forecasting. Forecasting of human resource is based on future plans and the objectives of the organization that they intend to meet in future.

Apt care and involvement hence is essential for understanding required competencies for the future projects and ways on meeting such expected competency. Forecasting is an integral part of planning which is carried out through implementation of qualitative and quantitative approaches (King, 2015, 10163).

Considering need for human resource department: first the specific need of the department is identified and then to help in adopting effective plan for achieving

business development through implementation of effective people management strategies (Stokes, 2005, 17).

Anticipate manpower resources: this is the second stage of employee forecasting which involves activities like comparing existing manpower resource with requirement detail, and they managed the individual to meet company's expectation.

Organizations lack the HR in judgment to larger companies. HR managers need plan well giving to obtain ability and budget of resources. Instead of the benefit and training programs in organizations, it should offer an on-site teaching program for the employees.

1.8 HR Demand and supply forecasting

The HR demand forecasting includes a plan adopted to estimate number of staffs needed to complete a particular task or services anticipated. The workforce requirements wanted to maintain the organization's assignment and goals. The end result of a demand study is the identification of the obligatory number of employees in an organization and the necessary functions that the employee need perform to meet organizational goals.

In HR planning, labor demand is determined separately from supply estimations because it facilitates a re-examination of embedded expectations about the labor force (Grieves, 2006, 89). As well, different variables affect demand. Due to the high number of factors that influence demand, demand is every so often more difficult to predict than supply. Factors that need to be considered when forecasting demand include the following:

- Environmental skimming, including economic, legislative, and competitive forces.
- The organization's HR strategic goals and plans.
- Expected demand for services or products, including expected sales (across the organization or at the business unit level)
- Estimated productivity of workforce (can be stable, decrease, or increase)
- Organizational job design, including technological advancements and administrative changes.
- Projected financial or budgets resource availability

- Processes / new products /ventures that the organization will be launching in the future

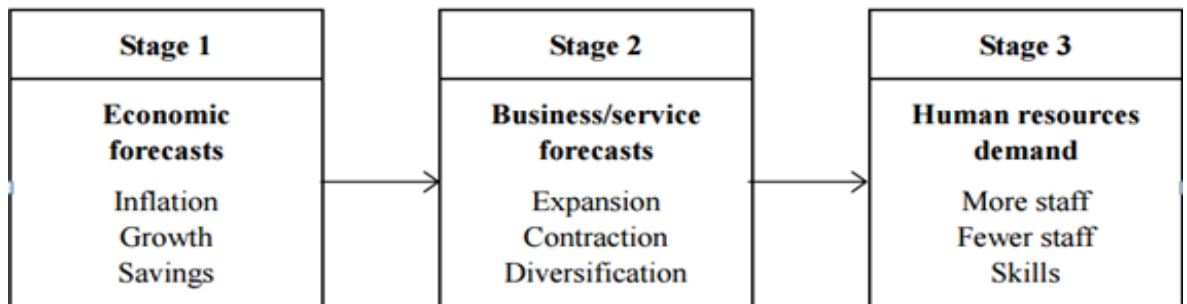


Figure 5: HR Demand and Supply Forecasting

Source: (Hatcher, 2009, 2)

Labor supply automatically depends on availability of suitable staff eligible for the required position, and explores potential of existing employee to understand if they will be able to meet new requirements (Dessler, 2000, 31).

Forecasting HR Supply By reviewing the HR audits, plans can be made for future HR supply. The internal labor force may be affected by impermanent absences such as leaves of absence. These can be predicted with some degree of precision by using mortality rates, understanding occupational safety and health risks, or reviewing demographic information about the population. Employee-initiated turnover, mainly in the form of even or resignations. In this instance, the result to terminate employment with the firm is made by the employee, without management enticement.

From forecasting to Auctioning of planning requires a lot of concentrated effort. The HR branch of any organization has an enormous task – that of possession pace with all the changes and confirm that the organization has the right kind of employees at the right time (Hatun, 2010, 14).

HR Supply There are many levels at which HR supply can be predicted, including global, provincial, national, regional, and local. Information that will help improve an understanding of HR supply includes:

- Supply and demand of skills or jobs .
- Educational achievement levels within a region.
- Compensation patterns built on experience, occupation, or education.

- Emigration and Immigration patterns within an area.
- Forecasts of decline or economic growth.
- Competition for ability.
- Occupational or Industry expected growth levels
- Public policy, government, and legal changes
- Trends in labor force involvement (including entry and exit)
- Technological development patterns.

1.9 The HR Plan to improve employee productivity

After identification of the position related to present staff requirement and understand the number of staffs needed to continue offering quality of services or help in continuing operation. Company could focus on contingency plan to overcome issues in a defined manner. While it has been planned that productivity should be improved, a proper plan is essential to complete the process.

Job satisfaction: academic exponents highlighted the fact that in relation to employee productivity and planning, job satisfaction is specifically important concept under work force management (Nafei, 2015, 78). Job satisfaction connotes to the concept that the individual is connected with the organization emotionally. If the staff lacks emotional satisfaction from the job he delivers and if his expectations remain unattended even after providing seamless performance, they remain demotivated and work in a negative way which affects the overall work environment of the organization. Hence, the companies should plan effectively and ensure that the job satisfaction is offered to the employees. Hence, according to Torrington *et al.* (2005, 142), organizations should respect their employees and ensure job satisfaction for each employee.

In-depth investigation highlights the fact that job satisfaction is directly linked with employee performance, enhance human resource managers focuses adopting techniques to achieve happy and productive employee. A satisfied team helps in maintaining harmony within the office and performs well. Studies have further put forward the idea that emotional level of satisfaction varies from individual to individual. Hence, the management along with the HRM should focus on adopting an overall approach to assist in providing job satisfaction (Bratton and Gold, 2000, 35).

Job security: according to researcher Askegren (2005, 71), job security helps in enhancing employee performance in a strategic manner. It is a planned approach that helps in boosting the confidence level of the staff and offering them emotional satisfaction that they should not fear of losing the job while working in the organization. Joblessness has impacted on employee psyche post economic downturn; hence job security has gained importance in the research works on human resource planning. Management is thus engaged in adopting several strategies to encourage development of positive work environment so that employees work in a proper manner (Newman et al, 2011, 1775). hence implementation of involving work condition, ensure employee safety, and elimination of fear for losing job or working in bad health condition, enhancing working methods, improving office condition by developing well ventilated environment will ensure the overall growth of the firm (Nelson et al, 2005, 62).

Employee improvement is a significant part of strategic HR management. It starts with new employees' recruitment. It is important to eliminate the applicants that are not appropriate for the organization. Effective mentoring and training program is significant in building up and positioning the new employees. Organizations make use of coaching, regular assessment and continual training programs to develop employee performance. HR department that focuses on the improvement of the human capital of the company is a very essential part of an organization. It helps in improving employee satisfaction and performance (Lindgren and Bandhold 2003, 48).

CHAPTER TWO : RESEARCH METHODOLOGY

Introduction

Human Resource planning is an integral aspect of business management. According to Armstrong (2011, 42) the success of business is directly linked with individual performance. Success failure of the organization is controlled by the performance of employees. Therefore, irrespective of the nature of the organization management aims at incorporating apt HR techniques in a planned manner to maintain highly productive and engaged workforce (Baqtayan, 2014, 47). Hence, it is evident from the research studies that apt planning and implementation of the same by the HR manager would help in meeting the organizational objectives in a defined manner (Van and Esser, 2007). Human resource planning aims at linking business strategy and operation. It helps in identifying future need, cope with change, recruitment of talented personnel, apt utilization of manpower and plan to meet the business objectives and ensure growth and sustainability (Chiang, 2009, 191).

In addition, one of the key elements in business management is effective planning. Effective human resource planning assists in identification of flaws and implementation of suitable strategies to ensure that the activities help in achieving the target (Davis, 2007, 51). Human resource planning under the human resource manager involves implementation of key activities like strategy development, focus on recruiting and retaining employees to help in meeting business goals. (Hauff et al. 2016, 44). The human resource planning builds sound employee motivation within the workforce of an organization. The motivation also results from the interaction of unconscious and conscious factors such as the depth of the desire and individual expectation of the employees as well. The past scholars have articulated that the motivational level within the workforce becomes high while having a constructive human resource planning model. In this scenario, Pradeesh and Venugopalan (2011, 87) stated that human resource planning provides a lead time available for selecting the required additional human resource over a specified time period.

Adding to this, the human resource planning can relate the future human resources for the enterprise which can maximize the future return on investment in human resource.

It has been examined that the education service organization is currently experiencing the unemployment issue which can bring shortage of human resource with proper skill, qualification and the required capabilities to carry the entire works. Hence, human resource planning is required for every organization and industry. Supporting the fact Gilmore and Williams (2009, 27) cited that large number of employees who retire, leave the organization, die and become physically or mentally injured require to be replaced by the set of new employees. Therefore, it can be stated that human resource planning ensures the smooth supply of workers without interruption in the organizational working process. On the other hand, it has been identified that human resource planning is also essential for the workforce who bring maximum turnover for the organization (Hauff *et al.* 2016, 46).

In case of education industry and the other different business unit voluntary retirement, marriages, promotion and the seasonal fluctuations in business are the prime examples that leads for human resource planning within an organization. These types of reasons require a huge change within the organization by formulating a potential human resource planning for the organization. Supporting the prior statement Lloyd (2015, 1) added that human resource planning is also required in order to satisfy the requirements of the expansion and diversification programmers of an organization. Moreover, the need of human resource planning is also required to identify the areas where more personnel or shortage of personnel is required.

The research focuses on evaluating ways in which organization's strategic goals are achieved by adopting effective HR planning with special reference to Raparin University. HRP in the achievement of various strategic goals. Rich sources have been provided for delivery of validity and reliability in this matter. A case study of Raparin University in Ranya, Iraq has been undertaken in order to understand the concept of human resource planning properly (Raparinuni.org. 2013, 2). Human resource planning can be considered as one of the main planning agency, as; in modern world the most valuable asset of any organization are both creator of competitive advantage, and, basic features of the organizations.

Therefore, the plan to achieve the training and skilled requirements in order to develop and utilize the human resources is the significant factor of human resource planning. In this regard, Competitive advantage can be achieved by making the employees efficient and improvement in utilization of human resources that cannot be getting by mere technical training (Dejoux and Thévenet, 2011, 81). Strategic planning is used via variety of methods for organizational benefits and these benefits clearly define the sole purpose of the organizations that is consistent with its mission along with the time frame setting and capacity. These are involved with the elements and components of goals and objectives of the organization and helps in developing a sense of participation among the employees (Anyadike, N. 2013, 58). It focuses on the resources and key priorities that provide the mechanisms for change and basis for progress. In addition, an organization could improve productivity and achieve its business goals through effective employee engagement and productive performance in a planned way. Therefore, the key role of this academic study is to assess the appropriateness of human resource planning in achieving organizational goals amidst challenges business environment HR planning and its role and importance in academic sector.

Human Resource planning requirement help to warrant your employees have the talents and competencies your business wishes to succeed. An HR plan works hand in hand with your business plan to fix the resources you need to achieve the business's goals. It will better make you for staff turnover, recruitment, and strategic hiring – and alleviate stress before you have emergency/last-minute hiring needs (Castley, 2006, 21).

Once these are defined and strategies determined, sure policies have to be ready to put them into action. Business policies act as a guide to action. They offer the frame work within which an organization has to meet its business. The policy points out the direction in which the firm ought to go.

2.1 Background of the research

Every business owners prepare a specific business plan before the threshold of their business. It is of utmost importance to forecast the needs of the employees

properly. If the business owners fail to address potential market threats, it can easily jeopardize the business viability. The success of a business is directly linked with the people who are working for that business. Workplace failure can happen due to the underperformance. It can be very cost effective to hire wrong people who are not fit for the organization's needs. Hence, it is an absolute necessity to give efforts on planning of human resource. Proper human resource (HR) planning makes sure of the employees having exact skills and competencies as per the needs of the business. HR planning helps in recruitment of the right candidates, strategic hiring and staff turnovers. It also helps in alleviating lots of stress in times of emergency (Dessler, 2000, 21).

Human resource planning is also regarded as Manpower planning. In addition, it deals with a lot of activities like forecasting requirements of manpower for the future, inventory preparation of current manpower, anticipation of manpower resources, meeting the requirements of manpower. Human resource planning is the way of assuming as well as determining that an organization has enough qualified persons who can perform according to the needs of the company and provides overall satisfaction. It is the strategy for the preservation and movement of acquisition of a company's human resource. In this regard, HR services have certain prime objectives like ensuring optimum usage of human resources that are presently employed (Pradeesh and Venugopalan, 2011, 91). HR management also looks after the avoidance of balance between human resource distribution and allocation. It assesses the skill requirements of the future in order to fulfill the objectives of the organization. It helps an organization to measure the availability of proper resources when in needs. The aspect of cost is being controlled by proper planning, and, formulation of promotion and transfer policies is being done by it (Gilmore and Williams, 2009, 16).

Many developing countries face the decline of financial health in the context of socio-economic problems that have triggered the rise of modern mechanisms of public sector. Every present national reform strategies concentrate on the public service operations in order to translate to reduction of cost and improved public service. Additionally, the common national level preoccupations are the need for simplification of bureaucratic procedures; resource allocation that is result based that

replaces the traditional preoccupations with that of “means”. It further strengthens the interface between individuals or groups and management. The new public service management looks after the development of management systems that are computer based (Hdiggui, 2006, 52).

The responsibilities of the ministry level are based on financial and administrative concerns, regardless of the decentralization of the management. On the other hand, provincial or district level responsibilities focus on the pre and in –service training and the monitoring of the Inspectorate. Hence, it creates a massive problem when there is a misbalance between financial implications and administrative questions. Therefore, it is the duty of education ministers to think twice about the assignment of the responsibilities at every level (Mathis and Jackson, 2003, 12).

In Kurdistan region of Iraq, the need for internalization of higher education leads the path of current debate on development of academic relations with that of the industrial countries. Universities are working on internationalization in the context of overseas study programs for higher studies, especially postgraduate studies. The universities in Iraq are collaborating with international associations and are performing certain activities on student mobility, exchange programs, building of research capacity and training of staffs. Oversea training is significant for internalization. The mobility of ongoing staffs is an important aspect of it. The exchange programs are supposed to be planned properly for adoption by both the Ministry of higher education and Raparin University. The University of Raparin is enhancing its teaching process and staff capacity for improving its overall performances (Mondy *et al.* 2005, 118). The curriculum of Raparin University is being internationalized for the sake of higher studies internationalization.

Internationalization of the Curriculum of the university attracts large amount of foreign students. The University has made English as the teaching language that is being defined by the human resource management so that students from foreign countries can easily come and study in this university (Ahmad, 2014, 44).

The human resource planning department of Raparin University looking after the training of university staffs, especially teaching staffs in order to produce the best human resource for the university that is based on the international experiences. It

also promotes the various kinds of educational programs that are based on the mutual interests with the partners. It is further working hard for forming international networks with the foreign institutions, NGOs, consulates and embassies. In addition, The University is increasing its capacity in order to provide opportunities to the foreign researchers for researching in the university. The HR department is planning to host certain international events for enhancing the profile of the university. The further enhancement of the quality assurance and better apt curriculum adds to the university's good profile (Raparinuni.org, 2016, 3).

Therefore, the basic principle of the HR management department casts in being truly accountable for the behavioral attributes of the employees in the university. It lives within the exact means along with performance management and developing of the service culture of the university. The HR department aims to set a clear sense of right direction for work and also provides the knowledge of the feedback of the work. Hence, the HR planning process provides the ground for solid management of the people in order to achieve true and positive outcomes in the matter of motivation to the staffs, appraisal of staff performance, training, development, and, retention of the staffs (Lloyd, 2015, 3).

2.2 Research rationale

Every organization has set up a special department for proper planning of the workforce. Therefore, human resource department comes into the picture with the intention of potential building, competitiveness strengthening, and, workforce renewing. The main purpose of this research is to draw the role of HR planning for achievement of the strategic goals of the organization. The university presents its students for debates and discussions that prevail in several disciplines and fields of immense knowledge. The university's objective is not only to create knowledge but also developing proper human resources that will helps in socio-economic development of the country.

This is not possible until and unless the employees of the universities are truly motivated as well as empowered. Therefore, the university should restructure as well as redesign the human resource planning practices (Ahmad and Mir, 2012, 61).

The universities play a crucial role in the socio-economic development of the country. Therefore, proper HR management system is urgency in any university. The researcher has taken Raparin University in order to justify the research work. The exact intention of these activities done by the HR department of the organization is to be sure of the fact that the strategic objectives and the workforce are properly aligned with each other for the guaranteed delivery of qualitative programs as well as services to the people. In order to stand firm footed on the competitive market, the government of Iraq needs to create certain corporate strategies and implement them. In this way it can be promoted as “preferred employer” by investing on various HR policies and also programs with the aim of making an organization that is high performing, and, fostering a soothing environment for work where the people want to perform enthusiastically (Government of Newfoundland and Labrador, 2008, 4).

The employees in the service and the client handling industry have a tendency to perceive the organization based on the benefits and rewards offered by the firm. Thus, it is crucial for the education based service providers to arrange on providing unique bonus benefit strategy, as it can significantly influence overall job motivation and the final efficiency of the organization. It has been identified that this type of scenario has become more cultured today, as the employees of the education industry compare the reward strategies followed by the other organization operating in the similar industry and the other industry. Hence, the employees have the tendency to shift in the other industry or brand. Thus, the issue has become more complicated in today’s business environment. Therefore, the outcome of the current study can help the leading education service providers to prioritize more on continuous improvement of the human resource planning. It could assist the brand in attracting and retaining a motivated employee, thereby improving the overall organizational performance.

Education serves as a tool for promotion of the development of social, economic and cultural aspects of a country. Human resource serves as an operational tool of operation for the whole university system because the specified number of staff mix is important for the accreditation of exercise. In today’s competitive world, the importance of human resource is increasing day by day. It is being considered as the most important factor in any organization (Funmilayo, 2014, 2). It is required to

manage the ultimate efficiency because the newly arrived awakening necessity has increased the chance of applying human resource principles in order to meet the needs of the near future. This research is based on the case study of Raparin University in Ranya. However, it is seen that despite HR planning, most of the universities are denying the status of accreditation because of the lack of staffs and inability to fulfill the requirement of HR. The increased number of students has given to the rise of HR planning that is not up to the mark. These problems are attributed to various factors of planning that are identified by many universities. The research study offers the adoption of better HR planning in the University of Raparin.

2.3 Aims and objectives

The main aim of this research is to study the important roles of human resource planning for the achievement of the strategic goals of the organization. Along with this the researcher also evaluated the attitude and expectation of the employees' while working for the organization. In order to examine such kinds of aspects, Raparin University, Iraq has been taken into consideration. The study also focuses into the ongoing and continuous development process of the human resource planning for achieving the organization's most valuable asset. This can also ensure the best fit in between the employees and the jobs for avoiding the manpower shortage or excesses. Therefore, it can be stated that the organization has an aim to develop the human resource planning for achieving a standardized goal and objective for University of Raparin.

In this particular dissertation, the following objectives are identified specifically in order to provide a thorough guideline to the researcher from the beginning of the research and follow up the research work step by step for the proper completion of the dissertation in a desired manner. This is a proper framework that shows the direction of how to follow the directives for completing the study in a systematic way. The objectives in this particular research are thoroughly identified in the terms of the given topic for the evaluation and understanding of the several issues that are connected to the human resource planning in the university and helps in its successful operation in the modern competitive world.

Therefore, the objectives that are identified in this research are:

- I.** To study as well as explore the main role of human resource planning in business management.
- II.** To evaluate the requirements for proper HR planning in the University of Raparin, Ranya, that helps in assisting for the achievement of organizational strategic goals.
- III.** To shed lights on the ways in which the HR planning lays impacts on the growth and sustenance of the organization.
- IV.** To study from various theories and models for understanding the HR planning concept in an enhanced and better way.

2.4 Research questions

After the identification of the following aims and objectives, certain questions can be underpinned;

- I.** What are the ways the HR planning assists in meeting the organization's strategic goals?
- II.** What is the impact of HR planning on employee management in Raparin University in Iraq?
- III.** What are the ways in which the HR planning approaches have proved effective in meeting the objectives of the management amidst the changing environment?
- IV.** How far the internal and external changing environment in Raparin University lays impact on the HR planning and ways in which it could be channelized to improve the performance of the employees?

2.5 Hypothesis:

- I.** To what extent the association of HR planning assists in improving organizational performance.
- II.** If Human Resource Planning within the university impacts on performance improvement, growth and sustenance or not.
- III.** Ways in which the human resource planning approaches have proved effective in meeting the organizational strategic goals amidst changing environment in academic domain.

- IV.** Importance of HR planning in Raparin University and ways in which it could be channelized to improve employee performance and retention

2.6 Problem statement:

In this dissertation the topic aims at exploring the importance of HR planning in meeting strategic organizational goals with significant focus on Raparin University. The respective university in Ranya as per empirical studies has experienced issues in manpower management in past and the present HRM hence in association with the management emphasizes on adopting strategies to improve business in a systematic manner and sustain in academic sector. Hence, in this study the issues of HR planning and its importance and impact on people management have been discussed to understand how far this association affects overall business growth, sustenance and profitability.

The political instability is the main issue of the taken university which makes the management to offer best education system to the students.

The integration is the main issue which has been analyzed in this study that articulates that how the management of the Raparin University is in capable to make an integration program me for the students who are coming from the different background. Thus, a human resource planning is required for Raparin University to reconstruct the management policy. This would be beneficial for the future improvement in the international market education industry. On the other hand, it has been examined that the success of the internet based educational service provider is increasing significantly by the level of degree of employee performance. Therefore, the students and the parents are getting influenced towards the web-based service industry. Therefore, the employees and the management of Raparin University need to be mindful for improving the performance in e-business sector. Eventually, the employee perception regarding the university can also be influenced. Therefore, this could lead to increase the motivation and higher accountability to the individual job offerings.

Thus the present research works focus on exploring HR planning and how it influences the organization in meeting strategic goals in a defined manner. Therefore, this is a critical issue, has been discussed and addressed in the thesis.

2.7 Importance of the research

The current study could shed light on the importance of human resource planning for achieving the organizational goal. In order to conduct the study a case study on Raparin University in Ranya, Iraq has been considered. The motivation and overall performance of the internet based business education has been analyzed through this current study. Adding to this, the present study could benefit both the small and big universities working in the similar industry. Thus, along with the leading universities, the start-up education centers can also be benefited from the current study.

These institutions could increase the overall motivation factor of the employees for reconstructing the organizational growth. The importance of having human resource planning is to determine the accurate number of employees having a good skill in order to accomplish the organizational goals. Additionally, this study on human resource planning could help to ensure the proper use of existing human resource inside the organization. The study can also be helpful to recruit and maintain the HR requisite quantity and quality within Raparin University.

The analyses in the current study assist the management of the university to predict the employee turnover in a justified way. In other words, it is also helpful for making the arrangements for minimizing the turnover ratio and other consequent vacancies. Thus, this is also beneficial to meet the requirements of the programmer and the other diversification strategy. The study is supportive to anticipate the impact of technology while working with the existing employee base and the other future human resource management requirements. Moreover, the study can help the readers to analyze the progress of knowledge, skill, standards, discipline and the other ability of the university.

On the other hand, it has been identified that the study could help the surplus or shortage of human resource within the organization. In this current study, the analysis depicts that maintaining process in an education industry helps to maintain the optimum level and the entire structure of the human resource.

This research process is also helpful to minimize the imbalance process due to the non-availability of right human resource personnel. The study is entirely helpful to make the best use of human resource and can estimate the best use of human resource. In this current context the researcher highlights the importance of human

resource planning that directly supports the organizational goal and objective to achieve. Hence, it can be inferred that the entire study helps for getting awareness of organization, employees and the management. This could be helpful to help the management of Raparin University to achieve the organizational aims and objective. It has been assessed that there are various factors that can contribute for increasing the human resource activities for getting employee satisfaction within the organization. Moreover, the aims and objectives of human resource planning is to improve the performance of human resource planning for enhancing the productivity of the organization. Therefore, the Raparin University could enhance the overall organizational improvement by developing the human resource management system.

2.8 Structure of the research

A research work is always expected to follow a defined structure to unfold the subject in a systematic way and further helps in better understanding. This dissertation is comprised of five distinguished chapters. Each chapter is purely dedicated to evaluate specific thoughts, like introduction, literature review, methodology, data analysis and conclusion. The contents of each of the chapters have been described below:

Chapter One: Literature Review:

The chapter attempts to establish a theoretical platform for the research study by evaluating a range of past theories and literature. In this context, the propositions of various authors and scholars have been compared and critically reviewed. The researcher will study from various sources like books, journals, online library, academic sites, journals, articles, portals and websites in this chapter of the dissertation. The researcher studies from several secondary sources for collection of data from the existing research works that are carried out by previous researchers. The theories and concepts of the human resource planning will be studied. It will help in clarifying the concept of human resource and its importance in the universities. The strategies and concepts will be studied for knowing how far the human resource planning has affected the university performance over the years.

Chapter Two: Methodology:

The researcher provides an introduction of his research work in this chapter. The chapter includes brief background information concerning the research domain

while a justification of the research has been highlighted. Accordingly, the research aim, objectives and research questions have been highlighted. Here the researcher writes about the concept of human resource planning and the importance of HR planning in various organizations for the better performance of the organizations to stand firm footed in this competitive market. Then he explains about the HR planning process in the educational universities. He has chosen Raparin University for his research and states an overall description of its unique HR management system. After giving a brief background of his research, he identifies the aims and objectives of the research for carrying out his study in a systematic way. The chapter further highlights the research question that is gradually answered in the course of the dissertation. The chosen research methods have been highlighted in this specific chapter. Thus the chapter promotes the chosen research philosophy, research design and research approach that have been considered during the research study. The chapter also showcases details regarding research methods such as data collection process, sampling technique and nature of investigation along with proper justification. In the part of methodology, the researcher will study the several methods of carrying out the study, like qualitative and quantitative, followed by identification of the techniques of data collection, like primary and secondary, and, will mention the various steps to carry out the study successfully. Following this, the philosophy of the research is being identified and techniques of data collection like the question paper will be developed. The respondents would be identified in the process in order to get relevant data that will help in accurate evaluation for meeting the objectives of the research in the final chapter. The primary data is always fresh and the secondary data is being received from secondary sources like books, articles, journals, websites, portals, etc.

Chapter Three: Data Analysis:

This chapter clearly evaluates both the primary and secondary data that is collected during the research work. Primary data by means of quantitative and qualitative data, have been evaluated in this chapter and evaluated to derive the research findings. Quantitative data has been presented in the form of tables and graphs while qualitative data has been critically compared and linked with secondary

findings. The information that is being collected by circulating questionnaire among the respondents will be evaluated in the first instance and then representation will be done through tables and graphs. The reaction and various arguments of the human resource department managers of few universities will be evaluated and studied for the purpose. Finally, the analysis of data will be included for connection with the studies and findings from various books and journals that will help in collection of information for carrying out the research. The final of the research works deals with the connection of the research findings with the objectives that are identified in the first chapter. This chapter links the research findings with research objectives that have led to derive conclusion for the research study. Accordingly, a set of recommendations has been provided keeping in mind the pitfalls. It is thereafter evaluated whether the objectives of the research are fulfilled through the detailed course. Then, recommendations are given for future research work. It also includes the discussion of the scopes of conduction of research work on human resource planning for the future researchers.

2.9 Research Strategy

It is a key segment of the research methodology that enables the researcher to complete the investigation in a proper way. Research strategies include, research methods, design, data collection process and also sampling technique. In this situation while conducting the study on HR planning and evaluation the researcher has followed the strategies and conducted the study in a proper way. The analyst could accumulate data from market survey or closed ended cluster interview survey and understand ways in which the HR planning method help in achieving business goals of an organization. The strategies that are followed have been discussed below (Ketchen and Bergh, 2006, 32).

2.10 Research Philosophy

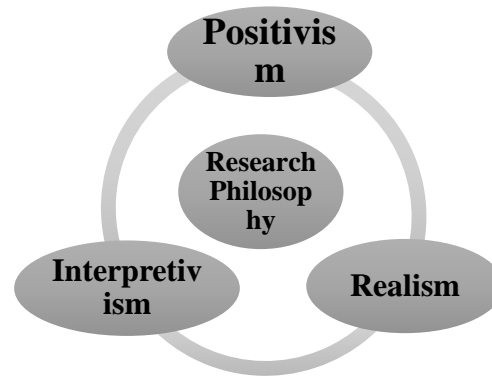


Figure 6: Research Philosophy

Source:(Saunders *et al.* 2009, 12)

The role of research philosophy in a thesis is to determine the application of knowledge in the thesis work. There are three main types of research philosophies are positivism, realism and interpretivism. In this research work on HR planning and its importance in achieving organizational goals, the researcher would adopt positivism.

Positivism is a unique philosophy that is about an approach which includes a process of gathering facts and then evaluation of the data in a systematic way. Realism on the other hand is about individual feelings of senses that lacks in actual existence. Thus, there is a need for rational judgment of human mind in this philosophy (Welman *et al.* 2005, 2).

The analyst has selected positivism philosophy as under the positivisms thought the analyst has collected necessary primary data from respondents and also accumulated secondary information for proper evaluation and analysis. After collecting the data the information would help in reaching a logical conclusion.

2.11 Research Onion

According to Saunders *et al.* (2009, 25) it is essential for the researcher to unfold the research work in a systematic manner and unfold each layer of the onion in a step by step manner. This helps in reaching the conclusion in a methodical way. Each layer in the onion points out respective steps of the study.

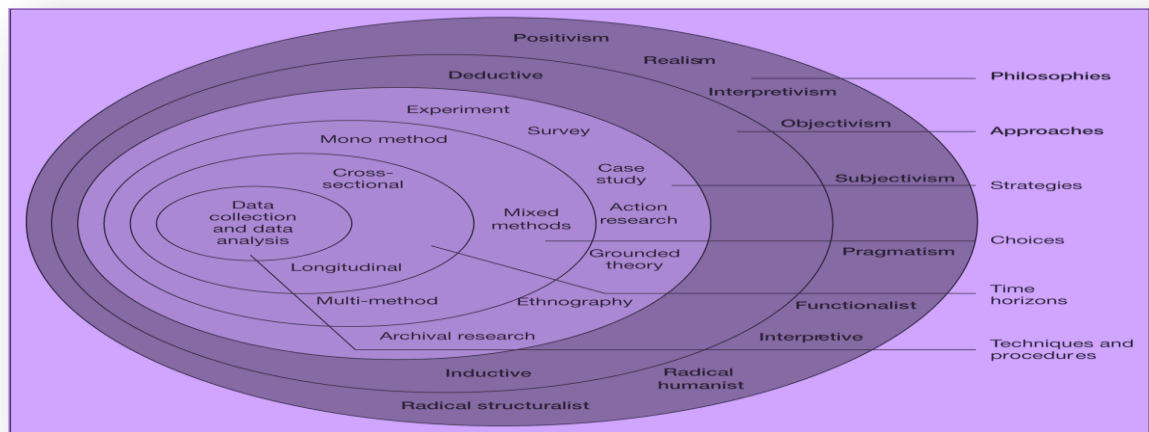


Figure 7: Research onion

Source: (Saunders *et al.* 2009, 33)

This is one of the most widely used researching tool and as help in simplifying the researching process by giving correct direction to the research process the researcher has followed the onion layers in the process of researching. The steps mentioned above in the chart of the onion will be followed to complete the study on HR planning at Raparin University in Iraq (Zikmund, 2003, 37).

2.12 Research Approach

As far as the research approach is concerned, there are primarily two main types of research approaches which are used in thesis works. These two mostly used approaches are Inductive and Deductive. As far as the deductive approach is concerned it is about a process where the investigation moves from general to specific findings by adopting top down method. It is here with the deductive approach the researcher is able to reach a logical conclusion and there is a proper flow in thoughts and evaluation of facts and figures (Creswell, 2003, 1)

The Inductive approach however is opposite of the deductive approach and adopts a bottoms up approach and moves from specific to general. Hence, this process offers

ample scope of experimentation and also the analysis often leads to revelation of new theories and model.

As far as this respective research work on HR planning is concerned the researcher would adopt deductive approach and complete the analysis in a systematic manner. Deductive approach is compatible with positivism philosophy and jointly they would help in assessing from both existing and freshly collected data to reach a proper conclusion (Bryman, 2008, 17).

2.13 Research Design

The design of the research work is identified after going through its aim and objectives. With the help of an apt design the analyst complete the study in a systematic way. Key research design types that guides investigation work, are Explanatory, Exploratory and Descriptive. In this study on HR planning and its importance, the researcher will select descriptive design and complete the analysis in a proper way (Creswell, 2003, 2). With the help of the Descriptive Design the researcher has successfully collected detailed information from several sources and it has been discussed and detailed in a systematic way.

2.14 Data collection method

In a research work data collection is specifically important as it enables the research with new information and evaluation of the collated data helps in giving a new dimension to the thesis project. A study is incomplete without data collection. There are generally two types of data, namely Primary and Secondary data. The information is collected in line with the research topic for better understanding and evaluation of the human resource planning and exploring its impact on achieving business goals with special reference to staffs of Rapain University. After collecting data and conducting evaluation, the findings are finally linked with the objectives of the research to understand how far the analysis succeeded in completing the study in a systematic way (Jha, 2008, 67).

Primary Data:

The primary or fresh data is those data that was never published before. It is that information which has been collected by conducting survey through circulation of

questionnaire. The questionnaire has been circulated to collect two sets of data from respondents or employees and faculty members of Raparin University.

In order to collect primary data, the researcher has circulated two sets of questionnaire to accumulate both qualitative and quantitative data. To collect quantitative data a set of closed ended questionnaire has been circulated on survey. The questions were developed by following Likert Scale so that respondents have limited options to choose from and it consumes minimum time.

Another set of open ended questionnaire has been developed to collect qualitative data from the professors and senior faculty members by conducting Focus group. This questionnaire will be open ended and allow the participants to speak their mind freely. The interview session has been open ended in nature and information or opinion was recorded which was later interpreted in the data analysis section (Govaert, 2009, 19).

Secondary data:

Secondary data is that data which was published before by other scholarly researchers on the similar topic. These data were based on primary research work that was conducted by previous scholars and published in order to evaluate and analyses the respective topic. In this research work, the analyst has collected secondary data from books, academic journals, research woks, PDF, online databases, website, portals etc and presented the issue in a critical manner in the literature review section.

In this research study the analyst has collected both primary and secondary data and evaluated the issue from two separate perspectives. Finally the primary data will be presented on spread sheet and secondary data evaluation in a critical way under literature review and evaluation of secondary data section (Kumar, 2005, p 24).

2.15 Questionnaire method

Questionnaire method has been adopted for complete data collection in a defined manner. In order to collect data from the employees of the respective university two sets of questionnaire has been developed to understand the impact of HR planning on achieving organizational goals. Questionnaire is of the most widely used methods in data collection, as it helps the researcher in collating proper data

from the respondents and participants also share opinion without feeling restricted or disturbed.

Reasons for collection quantitative data by circulating closed ended questionnaire among respondents are;

- i. Help in collecting relevant as well as practical information about the topic
- ii. Immense amount of data could be accumulated within a very short time
- iii. Circulation of questionnaire could be conducted by using online methods like Survey Monkey and this further simplifies the data collecting approach.
- iv. It is a unique process that help in saving time and money
- v. Facts collected are usually reliable and validated
- vi. The data collected by conducting closed ended survey, could be easily analyzed with the help of analytical tools and represented on charts and graph, since quantitative data could be evaluated in a scientific manner.

Disadvantages of using questionnaire method are discussed below;

- i. Fails to determine the emotion of the respondents
- ii. Lacks scopes of evaluating authenticity of the response. Honesty of the response of the participants could not be undermined either.
- iii. Offers limited scope for exploration hence respondents are forced to answer from available options only.
- iv. Different questions could be interpreted differently by different respondents.

The advantages as well as disadvantages of the questionnaire here puts forward the fact that the respective method is not free from limitations, yet it help in collecting opinion of the respondents within a short while. It also enables the researcher to complete the study in a structured manner.

Hence, the analyst has implemented questionnaire method and collected both qualitative and quantitative data by circulating closed ended questions and open ended questions for conducting interview session (Welman *et al.* 2005, p 27).

2.16 Sampling method

Sample selection help in completing the primary data collection work in a planned way. There are two main types of sampling, probability sampling and non-probability sampling methods. In the probability sampling method the analyst selects the respondents on a random basis. However, the analyst should ensure that the respective sample completely represents the entire population of the research work. In non-probability sampling, the respondents are elected on a random basis but are identified on purposive basis (Cohen et al, 2003, 16).

In this dissertation on HR Planning and its importance in meeting organizational goals the analyst has elected random approach under probability sampling method and collected data from respondents. In order to collect primary quantitative data 100 respondents were selected from Raparin University employees group. Collection of qualitative data has been conducted by selecting a five member focus where only senior management and few senior employees as managers are included. The questionnaire was circulated to collected quantitative data and open ended interview questions were developed to accumulated interview data. Thus, the total sampling size for the evaluation is 100 respondents and 5 managers (Kothari, 2004, 27).

2.17 Data Analysis and Evaluation

In the respective data analysis segment, the collated fresh data would be first represented on SPSS and then evaluated with the help of analytical tools like tables and bar graph for understanding and evaluation. The quantitative has been presented on charts in a methodical manner in the following chapter of the thesis (Sarantakos, 2007, 29).

2.18 Research Methods

Welman *et al.* 2005 discussed that there are two key types of research methods, which are applied in research works, namely Qualitative and Quantitative research. Quantitative data is applied for analyzing primary data, which is collected from participants by circulating questionnaire. The collated data is represented in a statistical manner with the help of graphs and chart and evaluation is conducted on Excel spread sheet. On the other hand, Qualitative data is usually collected through secondary research data. The secondary data is collected by conducting extensive

research study from several books and journals on the similar topic and qualitative data usually presents a descriptive or explanatory view of the collated data (Jha, 2008).

As far as this study is concerned, the analyst has used both qualitative and quantitative data and analyzed the response of the participants as well as secondary data in a significant manner.

2.19 Research Ethics

Ethics is an integral aspect of research work. Ethics help in defining the legality of the research work. Firstly, the analyst has followed the norms and policies of conducting a research as laid by the university. Secondly, the researcher has ensured confidentiality of the identity of respondents as collected from interview session and used in primary evaluation. The identity of the participants will not be disclosed without taking their permission and will be used for only academic purpose. Thirdly, the names of the authors and researchers have been placed in the bibliography and with proper credit title. The names of all books and research journals from where the secondary data has been collected are mentioned at the end of the research work in the Bibliography list. Finally, all data collected are used only for academic purpose and not for commercial usage. Thus there researcher has strictly followed the code of ethics as laid by the University (Kothari, 2004, 41).

2.20 Research Limitations

As far as the research limitations are concerned, as a student researcher the following issues were faced during the investigation process and submission of work. In this situation the primary limitation has arisen from time and budget. Since a student is expected to submit a professional standard high quality and in-depth research work within a short period time, it is difficult to complete quality work by carrying out extensive study within a short period and hence affect the quality of the project. It is difficult for the student to conduct extensive research work within a short time period hence has to compromise on the intensity of data collection and evaluation process. Secondly, budget is another major issue, since the student is given a fixed budget it is difficult for the researcher to spend on new books, materials and other necessary data, instead only forced to complete the work within a short

time and with available resources in college or University library and also from online database and free academic portals. Besides this, since the evaluation and findings are depended on the data collected from respondents, the entire authenticity of the answers depend on the data collected and provided by the participants and the researcher lacks in control on the response of people (Jha, 2008, 37) This is another limitation, which also affect the quality of dissertation work.

2.21 Summary

The above part of the dissertation clearly highlights ways in which the respective project will be carried in a chronological way. The data collection methods, research approach and philosophy have been identified to give the research work a proper dimension and have decided to use both qualitative and quantitative data for proper interpretation and analysis. The following chapters evaluate rest of the information in minute detail and analyses the data collected in an analytical way.

CHAPTER THREE : FINDINGS AND ANALYSIS

The main advantage of SPSS is that once you have found these patterns in the data, and you compress the data, by reducing the number of dimensions, without much loss of information. This technique used in image compression, as we will see in a later section.

In this chapter will take you through the steps you needed to perform Frequency, descriptive, finally correlation Pearson on a set of data. I am not going to describe exactly why the technique works, but I will try to provide an explanation of what is happening at each point so that you can make informed decisions when you try to use this technique yourself.

3.1 Frequency analysis

A frequency table is used for reorganization of the data, and to summarize categorical, nominal, and ordinal data. It can also be used to summarize continuous data when the data set has been divided into meaningful groups.

Count the number of observations that fall into each category. The number associated with each category is called the frequency and the collection of frequencies over all categories gives the frequency distribution of that variable.

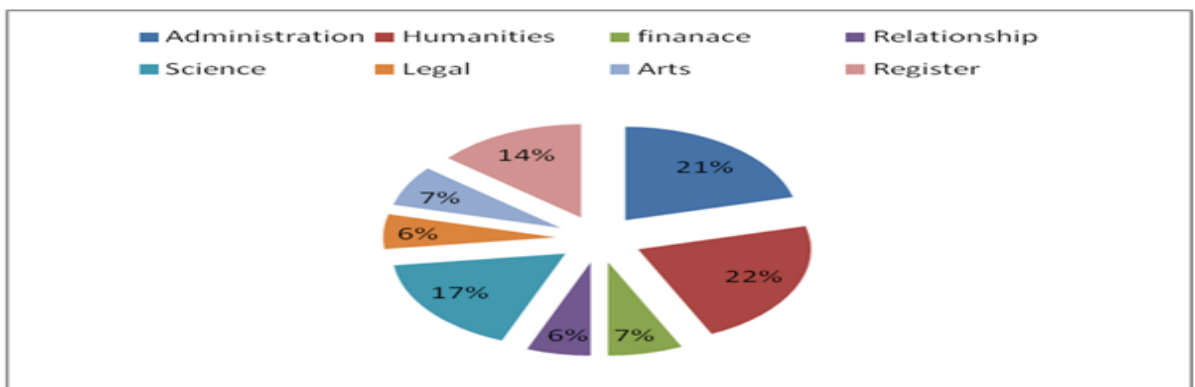
In this study, I have 22 variables that are mostly categorical data except department and Age that have been divided into some classes. I have used frequency tables for all variables the data which are visual displays to organize and present frequency counts so that the information can be interpreted more easily.

Table 1: Name of the departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Administration	21	21.0	21.0	21.0
	Humanities	22	22.0	22.0	43.0
	Finance	7	7.0	7.0	50.0
	Relationship	6	6.0	6.0	56.0
	Science	17	17.0	17.0	73.0
	Legal	6	6.0	6.0	79.0
	Arts	7	7.0	7.0	86.0
	Register	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 1: Name of the departments



Out of the 100 respondents in the departments above by table (1), and chart (1), twenty-two (22) respondents in the Humanities department the big selection in the Raparin university and twenty-one (21) respondents in the administration department after that seventeen (17) respondents in the Science department, in the Register department respondents fourteen (14). Therefore, in the finance and Arts departments

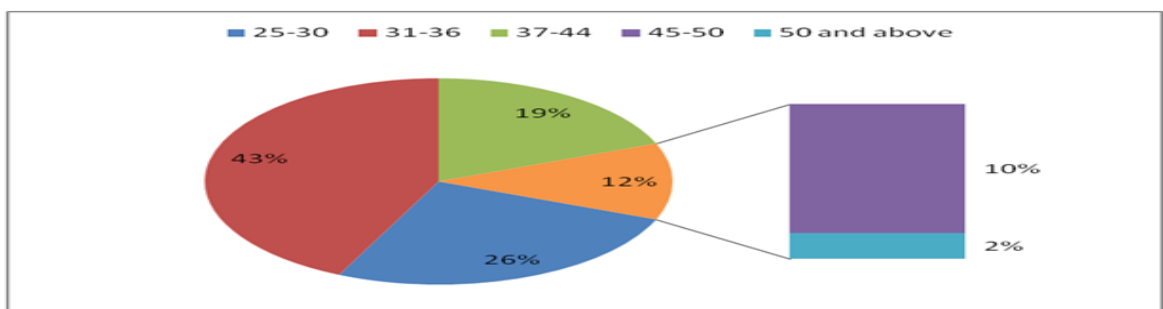
the same respondents seven (7). Finally in the Relationship and Legal departments the same respondents six (6). In the Raparin of university all departments I was selected for respondents questions.

Table 2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	26	26.0	26.0	26.0
	31-36	43	43.0	43.0	69.0
	37-44	19	19.0	19.0	88.0
	45-50	10	10.0	10.0	98.0
	50 and above	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 2: Age



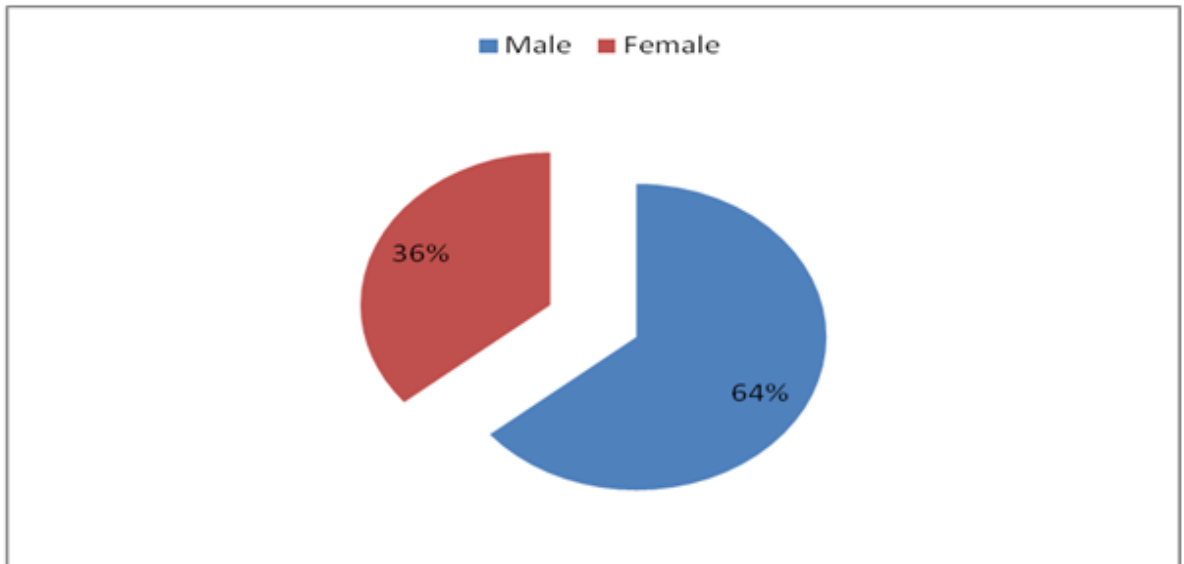
As discussed previously, I can also use Frequency table (2) and chart (2) for numerical data that I convert the data to classes, each of which has a range of values. For instance, in the above Table (2), variable Age is divided into five classes. The age of majority participants is within 31 to 36 years old (43% of the data) followed by the group of 25 to 30 (26%). I have 2 people that their ages are in the range of 50 or more with the 2% of the data.

Table 3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	64.0	64.0	64.0
	Female	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 3: Gender



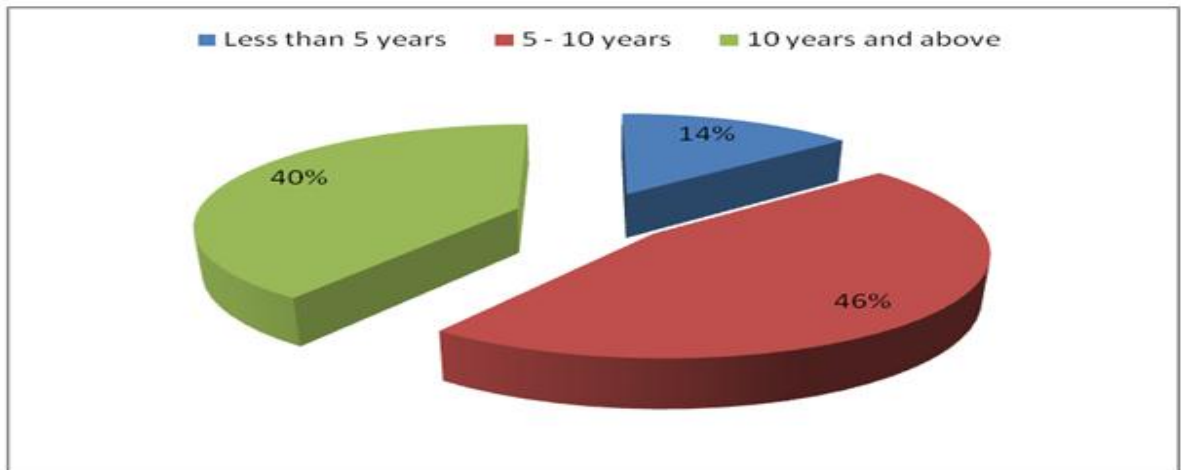
From this frequency table (3) and shown chart (3) I can quickly identify information such as Male comprised the largest group 64 compared Female 36 from 100 people in total.

Table 4: working at the University of Raparin in Rany

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	14	14.0	14.0	14.0
	5 - 10 years	46	46.0	46.0	60.0
	10 years and above	40	40.0	40.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 4: working at the University of Raparin in Rany



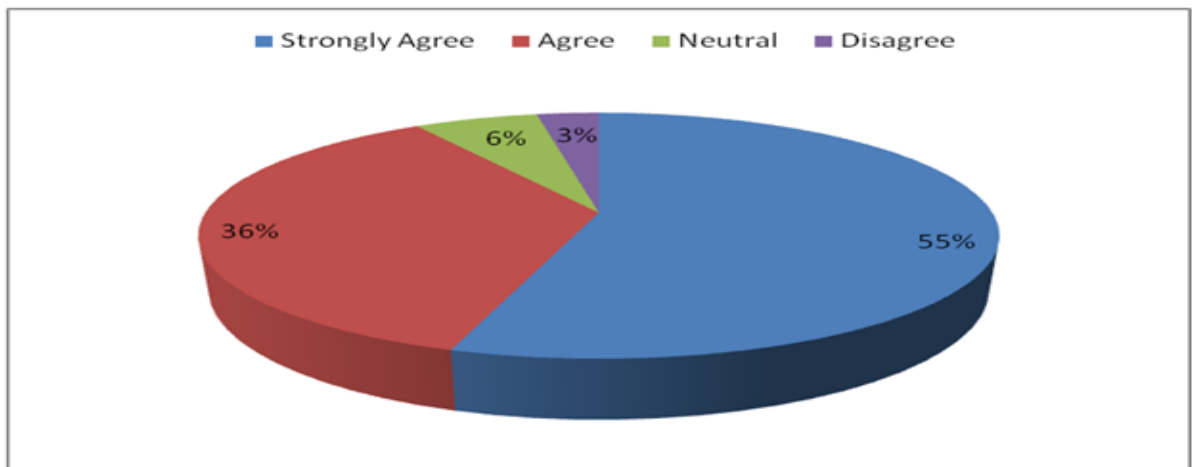
I also asked the respondents about their working at the University of Raparin, from above table (4) I can quickly identify information such as 14 respondents (14% of all participants) are having Less than five years of working at the University of Raparin. Also, if you look at Cumulative Percent column in the frequency table, you can see that 60% of the respondents are getting their 5-10 years working at the University of Raparin, and 10 years and above the remaining 40% they were working at the University.

Table 5: HR planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	55	55.0	55.0	55.0
	Agree	36	36.0	36.0	91.0
	Neutral	6	6.0	6.0	97.0
	Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 5: HR planning



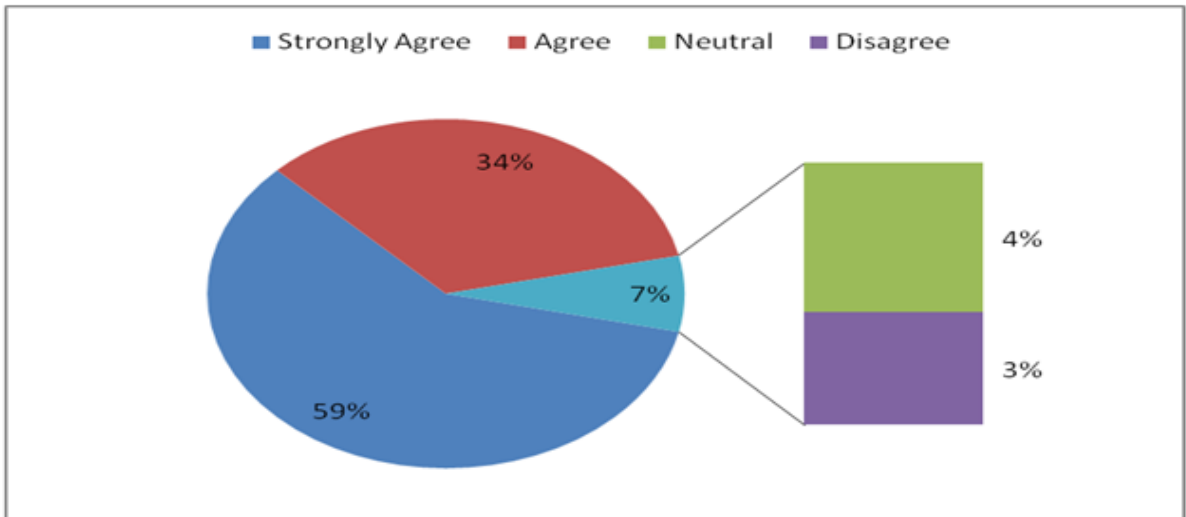
Frequency distribution table (5), and chart (5) about HR planning shows that out of 100 respondents, 3 are disagree, 6 are neutral, 36 are agree and 55 are strongly agree with this. Percent frequency shows 3.0% are disagree, 6% are neutral, 6% are agree and 55% are strongly agree.

Table 6: HR role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	59	59.0	59.0	59.0
	Agree	34	34.0	34.0	93.0
	Neutral	4	4.0	4.0	97.0
	Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 6: HR role



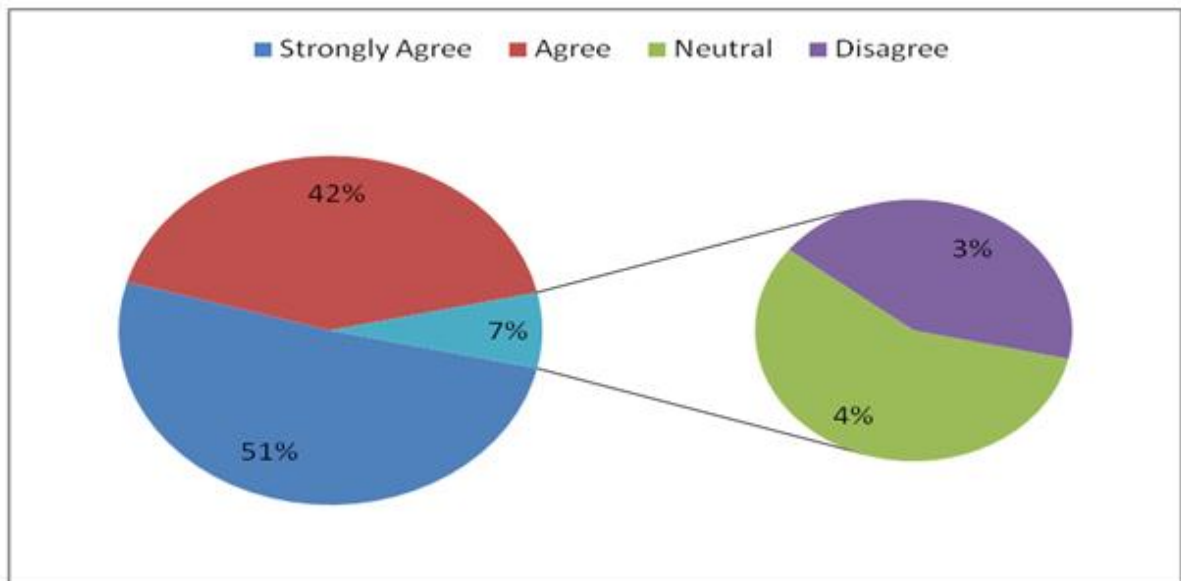
In the table (6) and chart above another question that asked the respondents was Do you think HR plays a proper role at the University. Frequency distribution shows that, 34 are agree with this, 59 are strongly agree, 4 are neutral, 3 are disagree with this. Percent frequency shows that 34% are agree, 59% are strongly agree, 4% are neutral, 3% are disagree.

Table 7: HR strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	51	51.0	51.0	51.0
	Agree	42	42.0	42.0	93.0
	Neutral	4	4.0	4.0	97.0
	Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 7: HR strategies



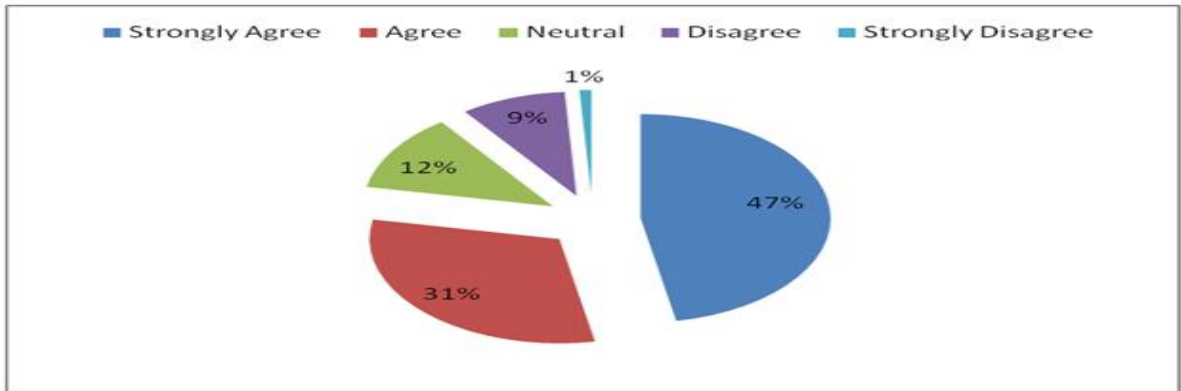
In addition, more than 50% of the respondents are strongly agree that the Do you think that HR strategies have enhanced your performance and 42% respondents are even agree with this. However, 3% of them are disagree and 4% of them are neutral.

Table 8: HR planning affect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	47.0	47.0	47.0
	Agree	31	31.0	31.0	78.0
	Neutral	12	12.0	12.0	90.0
	Disagree	9	9.0	9.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 8: HR planning affect



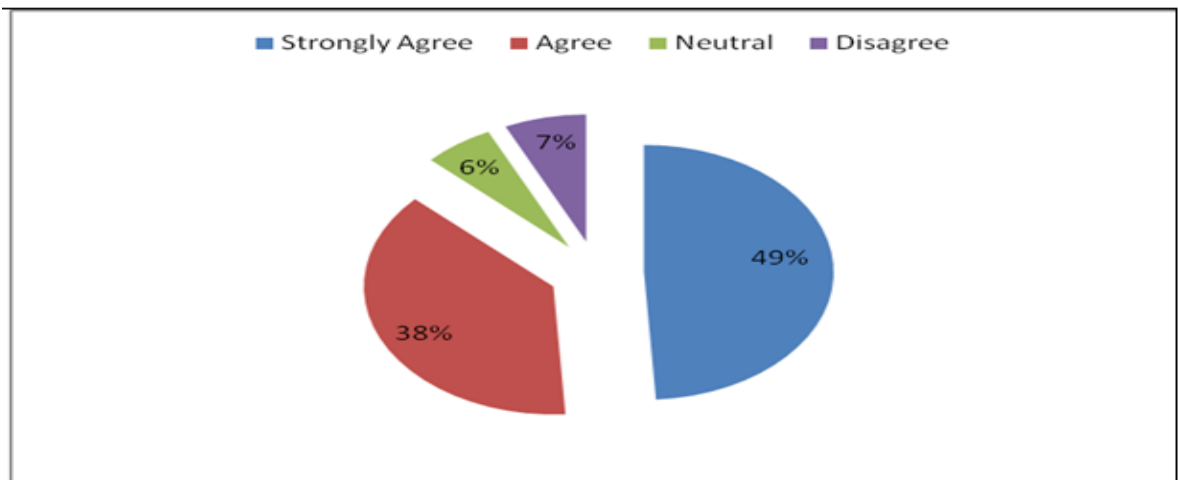
From the questionnaire and table (8) that I have distributed to the respondent, I have found that 31% respondent agreed, 47% strongly agreed, 12% neutral but 9% respondent are disagreed, 1% strongly agreed, that the Raparin University believe that the HR planning has affected your work environment.

Table 9: HR planning create a positive work environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	49	49.0	49.0	49.0
	Agree	38	38.0	38.0	87.0
	Neutral	6	6.0	6.0	93.0
	Disagree	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 9: HR planning create a positive work environment



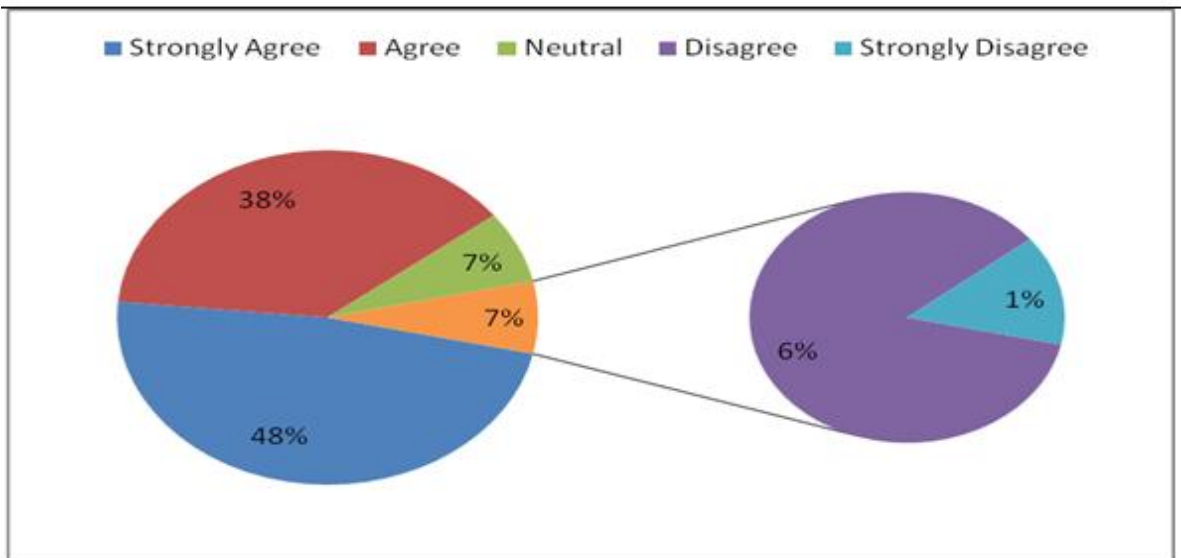
From the table above and chart (9) questionnaire that I have collected data for the survey I have found that 49% respondent strongly agreed, 38% agreed, 6% neutral but 7% respondent disagreed that the Raporin University extend has the HR planning created a positive work environment.

Table 10: HR planning approach

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	48	48.0	48.0	48.0
	Agree	38	38.0	38.0	86.0
	Neutral	7	7.0	7.0	93.0
	Disagree	6	6.0	6.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 10: HR planning approach



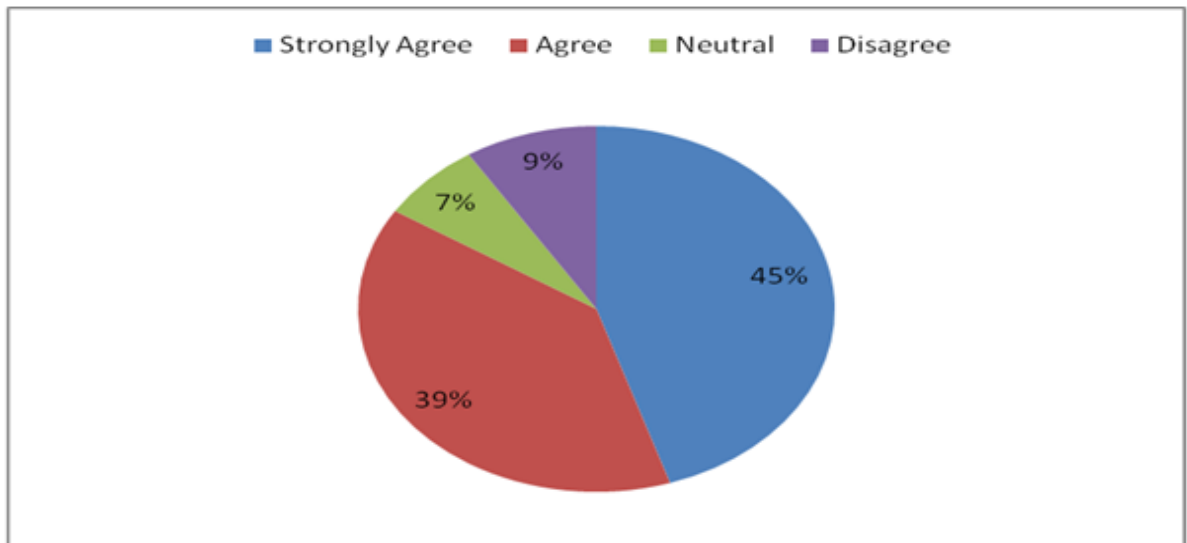
In the table and chart (10) from the survey of this study, I have found that 48% people are strongly agreed, 38% people are agreed, 7% people are neutral and 7% people are disagreed and strongly disagreed that they consider HR planning approach helpful and essential one.

Table 11: HR planning impact

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	45	45.0	45.0	45.0
	Agree	39	39.0	39.0	84.0
	Neutral	7	7.0	7.0	91.0
	Disagree	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 11: HR planning impact



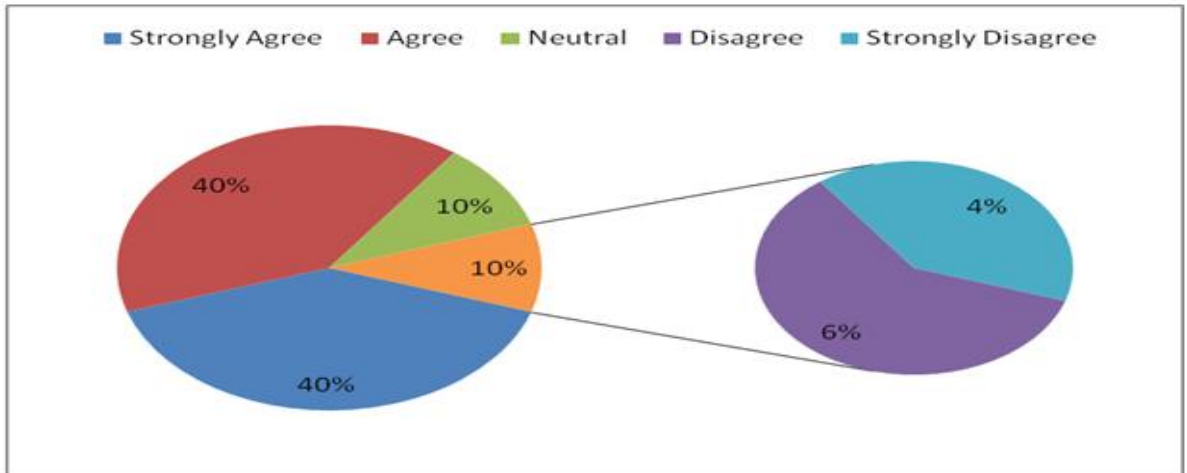
From the above frequency table and chart (11) we can see that 45% respondents strongly agreed and 39% respondents just agreed that the human resource planning has both positive and negative impact on the organizational performance. However, 7% respondents are neutral 9% respondents disagreed about it.

Table 12: HR active role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	40.0	40.0	40.0
	Agree	40	40.0	40.0	80.0
	Neutral	10	10.0	10.0	90.0
	Disagree	6	6.0	6.0	96.0
	Strongly Disagree	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 12: HR active role



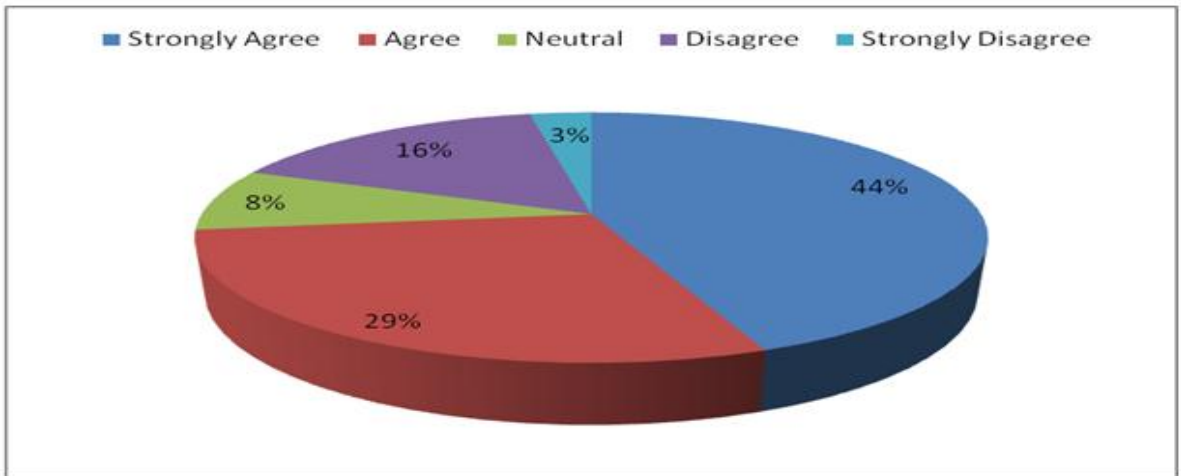
From the research survey in table and chart above I have found that 40% respondent agreed, 40% strongly agreed, 10% neutral but 10% respondent disagreed and strongly disagreed that the human resource department of the organization has played an active role beyond offering salary and maintaining employee attendance.

Table 13: HR department of the University does play a role of strategic HR

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	44	44.0	44.0	44.0
	Agree	29	29.0	29.0	73.0
	Neutral	8	8.0	8.0	81.0
	Disagree	16	16.0	16.0	97.0
	Strongly Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 13: HR department of the University does play a role of strategic HR



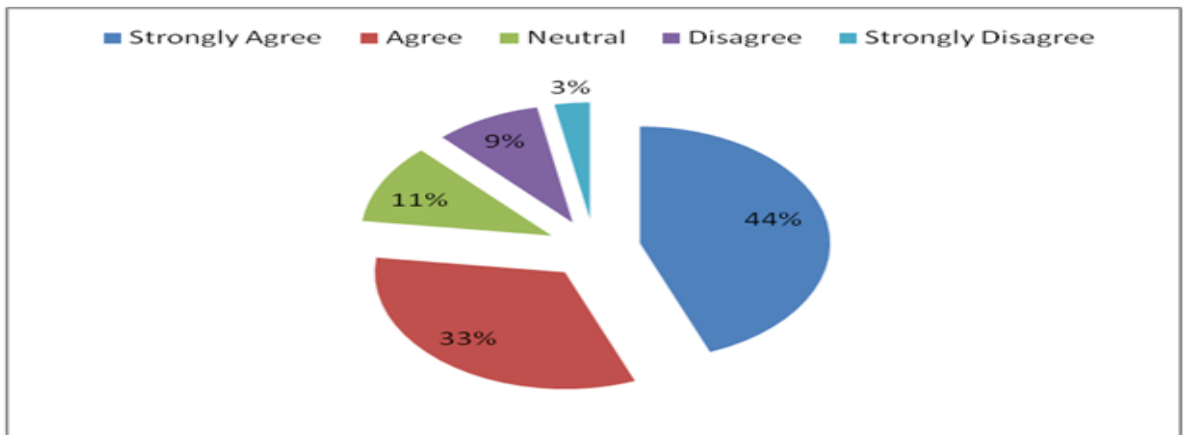
From the above Frequency table and chart (13) we can see that 44% respondents strongly agreed and 29% respondents agreed that the fact that the HR department of the University does play a role of strategic HR, and 8% respondents are neutral and 16% respondents disagreed with this and 3% respondents strongly disagreed with this.

Table 14: Role of HR manager for enhancing the organizational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	44	44.0	44.0	44.0
	Agree	33	33.0	33.0	77.0
	Neutral	11	11.0	11.0	88.0
	Disagree	9	9.0	9.0	97.0
	Strongly Disagree	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 14: Role of HR manager for enhancing the organizational performance



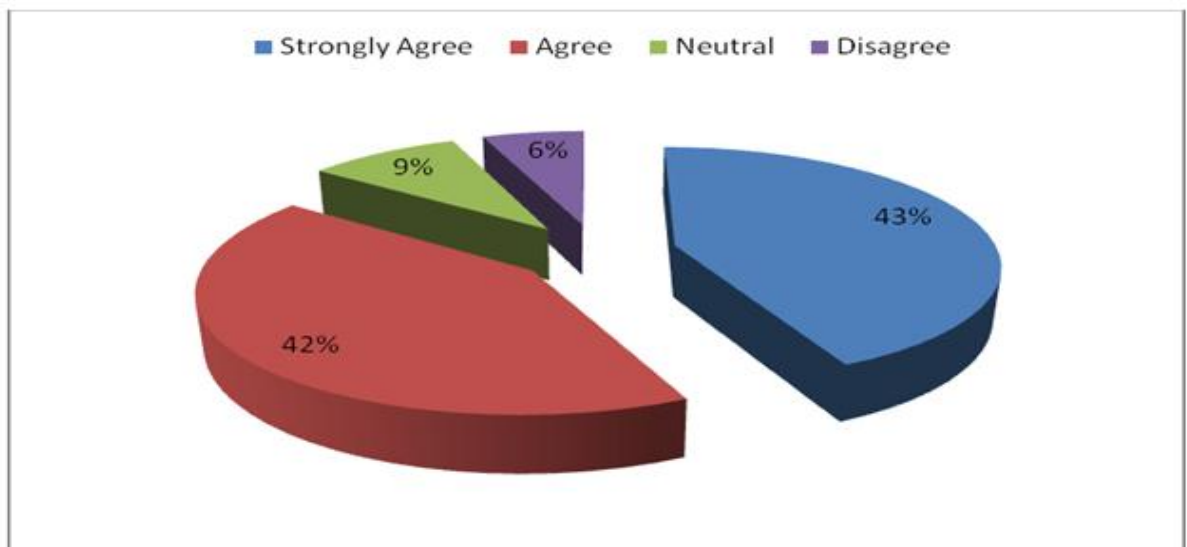
From the questionnaire table (14) and chart above that I have distributed to the respondents, it is found that 44% of the respondents strongly agreed 33% of the respondent agreed 11% of them neutral, and 9% of them disagreed and other remaining 3% respondents are strongly disagreed that the HR manager has a significant strategic role to enhance organizational performance.

Table 15: Role of good organizational structure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	43.0	43.0	43.0
	Agree	42	42.0	42.0	85.0
	Neutral	9	9.0	9.0	94.0
	Disagree	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 15: Role of good organizational structure



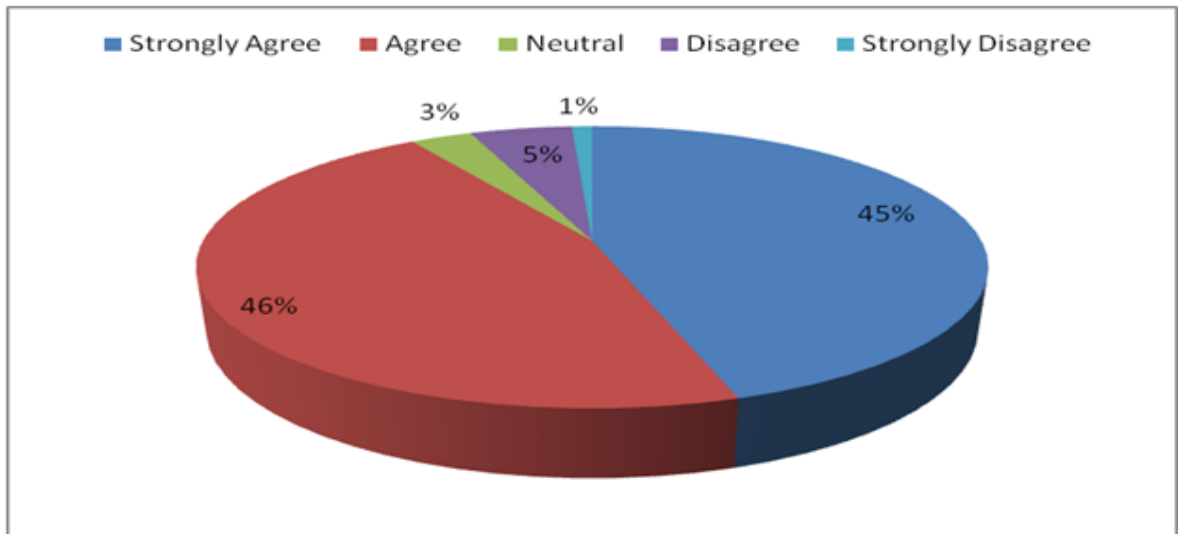
From our survey and above table with chart (15) I have found that the majority of the respondent (85%) agreed and strongly agreed that good organizational structure of departments play a crucial role to enhance organizational performance, the minority of the respondents (6%) are against about this, and 9 % are neutral.

Table 16: Impact of HRM practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	45	45.0	45.0	45.0
	Agree	46	46.0	46.0	91.0
	Neutral	3	3.0	3.0	94.0
	Disagree	5	5.0	5.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 16: Impact of HRM practices



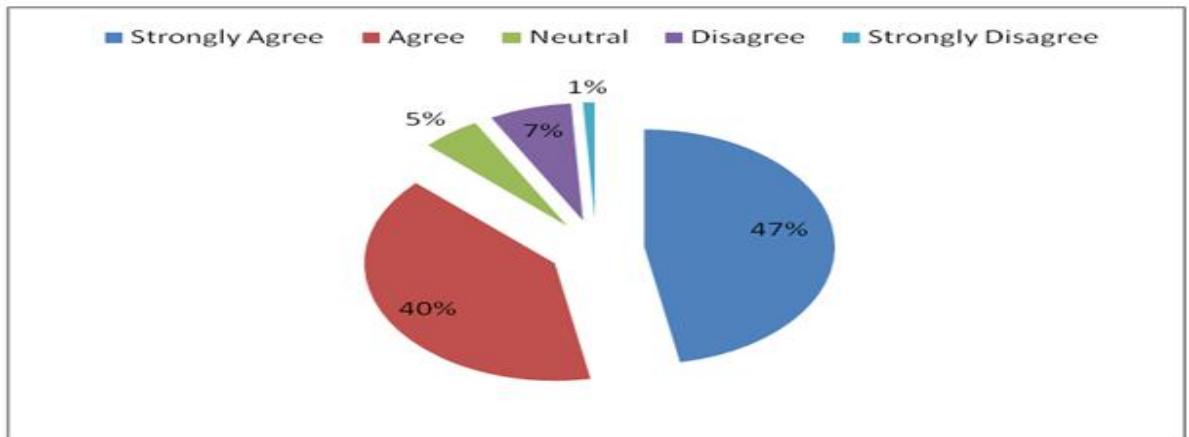
Furthermore, in the above table and chart I have also asked the respondents if the HRM practices have impacted on improving the institutional environment and enhanced its professional level. It is found that 46% of the respondents agreed, 45% of the respondent strongly agreed, 3% of them neutral, and 5% of them disagreed and other remaining 1 % respondents are strongly disagreed.

Table 17: Importance of the HR department to the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	47.0	47.0	47.0
	Agree	40	40.0	40.0	87.0
	Neutral	5	5.0	5.0	92.0
	Disagree	7	7.0	7.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 17: Importance of the HR department to the organization



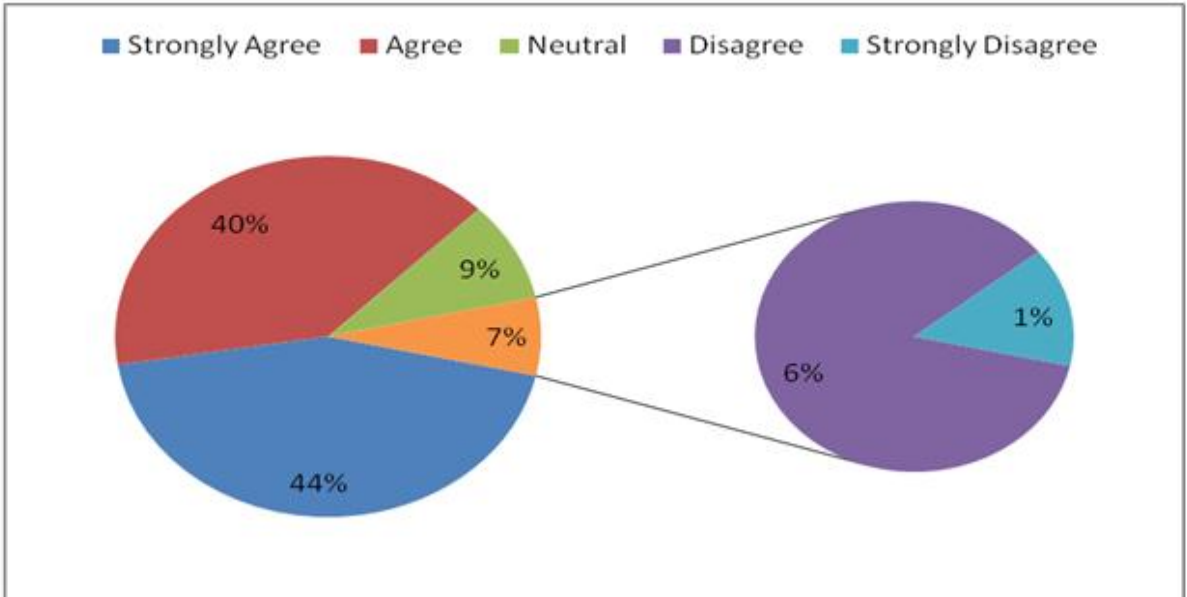
From the above table and chart (17) we can see that the majority of 47% respondents strongly agreed and 40% respondents agreed that the claim that HR department is not given important by the organization, 5% respondents are neutral and 7% respondents disagreed and 1% respondents strongly disagreed with this idea.

Table 18: Role of human resource team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	44	44.0	44.0	44.0
	Agree	40	40.0	40.0	84.0
	Neutral	9	9.0	9.0	93.0
	Disagree	6	6.0	6.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 18: Role of human resource team



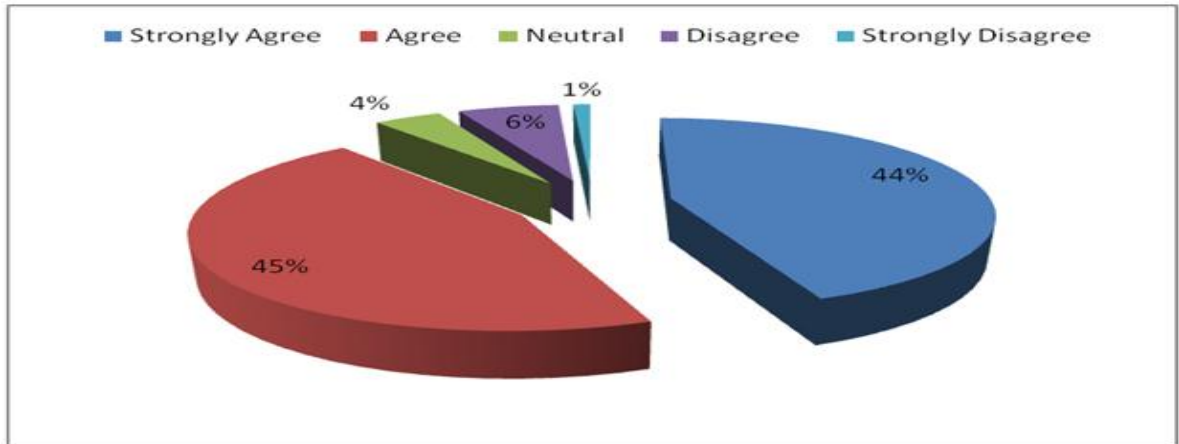
From the table (18) and chart (18) questionnaire that I have collected data for the survey I have found that 44% respondent strongly agreed, 40% agreed, 9% neutral but 7% respondent disagreed and strongly disagreed that the employees of the human resource team are identified as motivators or play an inspiring role to enhance performance.

Table 19: Incorporation of the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	44	44.0	44.0	44.0
	Agree	45	45.0	45.0	89.0
	Neutral	4	4.0	4.0	93.0
	Disagree	6	6.0	6.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 19: Incorporation of the organization



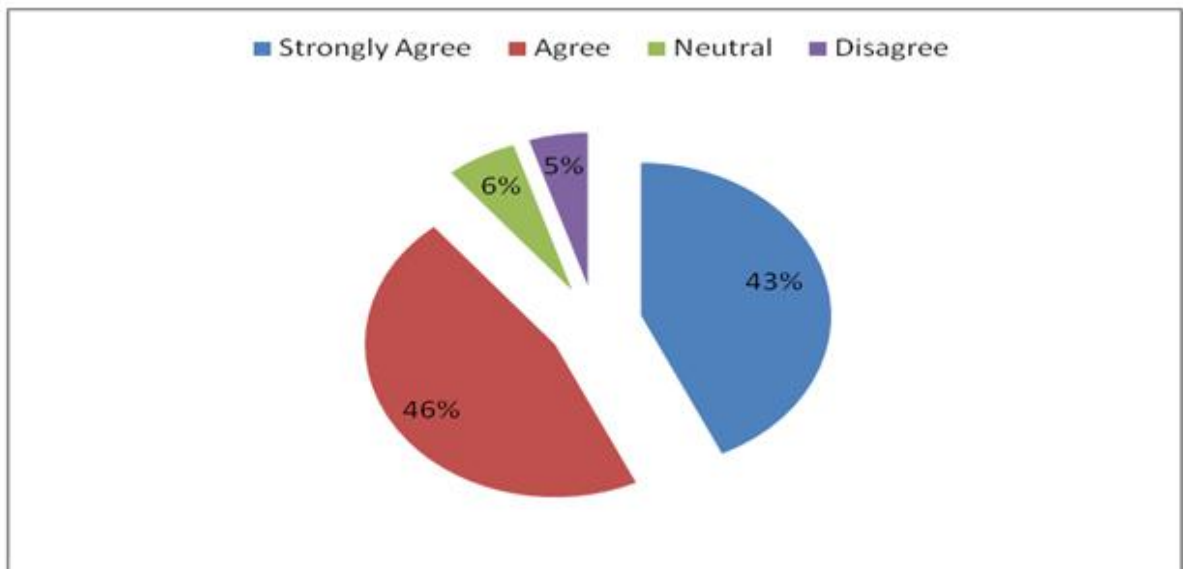
Another question that asked the respondents was, the changes in the organization could be incorporated through HR department only. Frequency distribution table (19) and chart above shows that, 45 are agree with this, 44 are strongly agree, 4 are neutral, and 6 are disagree and 1 strongly disagree with this. Similarly, percent frequency shows that 45% are agree, 44% are strongly agree, 4% are neutral, 6% are disagree and 1% are strongly disagree.

Table 20: Effectiveness of the HR planning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	43.0	43.0	43.0
	Agree	46	46.0	46.0	89.0
	Neutral	6	6.0	6.0	95.0
	Disagree	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 20: Effectiveness of the HR planning



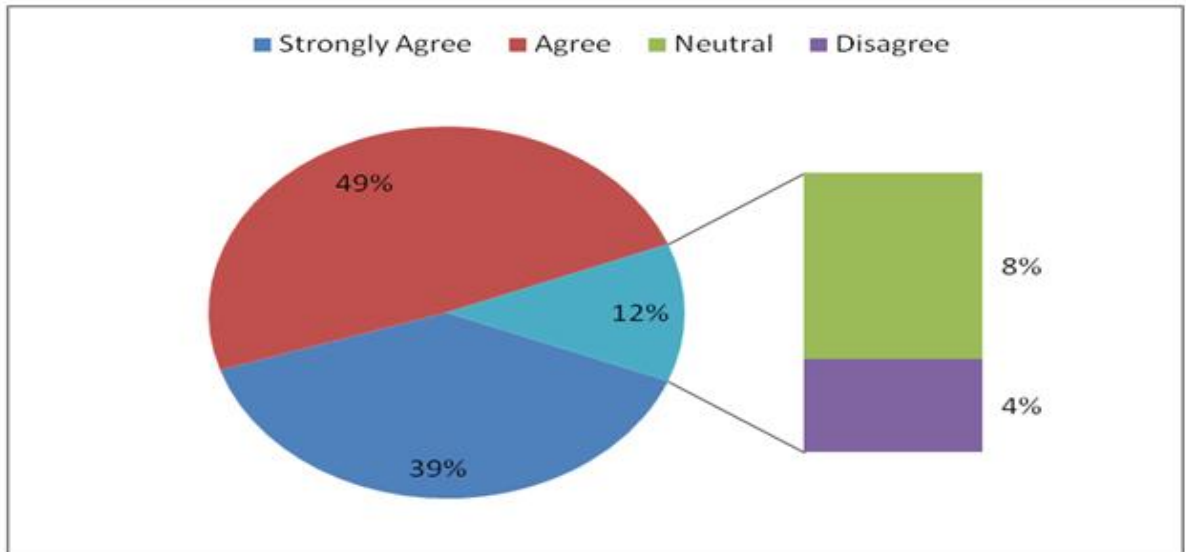
Human resource planning is effective in Educational Institutions. It is shown that from above table and chart (20), 46% respondents agreed, 43% strongly agreed, and 6% are neutral, 5% of the respondents disagreed with the above idea.

Table 21: Role of HR planning to manage employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	39.0	39.0	39.0
	Agree	49	49.0	49.0	88.0
	Neutral	8	8.0	8.0	96.0
	Disagree	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 21: Role of HR planning to manage employees



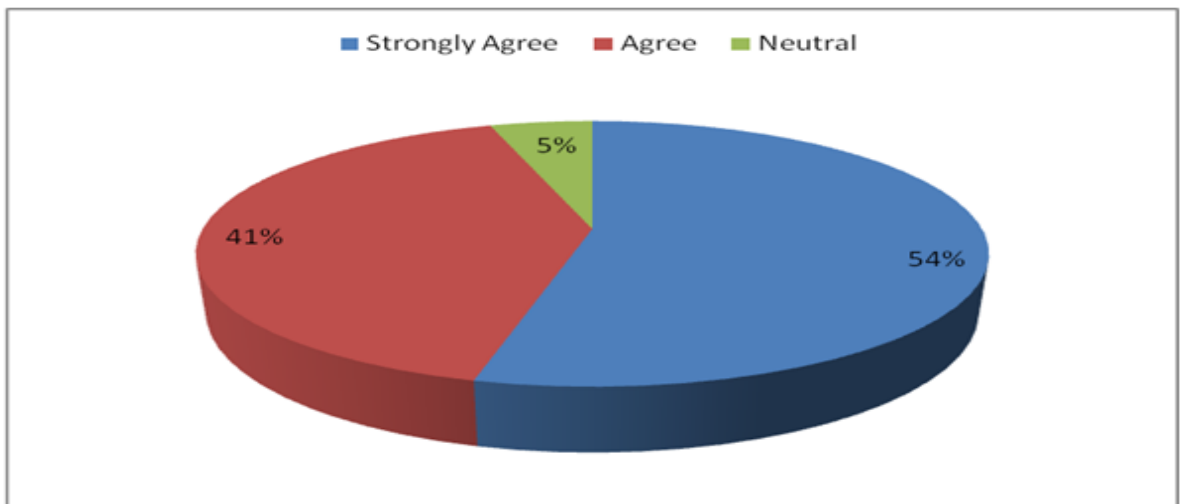
Frequency distribution table and chart (21) about planning helps to manage the employees in different level. It is shown that out of 100 respondents, 4 are disagree, 8 are neutral, 39 are strongly agree and 49 are agree with this. Percent frequency shows 4% are disagree, 8% are neutral, 39% are strongly agree and 49% are agree.

Table 22: Effectiveness of HR planning for future organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	54	54.0	54.0	54.0
	Agree	41	41.0	41.0	95.0
	Neutral	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Source: SPSS

Chart 22: Effectiveness of HR planning for future organisation



The last question in our research study was, human resource planning is effective in the future organization. I have found and showed in the table (22) and last chart that 54% respondent strongly agreed, 41% agreed, 5% were neutral.

3.2 Descriptive analysis

Descriptive analysis (means and standard deviation) is used to understand the general observation of variables.

Table 23: Descriptive of all variables

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
HR planning	100	1	4	1.57	.074	.742
HR role	100	1	4	1.51	.072	.718
HR strategies	100	1	4	1.59	.071	.712
HRP affect	100	1	5	1.86	.102	1.015
HRP environment	100	1	4	1.71	.087	.868
HRP approach	100	1	5	1.74	.091	.906
HRP impact	100	1	4	1.80	.092	.921
HR active role	100	1	5	1.94	.105	1.052
HRD strategic HR	100	1	5	2.05	.120	1.201
HRO performance	100	1	5	1.94	.109	1.090
HR Organization structure	100	1	4	1.78	.085	.848
HR M practices	100	1	5	1.71	.083	.832
Importance of HR	100	1	5	1.75	.091	.914
HR team	100	1	5	1.80	.091	.910
Incorporation	100	1	5	1.75	.087	.869
Effectiveness HR	100	1	4	1.73	.079	.790
HR manage employees	100	1	4	1.77	.076	.763
HRP future	100	1	3	1.51	.059	.595
Valid N (list wise)	100					

Source: SPSS

The value of all represents the mean score. According to the above table (23), the mean value of HRD strategic HR is (2.05) and Std. Deviation (1.201). This implies that the HR department of the University does play a role of strategic HR. The value of 5 represents the average score. As HR active role and HRO performance in the above table, the mean value of active role is 1.94 and performance 1.94.

This indicates that the human resource department of the organization has played an active role beyond offering salary and maintaining employee attendance and that the HR manager has a significant strategic role to enhance organizational performance.

This means the level of HRD strategic HR is slightly higher than the level of active role and performance. The value of 3 signifies the mean. As shown in the above table, the mean value of HR team is 1.80. This means that the level of that the employees of the human resource team are identified as motivators or play an inspiring role to enhance performance is higher than the average.

3.3 Correlation analysis

This part presents the correlation Pearson analysis. Correlation analysis is used to determine the relationship between variables, and how variables on each other.

Table 24: Correlation Pearson

		HR planning	HR role	HRD strategic HR	HRO performance	Importance of HR	HR manag e employees
HR planning	Pearson Correlation	1	.718	.924	.673	.686	.710
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	100	100	100	100	100	100
HR role	Pearson Correlation	.718	1	.858	.518	.676	.610
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	100	100	100	100	100	100
HRD strategic HR	Pearson Correlation	.924	.858	1	.561	.874	.756
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	100	100	100	100	100	100
HRO performance	Pearson Correlation	.673	.518	.561	1	.519	.964
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	100	100	100	100	100	100
Importance of HR	Pearson Correlation	.686	.676	.874	.557	1	.597
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	100	100	100	100	100	100
HR manage employees	Pearson Correlation	.710	.510	.756	.964	.597	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	100	100	100	100	100	100

Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS

According to the above data, there is a positive significant relationship between each of the variables. The results illustrate that advancement has the strongest relationship among variables. Variables, HRO performance ($r = 0.964$), HRD strategic HR ($r = 0.756$), HR planning ($r = 0.710$), Importance of HR ($r = 0.597$), and HR role ($r = 0.610$) are correlated in the statistically significant manner at the 0.01 level and results indicates that all the variables are statistically significant at ($p < .05$). In addition, data has also shown that there is a significant positive relationship between variables themselves, shown more in hypothesis test.

3.4 Discussion

From the above tables and charts, it can be seen that the highest number of the employees work in the humanities department, which is followed by the administration department. Further most of the employees belong to the age group of 31 to 36 and most of them are male. Apart from that, the data also shows that the workers working in Raparin University are mostly working for 5 to 10 years, which represents efficiency of the HR management team of the university. However, the number of the workers working for the company more than 10 years is not satisfactory.

Most of the employees have supported the idea of HR planning and HR role, as it has a great responsibility in providing an appropriate working environment for the employees that can flourish their ability of performing tasks competently in order to achieve organizational goals. This can be done by the HR managers through devising proper strategies for increasing employees motivation and thus, elevating their dedication toward obtaining organizational success. Hence, the first objective of the study is completely achieved.

Further, a large number of personnel have agreed that HR planning affect performance qualities of employees and organizational success highly. Appropriate planning can offer a positive and enthusiastic working environment for the

employees and thus, enhance their ability of completing, tasks efficiently within given time. This improves the overall performance of the Raparin University. Planning approach and active roles of the HR department have great impact on the way in which employees behave and involve in their tasks and so as Raparin University. The human resource management department of the university should play their role strategically so that they can achieve their goals within targeted time. Thus, this helped in fulfilling the second objective of the research as well.

Not only HR manger but the organizational structure of Raparin University also plays an import role in improving organizational performance. It sheds light on the third objective of the research that proper HR planning is required for maintaining growth and victuals of the university. Accurate HR management practices help in enhancing the professional level and organizational environment in a positive manner. Most of the respondents of the research have agreed that proper HRM practices improve performance level of the university certainly. However, it is seen that adequate importance is not given to the HR department of Raparin University, which may have a negative impact on the performance quality of the professors of different departments.

The respondents of the research supported HR planning for flourishing an effective and competent educational institution. Moreover, the participants of the research also agreed that effective HR planning helps in managing employees work in various levels of an organization. Thus, it can ensure future growth and efficiency of Raparin University in a better way. Hence, it is crucial for the organization to provide ample substance to the HR management team so that they can develop strategic plans for managing their human resource in an effective manner that can help the organization in achieving their organizational targets proficiently.

3.5 Hypothesis testing results

From the theoretical framework of the study, the hypotheses have been proposed in order to obtain the relationship between variables in the University of Raparin. For testing the research hypotheses of this study, Pearson's Product Moment Correlation is used.

H1: To what extent the association of HR planning assists in improving organizational performance.

According to the Pearson's correlation analysis as presented in Table 24, the correlation between variables is significant ($r = 0.964$). Therefore, the outcomes show that there is a significant positive relationship between variables.

Hence the first hypothesis has been accepted.

H2: If Human Resource Planning within the university impacts on performance improvement, growth and sustenance or not.

For the purpose of determining the relationship between variables, Pearson's correlation analysis is performed. Based on the findings shown in Table 24, the correlation between variable is significant ($r = 0.597$). Therefore, the results illustrate that there is a significant positive relationship between variable.

As a result, hypothesis H2 has been substantiated.

H3: Ways in which the human resource planning approaches have proved effective in meeting the organizational strategic goals amidst changing environment in academic domain.

For the purpose of determining the relationship between variables, Pearson's correlation analysis is performed. Based on the findings shown in Table 24, the correlation between variable is significant ($r = 0.756$). Therefore, the results illustrate that there is a significant positive relationship between variable.

As a result, hypothesis H3 has been accepted.

H4: Importance of HR planning in Raparin University and ways in which it could be channelized to improve employee performance and retention. Pearson's correlation analysis as presented in Table 24, the correlation between variables is significant ($r = 0.597$). Therefore, the outcomes show that there is a significant positive relationship between variables.

Hence the H4 has been substantiated.

CONCLUSION AND RECOMMENDATIONS

Conclusion

From the analysis of the findings of the previous chapter, it can be concluded that HR planning plays a vital role in achieving strategic goals of an organization. Through this research, the researcher has also found that the Raparin University does not provide adequate importance to the HR management group that can act as a barrier in achieving the organizational targets of the university.

In this chapter, the researcher has linked the objectives of the research with the research findings in order to check if the objectives are achieved. Further, the researcher has developed some recommendations for the Raparin University based on the HR issues faced by the organization.

In the literature review section, it is discussed that HR planning plays a crucial role in managing business of any organization. It is important for business entrepreneurs to prepare strategic plans before commencing any business. It is important to retain efficient employees for maintaining organizational competitiveness. In question number 5, 6, 7, 8 and 9, it is discussed that HR planning improves the business management of a company competently. Without proper planning, it is not possible for Raparin University to improve the efficiency of their personnel effectively. Thus, the first research objective is achieved.

HR planning involves identifying the issues related to the workers of an organization and recognizing the future barriers for the business. It is required for providing a career goal to employees and eventually helps him or her in achieving their targets. Similarly, HR planning can help the Raparin University in managing their professionals effectively for attaining organizational objectives. Question number 8, 9 and 10 in the findings and analysis chapter have helped in achieving the second research objective.

Question number 11 to 16 helped in analyzing the third objective of the research. It is found that HR planning lays significant impact by helping in identifying the issues faced by the employees in performing their tasks. After identifying the issues, the HR manager can take necessary steps for resolving them and providing a

comfortable and positive working environment to its employees. This can sustain the growth and competitiveness of the organization.

In chapter 2, the researcher has discussed various models and theories related to HR planning in order to understand this concept properly. The Harvard model has kept the employee satisfaction in the secondary level, whereas, it has kept the stakeholders in the primary level of importance. Thus, it helps in understanding the HR planning concept efficiently. The findings of the research have helped in achieving the fourth research objective appropriately.

Recommendations

1. Assessing the existing capacity of the employees of Raparin University and enhancing them. The HR management team of Raparin University requires examining the current capacity of their personnel so that proper training session can be arranged for them in order to enhance the present skills. This can be achieved by carrying out a skill inventory for each, which should go afar the necessary skills for a particular position. This would help Raparin to identify if the employee is competent enough to fulfill all the responsibilities and take further responsibilities as well.
2. Analyzing organizational gaps that need to be removed for achieving strategic goals Raparin University needs to analyze the gap present between their expected position and current position. This includes spotting the number of professionals and their skills that requires improvement for giving tough competition in future. The organization should look into all the existing HR management practices that need further improvement and new practices should be introduced for supporting future success of the organization. This may include collaboration with other organization for working on a particular project in order to fulfill the skill gap present in the organizational employees.

Further scope

During the research, the researcher faced some limitations that affect the research quality negatively. For instance, due to lack of time, the researcher could not collect more literature on the research topic that could provide better idea of the research topic. Furthermore, due to constraint of financial resource, the researcher has to limit the number of respondents for collecting primary data to 100.

However, the present research findings can be used as secondary data for further research on the same topic. The present research would provide opportunity to the future researcher to overcome the issues faced by present researcher.

REFERENCES

- Afzal, F. (2013). *Effect of Human Resource Planning on Organizational Performance, Information and Knowledge Management*, 3(2), PP 173-182
- Ahmad, P. (2014). *The Internationalization of Higher Education in University of Raparin "Kurdistan Region-Iraq". International Journal of Education and Research*, 2(8).
- Ahmad, S. and Mir, A. (2012). *Need for Human Resource Development (HRD) Practices in Indian Universities: A Key for Educational Excellence. Journal of Human Values*.
- AL-Qudah, M. (2014). *The Effect of Human Resources Planning and Training and Development on Organizational Performance in the Government Sector in Jordan, International Journal of Academic Research in Business and Social Sciences*, 4(4), PP 79-85
- Analoui, F. (2007). *Strategic human resource management. London: Thomson*.
- Anyadike, N. (2013). *Human Resource Planning And Employee Productivity In Nigeria Public Organization. Global Journal of Human Resource Management*, 1(4), pp.56-68.
- Anyim, F. (2012). *The Role of Human Resource Planning In Recruitment and Selection Process. British Journal of Humanities and Social Sciences* 68, PP 6(2).
- Armstrong, M. and Armstrong, M. (2009). *Armstrong's handbook of human resource management practice. London: Kogan Page*.
- Armstrong, M. and Armstrong, M. (2011). *Armstrong's handbook of strategic human resource management. London: Kogan Page*.
- Armstrong, M. and Baron, A. (2002). *Strategic HRM. London: Chartered Institute of Personnel and Development*.
- Askegren, P. (2005). *Human resource. New York: Ace Books*.

- Azzam, A. and Jaradat, S. (2014). *Impact Of HR Recruitment Process On Jordanian Universities Effectiveness. (An Empirical Study on Jordanian Universities)*. *Global Journal of Human Resource Management*, 2(1), pp.16-29.
- Baqutayan, S. (2014). *Is Talent Management Important? An Overview of Talent Management and the Way to Optimize Employee Performance*. *Mediterranean Journal of Social Sciences*.
- Bradley, J. (2015). *The Role of Human Resources Planning in Organizational Success*. [Online] Available at: <http://smallbusiness.chron.com/role-human-resources-planning-organizational-success-57672.html> [Accessed 5 Dec. 2016].
- Bratton, J. and Gold, J. (2000). *Human resource management*. Mahwah, N.J.: Lawrence Erlbaum.
- Bryman, A. (2008). *Social research methods*. Oxford: Oxford University Press.
- Castley, R. (2006). *Policy-focused approach to manpower planning*. *International Journal of Manpower*, 17(3), pp.15-24.
- Chadwick, C. (2005). *The vital role of strategy in strategic human resource management education*. *Human Resource Management Review*, 15(3), pp.200-213.
- Chiang, M. (2009). *The development of organizational emotion and psychological contract*. *Educational Resources and Research*, 30, pp.7-10.
- Managing core competencies*. *Human Resource Development International*, 11(2), pp.183-197.
- Cohen, L., Manion, L. and Morrison, K. (2003). *Research methods in education*. London: RoutledgeFalmer.
- Comer, B. (2016). *The human resource management functions - the employment cycle*. [online] Available at: http://www.wiley.com/legacy/Australia/PageProofs/BUS_MAN/3_4/c05TheHumanResourceManagementFunction-TheEmploymentCycle_WEB.pdf [Accessed 5 Dec. 2016].
- Creswell, J. (2003). *Research design*. Thousand Oaks, Calif.: Sage Publications.

Crystalgraphics.com. (2016). Human Resources Planning Images - Photos - Pictures. [online] Available at: <http://www.crystalgraphics.com/powerpictures/images.photos.asp?ss=human+resources+planning> [Accessed 5 Dec. 2016].

Davis, T. (2007). Talent assessment. Aldershot, England: Gower.

Dejoux, C. and Thévenet, M. (2011). Talent management. Paris: Dunod.

Dessler, G. (2000). Human resource management. Upper Saddle River, NJ: Prentice Hall.

Dutton, J. and Duncan, R. (1987). The influence of the strategic planning process on strategic change. Strategic management journal. 8 (2). PP 103-116

Venkatesh, D. (2012). Employees' Perception on Human Resource Functions in The Select Paper Industries in Tamil Nadu with Special Reference to Tamil Nadu News Print Limited and Seshayee Paper and Board Limited. IJSR, 3(3), pp.43-50.

Elegbe, J. (2010). Talent management in the developing world. Farnham, Surrey, UK: Gower.

Funmilayo, S. (2014). Human Resource Planning In The Nigerian Universities. Computing, Information Systems, Development Informatics & Allied Research Journal, [online] 5(4). Available at: <http://www.cisdijournal.net> [Accessed 17 Dec. 2016].

Gilbert, C. De Winne, S. and Sels, L. (2015). Strong HRM processes and line managers' effective HRM implementation: a balanced view. Human Resource Management Journal, 25(4), pp.600-616

Gilmore, S. and Williams, S. (2009). Human resource management. Oxford: Oxford University Press.

Govaert, G. (2009). Data analysis. London: ISTE.

Government of Newfoundland and Labrador, (2008). Human Resource / Workforce Planning And Departmental Planning - Supplement. Human Resource Planning –

Reference Tools. [online] Available at: <http://www.exec.gov.nl.ca/> [Accessed 16 Dec. 2016].

Grievess, J. (2003). Strategic human resource development. London: Sage Publications.

Grievess, J. (2006). Strategic human resource development. London: Sage Publications.

Hassan, S. (2016). Impact of HRM Practices on Employee's Performance, International Journal of Academic Research in Accounting, Finance and Management Sciences, 6(1), PP 15-22

Hatcher, T. (2009). Twenty years ago today: Celebration, history, and Human Resource Development Quarterly. Human Resource Development Quarterly, 20(1), pp.1-2.

Hatum, A. (2010). Next generation talent management. Hound mills, Basingstoke, Hampshire: Palgrave Macmillan.

Hauff, S., Alewell, D. and Katrin Hansen, N. (2016). HRM System Strength and HRM Target Achievement-Toward a Broader Understanding of HRM Processes. Human Resource Management.

Hdiggui, E. (2006). Human Resource Management in the Education Sector. Division of Educational Policies and Strategies, UNESCO.

Herriot, P. and Pemberton, C. (2005). A new deal for middle managers. People Management, 15(6), pp.32-34.

Hinton, K. (2012). A Practical Guide to Strategic Planning in Higher Education. Society for College and University Planning

Holstius, K. and Malaska, P. (2003). ADVANCED STRATEGIC MANAGEMENT. International Seminar

Huang, I. (2004). Academy of human resource management. 2nd ed. San Ming Bookstore: Taipei.

- Human Resources University of Michigan. (2016). UHR Strategic Plan. [online] Available at: <https://hr.umich.edu/about-uhr/uhr-strategic-plan> [Accessed 5 Dec. 2016].*
- Hussey, D. (2006). Human resource management: A strategic view. Strat. Change, 4(1), pp.1-2.*
- Jha, N. (2008). Research methodology. Chandigarh: Abhishek Publications.*
- Ketchen, D. and Bergh, D. (2006). Research methodology in strategy and management. Amsterdam: Elsevier JAI.*
- King, K. (2015). The Talent Deal: How employees respond to global talent management. Academy of Management Proceedings, 2015(1), pp.10163-10163.*
- Kothari, C. (2004). Research methodology. New Delhi: New Age International (P) Ltd.*
- Kumar, R. (2005). Research methodology. London: SAGE.*
- Lindgren, M. and Bandhold, H. (2003). Scenario Planning, The link between future and strategy. PALGRAVE MACMILLAN. New York.*
- Lloyd, P. (2015). Management and Human Resource Management. University of south Australia. [online] Available at: <http://unisa.edu.au/business> [Accessed 16 Dec. 2016].*
- Locke, R., Kochan, T. and Piore, M. (2009). Employment relations in a changing world economy. Cambridge, MA: MIT Press.*
- Lorette, K. (2015). Three Key Elements of the Human Resources Planning Model. [online] Available at: <http://smallbusiness.chron.com/three-key-elements-human-resources-planning-model-4751.html> [Accessed 5 Dec. 2016].*
- Mabey, C. and Salaman, G. (2007). Strategic human resource management. Oxford: Blackwell Business.*
- Maina, D. and Kwasira, J. (2015). ROLE OF HUMAN RESOURCE PLANNING PRACTICES ON EMPLOYEE PERFORMANCE. International Journal of Economics, Commerce and Management. 3(5). PP 1569-1580*

Mathis, R. and Jackson, J. (2003). Human resource management. Mason, Ohio: Thomson/South-western.

Meijerink, J., Bondarouk, T. and Lepak, D. (2013). How Employee Perceptions of HRM Develop: Employees as Co-Creators of HR Shared Service Value. Academy of Management Proceedings, 2013(1), pp.15429-15429.

Mello, J. (2006). Strategic human resource management. Australia: South-Western College Pub.

Mondy, R., Noe, R. and Gowan, M. (2005). Human resource management. Upper Saddle River, N.J.: Pearson Prentice Hall.

Mostaghim, H., Mirghiyasi, S., Mirnabili, S. and Zaman, H. (2013). Overview of Strategic Planning of Human Resources and its Role in the Organization. [online] 5(2). Available at: <http://ijcrb.webs.com> [Accessed 5 Dec. 2016].

Nafei, W. (2015). Talent management. Saarbrucken: OmniScriptum.

Nelson, A., Cooper, C. and Jackson, P. (2005). Uncertainty amidst change: The impact of privatization on employee job satisfaction and well-being. Journal of Occupational and Organizational Psychology, 68(1), pp.57-71.

Newman, A., Thanacoody, R. and Hui, W. (2011). The impact of employee perceptions of training on organizational commitment and turnover intentions: a study of multinationals in the Chinese service sector. The International Journal of Human Resource Management, 22(8), pp.1765-1787.

Noe, R. (2006). Human resource management. Boston, Mass.: McGraw-Hill.

Owolabi, S. And Makinde, O. (2012). The Effects Of Strategic Planning On Corporate Performance In University Education: A Study Of Babcock University. Kuwait Chapter of Arabian Journal of Business and Management Review, 2(4).

Paris, K. (2003). Strategic Planning In The University. University of Wisconsin System Board of Regents.

Peery, N. and Salem, M. (2007). Strategic management of emerging human resource

issues. *Human Resource Development Quarterly*, 4(1), pp.81-95.

Du Plessis, A. and Beaver, B. (2008). *The Changing Role of Human Resource Managers for International Assignments. International Review of Business Research Papers*. 4(5). PP 166-181.

Pollitt, D. (2010). *Talent Management*. Bradford: Emerald Group Pub.

Pradeesh, N. and Venugopalan, D. (2011). *Human Resource Planning And Development. Hrm Specialisation University Of Calicut*.

Raparinuni.org. (2013). *The University of Raparin - History of Ranya*. [online] Available at: <http://www.raparinuni.org/about-uor/history-of-ranya> [Accessed 5 Dec. 2016].

Raparinuni.org. (2016). *The University of Raparin -*. [online] Available at: <http://www.raparinuni.org/> [Accessed 16 Dec. 2016].

Rasel, (2015). *13 Models of Strategic Human Resource Management*. [online] Bank of Information. Available at: <http://bankofinfo.com/13-models-of-strategic-human-resource-management/> [Accessed 5 Dec. 2016].

Rousseau, D. (2012). *The Oxford handbook of evidence-based management*. New York: Oxford University Press.

Sanders, K., Dorenbosch, L. and de Reuver, R. (2008). *The impact of individual and shared employee perceptions of HRM on affective commitment. Personnel Review*, 37(4), pp.412-425.

Sarantakos, S. (2007). *Data analysis*. Los Angeles: SAGE.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students (3rd ed.)*. Harlow, England: Prentice Hall.

Scullion, H. and Collings, D. (2011). *Global talent management*. New York: Routledge.

Sheehan, C. and Cooper, B. (2011). *HRM outsourcing: the impact of organisational size and HRM strategic involvement. Personnel Review*, 40(6), pp.742-760.

- Stokes, P. (2005). *Manpower Planning—Training Planning Co-operation: A Suggested Model*. *International Journal of Manpower*, 6(5), pp.16-18.
- Swanson, R. and Holton, E. (2009). *Foundations of human resource development*. San Francisco: Berrett-Koehler.
- Torrington, D., Hall, L. and Taylor, S. (2005). *Human resource management*. Harlow, England: FT Prentice Hall.
- Turnley, W. and Feldman, D. (2002). *The Impact of Psychological Contract Violations on Exit, Voice, Loyalty, and Neglect*. *Human Relations*, 52(7), pp.895-922.
- Tyson, S. and Tyson, S. (2006). *Essentials of human resource management*. Oxford: Butterworth-Heinemann.
- Van Donk, D. and Esser, A. (2007). *Strategic human resource management: A role of the human resource manager in the process of strategy formation*. *Human Resource Management Review*, 2(4), pp.299-315.
- Wells, D. (2000). *Strategic Management for Senior Leaders: A Handbook for Implementation*
- Welman, C., Kruger, F., Mitchell, B. and Huysamen, G. (2005). *Research methodology*. Cape Town: Oxford University Press.
- Werner, J. (2014). *Human Resource Development ≠ Human Resource Management: So What Is It?*. *Human Resource Development Quarterly*, 25(2), pp.127-139.
- Williams, A. (1984). *Manpower Planning in Backward Industries*. *International Journal of Manpower*, 5(1), pp.8-12.
- Wright, P. (2010). *Introduction: Strategic human resource management research in the 21st century*. *Human Resource Management Review*, 8(3), pp.187-191.
- Zikmund, W. (2003). *Business research methods*. Mason, OH: Thomson/South-Western.
- lardy, A. (2008). *The strategic role of Human Resource Development in m*

Appendixes

Questionnaire English



T.C
BINGOL - BINGOL UNIVERSITY
GRADUATE OF SOCIAL SCIENCE
BUSINESS ADMINISTRATION DEPARTMENT



Dear all, I am a master student at Bingol University in Turkey. I would be greatly appreciated if you can take some time to participate in my survey questionnaire. You have been randomly selected to fill in the survey which is about (**The role of human resource planning in achieving organizational strategic goals – A case study at University of Raparin in Ranya city**). Please kindly try to answer all the questions. There are no rights or wrong answers. Please note that all the information included in this survey will be only used for academic purposes.

Thank you for your cooperation and willingness to answer questions

Supervisor
ASSIST.PRO.DR.NAZIF DEMIR

Researcher
ARWAND HAMAD AMIN AHMED

Note:

- Please tick (✓) in the field that represents your point of view.

1. Departments:

3. Finance 2. Humanities 1. Administration
6. Legal 5. Science 4. Relationship
8. Register 7. Arts

2. Age:

- 3.37 - 44 2.31 - 36 1.25 - 30
- 5.50 and above 4.45 – 50

3. Gender:

1. Male 2.Female

4. How long have you been working at the University of Raparin in Ranya-Iraq?

- 2.5- 10 Years 1. Less than 5 years
- 4.15 Years and above 3.10 Years and above

Please place a cross (X) in the appropriate box of your choice:

NO	Statement	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
5.	Do you think that HR planning is important within organization?					
6.	Do you think HR plays a proper role at the University?					
7.	Do you think that HR strategies have enhanced your performance?					
8.	Do you believe that the HR planning has affected your work environment?					
9.	In your opinion, to what extent has the HR planning created a positive work environment?					
10.	Do you consider HR planning approach helpful and essential one?					
11.	Do you believe that human resource planning has both positive and negative impact on the organizational performance?					

NO	Statement	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
12.	Do you agree that the human resource department of the organization has played an active role beyond offering salary and maintaining employee attendance?					
13.	To what extent do you agree to the fact that the HR department of the University does play a role of strategic HR?					
14.	To what extent do you agree that the HR manager has a significant strategic role to enhance organizational performance?					
15.	To what extent do you agree that good organizational structure of departments play a crucial role to enhance organizational performance?					
16.	To what extent do you agree that HRMS practices have impacted on improving the institutional environment and enhanced its professional level?					

NO	Statement	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
17.	To what extent do you agree to the claim that HR department is not given important by the organization?					
18.	To what extent do you agree that the employees of the human resource team are identified as motivators or play an inspiring role to enhance performance?					
19.	Do you agree that changes in the organization could be incorporated through HR department only?					
20.	Do you agree that human resource planning is effective in Educational Institutions?					
21.	Do you think that the planning helps to manage the employees in different level?					
22.	Do you agree that human resource planning is effective in the future organization?					



ÖZGEÇMİŞ

KİŞİSEL BİLGİLER

Adı Soyadı	ARWAND HAMAD AMIN AHME
Doğum Yeri	IRAK
Doğum Tarihi	1.01.1987

LİSANS EĞİTİM BİLGİLERİ

Üniversite	SALAHADDİN ÜNİVERSİTESİ – IRAK
Fakülte	IDARE VE EKONOMİK
Bölüm	İŞLETME BÖLÜMÜ

YABANCI DİL BİLGİSİ

İngilizce	KPDS (.....) ÜDS (...) TOEFL (...) EILTS (...)
...	Çok iyi

İŞ DENEYİMİ

Çalıştığı Kurum	Raparin Üniversite
Görevi/Pozisyon	Müdür
Tecrübe Süresi	4 Yıl

KATILDIĞI

Kurslar	KİŞİSEL STRATEJİK PLANLAMA
Projeler	YÖNETİM ŞİRKETLERİ

İLETİŞİM

Adres	SULAIMANYAH – KURDISTAN IRAQ
E-mail	Arwandhamadameen@gmail.com

