

# Human Resource Planning And Its Role In Supporting Career Advancement

Dr. Amer Abed Kareem Al-Thabhawee<sup>1</sup>, Dr. Majid Jabbar Ghazai Al-Fatlawe<sup>2</sup>

Assistant Professor AL-Furat AL-Awsat Technical University, [Ak.amer@atu.edu.iq](mailto:Ak.amer@atu.edu.iq)  
Assistant Professor Management Technical College / Kufa, [Kco.mag@atu.edu.iq](mailto:Kco.mag@atu.edu.iq)

## Abstract

Performing the work properly requires investigating the field of reality in a rapidly changing world in which knowledge and information flow in a staggering acceleration. Human resources planning is required and the organization determines its needs from the human resource quantitatively and qualitatively in a way that suits the work environment since human resource planning is considered an essential element of the administrative process. It is the responsibility of effective management that seeks to achieve the goals of the organization efficiently and effectively. The researcher examined the role of human resources planning in supporting career advancement by focusing on the dimensions of planning related to demand forecasting and supply analysis and then work according to Employment strategies, and this is why the researcher conducted his study in the form of an analysis of the opinions of a number of workers in the men's clothing factory in Najaf, where the random sample was applied to (105) of workers in the laboratory where the questionnaire was used as a primary source to obtain data from the field reality, and has The results of the research reached a set of conclusions, the most prominent of which was the emergence of a large role for human resources planning in support of career advancement, and the research organization is clear indicators regarding its procedures in recruitment criteria and strategies according to the actual need and required specializations compared to other indicators and this leads to the most important just The recommendations that require commitment by the researched organization are what relate to the accuracy in selecting workers who have the appropriate skills and experience and that senior management has the courage to take decisions related to supporting the human energies that it aspires and sought by the work parties or stakeholders as it represents a major competitive challenge.

**Keywords:** Human Resource planning, career advancement, men's clothing lab.

## Introduction

Human resource planning is one of the main tasks of human resource management, as it is based on manpower resources in business organizations, which must be directed towards the future, through the preparation of human resources planning to assess the future requirements of the workforce in the organization, for its role in determining the size and composition of resources for purposes, Therefore, it is a continuous process that needs to be constantly reviewed and updated and the optimal use of

human resources. Human resource planning focuses on the optimal use of resources in the organization and verifies the current capabilities of employees and future possibilities to perform work, the right number and type of people at the right time, and the right place who can perform the required jobs. The goal of human resource planning is to achieve the goals of manpower requirements and help mobilize the resources assigned to productive activities, as it is an important process that aims to link the work strategy and its operation, and therefore has its impact on achieving career advancement because

the individual derives his strength in performing his job tasks from his personality and unique talents and not from His position or title, the power that derives from the position does not last. The individual must be able to convince others of his ideas, understand and be able to perform his work tasks to the fullest. Even the largest of them, like career advancement in organizations, requires employees to have several qualities such as deep knowledge of his work tasks, savvy and savvy in dealing with employees and partners, and have the ability to self-manage and relationships, and show talents and abilities to the right employees, fellow managers alike, courage and taking calculated risks each. This is one of the important characteristics of career advancement in organizational business environments. And that the research will consist of four main sections, the first topic is devoted to presenting the scientific methodology of the research, the second topic is to present the theoretical framework for the research variables, the third topic is devoted to the field side, and finally the fourth topic comes to present the most important conclusions and recommendations for the research.

### **The first topic**

#### **Scientific Methodology of Research**

In this topic, the scientific methodology of the research will be discussed, which includes the following:

##### **First: the research problem**

Human resource planning represents an important input in the men's clothing factory in Najaf governorate, as it operates in an environment characterized by rapid change and complexity, which leads to more challenges in its quest to create a sustainable competitive advantage, by focusing on forecasting actual demand and analyzing the supply of available human resources that must be To be characterized by advanced skills, experiences, and competencies, but what exists are classic human resources with limited capabilities and weak management in training and development programs, which makes the course of work traditional or negative and has its effects on work requirements that require accuracy, control, and

boldness in choosing a human resource capable of bearing difficulties. And the challenges in the work environment in whole and detail, and on this basis, the research problem was represented in the following questions:

1. Are human resources planning procedures an essential way to obtain the skills and specializations required to perform important work tasks?
2. Does the senior management of the organization in question have the courage to make decisions that support career advancement, specifically about development programs, training, and employee skills development?
3. What is the extent of the contribution left by human resources planning in the internal organizational environment, and what represents a starting point for the dimensions of career advancement for the employees of the organization in question?

#### **Second, the importance of research**

The importance of the current research stems from its treatment of an important and basic topic of human resource management, which is human resource planning, which in turn provides the organization with the great ability to control its resources and also enables it to respond to environmental changes and leads the organization within the steps and paths of its decree starting from defining the organization's vision and then its mission and thus achieving its goals and this. Internal consistency requires the presence of human resources and the tasks assigned to workers according to specialization and high capabilities to meet the challenges that obstruct the functioning of work tasks in (the men's clothing factory in Najaf) and in a manner that embodies a strategic process that represents a basic requirement for the rest of human resources functions related to selection, recruitment, development, training and performance evaluation in a clear framework and an associated concept. With organizational awareness and in a way that contributes to supporting human resources planning procedures, pivotal support for career advancement cases, which represent the main pillar for the aspirations and ambitions of

working individuals in their performance paths for job tasks, starting from supporting senior management through operations, work programs, internal training, taking into account work conditions, leading to a high level of career advancement and performance. Tasks Work in the best way in line with the organization's goals, vision, and mission.

### **Third: Research objectives**

Guided by the content of the research problem and its questions and in harmony with the concerns shown by the literature on proper human resource planning to support career advancement in the organization, the research objectives are represented in the following points:

1. Benefiting from the theoretical treatments of the main and sub-variables of research by presenting the best opinions of writers and researchers in the field of human resource management.
2. Revealing the reality of human resource planning and the level of career advancement in the researched organization.
3. Indicating the level of moral differences between the indicators of human resources planning and the dimensions of career advancement in the organization in question.
4. Knowing the impact of human resource planning in enhancing the dimensions of career advancement, which represent the core value of employees.
5. Provide recommendations and suggestions related to the role of human resources planning in supporting the career advancement of the organization in question to improve its performance.

### **Fourth: Research hypotheses**

To obtain a logical answer to the research questions and to achieve its objectives, two main hypotheses explain the nature of the relationship between the research variables, which are the

hypotheses of the relationship of influence and correlation, as follows:

Correlation hypotheses:

The first main hypothesis is that human resource planning is positively and morally related to career advancement.

Three sub-hypotheses emerge from this hypothesis:

a . Demand prediction is correlated with a positive, significant, and statistically significant correlation with career advancement.

B . The analysis of the offer is correlated with a positive, statistically significant, and significant correlation with career advancement.

c. The recruitment strategy is linked with a positive, statistically significant, and significant correlation with career advancement.

Impact Relationships Hypothesis:

The second main hypothesis is that human resource planning has a positive moral effect on career advancement.

Three sub-hypotheses emerge from this hypothesis:

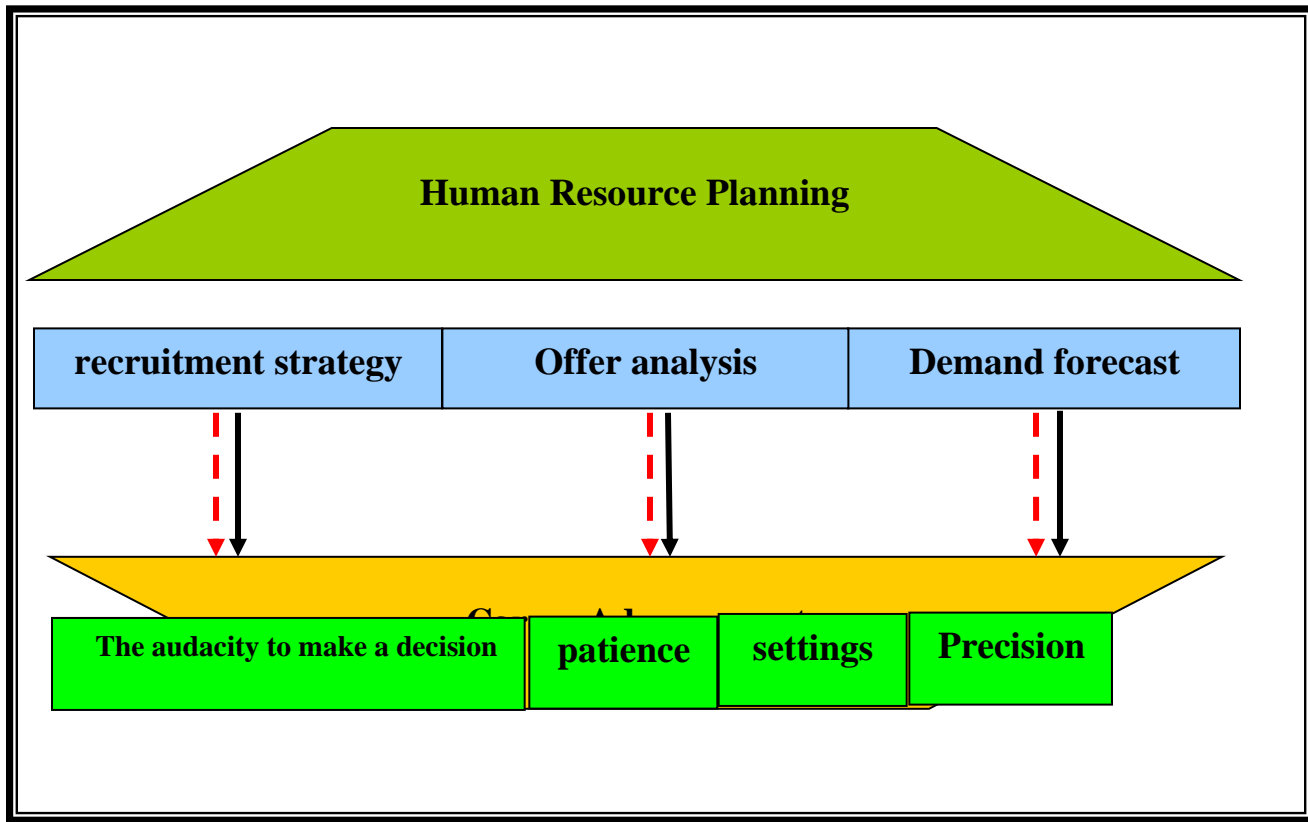
a . Demand prediction has a statistically significant positive impact on career advancement.

B . The analysis of the offer has a statistically significant positive effect on career advancement.

c. The recruitment strategy has a statistically significant positive effect on career advancement.

### **Fifthly, the research plan**

The researcher has developed a hypothetical chart showing the nature of the relationship between the basic variables based on a group of solid scientific research that formed reliable sources in this research. Employment) As for the dependent variable (responsive), career advancement is represented by four main dimensions: (accuracy, control, patience, and boldness in decision-making). Figure 1 below shows the hypothetical scheme of the research.



**Figure (1) Hypothesis Research Scheme**

#### **Sixth: Research sample and data collection methods**

The research sample was randomly represented by several workers in the men's clothing factory in the Najaf governorate, as all workers numbered (1034) and the target sample was randomly numbered (105) and at a rate of (10%) of the total number of workers.

The sample was at different functional levels, and its selection was for the possibility of benefiting from it in community service in addition to the facilities shown by the leaders of the organization and the respondents about obtaining data on the indicators and dimensions of the current research. As for the methods of data collection, the questionnaire was mainly relied on to obtain data on research variables from the field reality, which was in two parts.

out of (31) paragraphs Of which (15) items are for the independent variable, human resource

planning, and (16) are for the dependent variable, career advancement As for the theoretical aspect, it relied on several Arab sources and foreign research published in solid scientific journals in addition to the Internet and the articles and scientific studies it provided that contributed to generating the basic idea of research and choosing its main and subsidiary variables.

#### **Seventh: The limits of research**

Limiting the limits of research within well-defined ranges is a basic necessity for any study within a particular scientific discipline, and thus it became necessary to diagnose the limits of human, spatial, and temporal limits appropriate to the current research, as the limits of research were limited as follows:

1. Scientific limits: They are reflected in the main and sub-variables of the research (human resource planning, career advancement)
2. Spatial boundaries: confined to the men's clothing factory in the province of Najaf.

3. Time limits: The temporal limits of the research extended from the theoretical and field sides from 1/7/2020 to 15/3/2022, which included the period of distributing the questionnaire and the personal interview, related to the completion of the research.

it was presented to a group of experts and specialists in business administration in general and human resources management in particular, Annex (1) to indicate their opinions and follow-ups, and it was taken and the questionnaire modified on its basis.

As for the reliability test of the scale and the validity of the internal consistency of its variables, the research adopted the Cronbach Alpha coefficient to test the validity and reliability, as shown in Table (1):

#### **Eighth: Honesty and Constancy Procedures**

The questionnaire was subjected to a test of honesty and reliability. About the test of honesty,

**Table (1) Research Tool Test**

Cronbach Alpha	number of paragraphs	code	search variables	NO
0.90	5	PD	Demand forecast	1
0.86	5	OA	Offer analysis	2
0.88	5	ES	recruitment strategy	3
0.93	15	HRP	HR Planning	4
0.82	4	P	Precision	5
0.87	4	S	settings	6
0.92	4	PA	patience	7
0.90	4	ADM	The audacity to make a decision	8
0.90	16	CA	career advancement	9
0.91	31		full scale	10

Source: Prepared by the researcher

It is clear from the (Cronbach Alpha) coefficients shown in Table (1) that the search scale is characterized by high stability at the overall level of the scale, which reached (91%) and that the transactions for the dimensions of the measurement tool range between (0.82 - 0.93 ) and this are evidence that the search scale with all its variables is characterized by a high degree of internal consistency between its paragraphs and its stability.

#### **Ninth: Research Methodology**

In his current research, the researcher relied on the descriptive-analytical method to determine the actual reality of the current research variables.

#### **Tenth: The statistical tools used in the research**

The researcher relied on the statistical program (SPSS Vo.23) to obtain statistical data through a set of statistical tools (frequencies, percentages, arithmetic means, standard deviations, analysis of variance) to describe, diagnose and then clarify the effects that the translated indicators leave for the variable The independent (human resource planning) in the dimensions that explain the process of career advancement as a reliable variable expressed in its four dimensions adopted in the current research (accuracy, control, patience, and boldness in decision-making).

#### **The second topic**

## **A theoretical framework for research**

### **Human resource planning and career advancement**

#### **First, human resource planning**

##### **I. Concept of Human Resource Planning:**

The literature on the concept of human resource planning emphasized that it is a process carried out by the organization to identify and analyze its needs of human resources according to its objectives, as these resources, which preferably should be from the capabilities, skills, and experiences possessed by the human resource, must be consistent and consistent with the actual need of the organization for these capabilities in facing challenges. Competitiveness and contribute to responding to the rapid changes in the environment with great effectiveness (Khumalo, 2019: 116). And the concept of human resource planning refers to the organization's ability to predict the future to ensure the availability of human resources quantitatively and qualitatively as it is one of the most important vital pillars of the organization, which defines a unified framework for organizational work and through which to identify future risks and obtain the information necessary to choose alternatives from goals, policies, and rules that are used in Organizational processes, whose main focus is planning to obtain qualified and experienced cadres capable of keeping pace with environmental developments in a way that contributes to supporting the organization and forecasting in its future needs (Keef et al., 2011:23).

(Abbas, 2011: 65) believes that human resource planning is the process through which the organization makes sure that it has the right numbers and types of workers in the right places and at the right time, and who can efficiently and effectively carry out those tasks that allow the organization to achieve its overall goals. The concept of human resource planning is based on translating organizational plans and objectives into plans for human resources in them, and the absence of these plans makes the organization estimate its human resource needs based on guesswork and prediction to ensure the efficient implementation of organizational work tasks and

effectiveness (Arya,2017:47). It is mentioned (Al-Salami, 2008: 118) that the human resource planning process consists of a series of activities aimed at estimating the supply situation of human resources in the labor markets in which the organization deals, as well as estimating the organization's own needs of human resources and seeking to develop effective plans to ensure that the organization obtains On its needs at the right time, taking into account the conditions of the labor market and the supply cases of human resources that the organization needs. The concept of resource planning for the organization is represented as the continuous analysis of human resources according to a clear and comprehensive strategy to determine the types of jobs, skills, and specializations as well as the necessary numbers of each type and each department or department in the organization and their availability at the right time and the right place to help build the organization, develop it and achieve its goals (Thatte & Choi, 2015:357). The concept of human resource planning is considered one of the important functions of the organization to determine the numbers and types of employees required to achieve harmony between the nature of work and its performance requirements and the policies adopted by the organization in the process of polarization, selection, and appointment to achieve high performance and to put the right man in the right place in all structures of the organization (Mihaylova et al. al., 2018:1954). And that the organization identifies the important aspects of human resource planning, and this means estimating the needs of individuals working at various levels and specializations required by the development and future expansion of the organization's activities and to face changing conditions and obtaining renewable information for the continuity and sustainability of the organizational work successfully and high efficacy. (Maina and Kwasira, 2015:1571). Thus, human resource planning is considered one of the most important administrative functions in the organization, which is based on the goals that the organization seeks to achieve through the available alternatives and the differentiation between workers with skills and experience and pioneering businesses that have high potential in

achieving organizational goals (Obrien-Pallas et al., 2001:4).

## 2. The importance of human resource planning

Planning the human resource is of great importance in dealing with the future that is shrouded in ambiguity, which requires the organization to confront it with plans that help in the proper investment of the available human resources and accurately determine the savings of human resources, as well as contribute to helping to identify problems and identify the expected obstacles resulting from the preparation and organization of work. Thus, the importance of human resource planning gives the organization the ability to provide means of control and follow-up on the implementation of the goals that are identified in the planning stage and to correct deviations in Organizational Activities (Vincent and Bednz, 2010:54). Human resource planning contributes to achieving integration and coherence between the various human resource management programs, because needs planning is not isolated from training planning, for example, or wage planning or polarization and selection. Its effectiveness (Avison et al., 2018: 277). Planning for human resources is an important and integral part of the comprehensive strategic planning of business organizations, and is even closely related to it. The long-term and short-term levels to obtain the available information that can be provided about the most important weaknesses and strengths in the field of human resources and the environmental opportunities and threats that threaten the competitive position of the organization in the business environment that is characterized by continuous movement. (Mansaray, 2019:51-52). And (Al-Moussawi, 2008: 88-89) believes that although human resource planning must be practiced by all organizations, its importance appears clearly in large and medium organizations due to the many benefits that it achieves, represented by the following:

A . Obtaining the best human competencies from the labor market or the internal skill stock in the organization.

B . It helps to improve the use of human resources in a way that achieves more production policy at lower costs.

C. It helps to expand the administrative information base for employees, which is of importance in serving the activities of individuals and the rest of the organizational units in the organization.

D . It helps the organization to determine its future needs of human resources and then reduces the cost that results from the shortage or increases in those resources and gets rid of the negative administrative repercussions in that case.

E. It helps to show the strengths and weaknesses in the quality of human resources performance and thus determine the quality of training and development programs required to raise the performance levels of employees.

And the planning process for human resources is of great importance in supporting organizations by focusing on the proper distribution and use of these resources to prevent any confusion or sudden shortage in the production line and implementation of organizational projects and contribute to getting rid of the surplus and filling the deficit and planning for the future career where this topic centers on identifying training activities Transfer and analysis of the actual labor force and identify the reasons for leaving the workers or the level of job satisfaction in the organization (Keefe et al., 2011:23).

## 3. HR planning goals

The challenge facing business organizations today requires forming an efficient structure of human resources and working to attract employees with distinct experiences, skills, and energies that constitute intellectual capital and maintain them and ensure their loyalty to the organization and their association with it as a result of their satisfaction with the organization's methods of dealing with them and thus they work reassuringly To treat them with fairness and objectivity. (Khumalo, 2019:116-117). According to (Al-Salami, 2008: 119), the objectives of human resource planning are as follows:

a . Achieving coherence and harmony between the activities of human resources management and the organization's strategies and plans by estimating the optimal human resources structure.

B . Estimating the organization's needs of human resources and determining the exact specifications that are required to be available to

them, in proportion to the nature of its various activities and operations, now and in the foreseeable future, according to the approved activity plans.

C. Ensuring the availability of the necessary human resources at the correct time, preparation, qualities, and skill levels.

D . Confirming the investment of individuals in jobs appropriate to their abilities and expertise.

E. Providing the administrative and organizational requirements necessary to create working conditions to achieve positive employment of the workforce and obtain high performance and productivity.

And the importance of planning for human resources is the basis for the movement of human resources in today's organizations, and it is a necessity of organizational work, as it represents effective management that begins with allocation to reach continuous success based on determining its needs, desires, and goals and identifying strengths and weaknesses in the quality and management of employees and training and development programs for the success of the organization's operations. (Mansaray,2019:52).

The main objective of human resource planning is to ensure that the organization obtains its needs from the working individuals quantitatively and qualitatively, as this planning process helps the organization to determine wages, salaries, and incentive systems for employees, as well as achieving integration between the functional and organizational levels, as well as achieving the organization's needs of the disciplines required to carry out the work of the task, as well as to contribute to facing the challenges and problems facing the organization. (Avisonet al.,2018:278).

And the operations carried out by the organization in the continuous analysis of everything related to the human resource in the light of the organizational work strategies is to determine its need for jobs, skills, expertise, and specializations, and thus the human resource planning process aims at several goals, the most important of which are: (Arya, 2017:48-49).

A . The organization determines its need for human energies with the required numbers and qualities.

B . Develop training and development programs to develop the skills and capabilities of actual

employees based on their future needs from employees.

C. Achieving integration and harmony between the nature of work and its requirements and between the specializations and policies of the organization in selection and appointment.

The main objective of human resource planning is for the organization to predict the future to determine its needs for distinct human energies, to maintain employees, to invest their capabilities, and to enhance their motivation towards performing work tasks in ways that guarantee progress and career growth, a sense of belonging or loyalty to the organization, sincerity, and keenness to perform work tasks efficiently and effectively (Vincent and Bedns, 2010:54).

#### **4. Dimensions of human resource planning**

Human resource planning plays an important role in helping organizational units develop their plans and achieve coordination and integration between these plans, and thus many writers and researchers differ in defining or agreeing on the dimensions of human resource planning, but mostly they are three main dimensions that we will adopt in this research, depending on Model (De-Nisi and Griffen, 2005), which emphasizes the main dimensions of human resource planning, which are: (demand forecasting, supply analysis, employment strategy). The following is a brief explanation of each of these dimensions, as follows:

##### **A . Demand forecast**

The organization's forecasting of the demand for human resources rests with the senior management, as it has to look at the jobs decided in its current plans, and whether some jobs can be dispensed with, or can some jobs be merged, and thus it has to study the availability of effort and costs that it must provide To threaten its human resource needs according to the organization's actual need for these resources (De-Nisi and Griffen, 2005:55). This dimension depends mainly on studying the current situation of the human resource available within the organization and then predicting the possible changes for the employees and the business in a limited period and then it requires the management of the organization to carry out its tasks in determining



the needs of human resources based on the actual need based on the plans of specialization and wages And changes in potential activities and works that are the basis on which potential changes are built, and which are related to forecasting the demand for human resources and achieving a match between the number of jobs and their occupants (Thatte and Choi, 2015: 358).

### **B . Offer analysis**

Business organizations work on analyzing the offer about the availability of human resources by focusing on the skills, experiences, and capabilities necessary to perform work tasks and to determine the actual need and the extent to which there are pressures or burdens in the work environment or a decrease in productivity, which requires the organization to study and analyze the most important strengths and weaknesses related to The existence of the human resource and the need for additional services that enhance productivity and bridge the gap in this field to achieve compatibility between human resource planning and human resource functions strategies related to a job advertisement, recruitment, selection, training, development, and compensation (Di-Nisi and Griffen, 2005:56). (Daft, 2008: 390) believes that the process of analyzing the supply related to human resources is an analytical process for the organization's needs of qualified and efficient human resources in light of the declared organizational goals and that this stage is one of the important inputs in the human resource planning process and is a coherent and consistent process within the planning stages. It requires supportive efforts from senior management to build an information base regarding the actual need for human resources capable of facing competitive challenges and able to respond to internal and external changes related to the work environment efficiently and effectively.

### **C. Recruitment Strategy**

This dimension depends mainly on the first and second dimensions about forecasting and demand and then analyzing the supply of human resources. After that, the decision-making process is carried out by selecting or hiring the human resource to carry out the required work tasks, taking into account the complexities and

rapid changes that characterize the work environment, which in turn increases the volume of work. The challenges facing these organizations in their quest to create a sustainable competitive advantage, so the organization's orientation to the process of planning to obtain human resources as a core in its strategic administrative processes to deal with future events efficiently and effectively and a greater ability to control its decisions related to its resources (Obrien-pallas et al., 2001:5). The recruitment strategy is the process through which the human resource is selected based on organizational goals and plans related to the size and expansion of the organization, which requires an increase in the number of employees in addition to the expansion of activities, which requires an efficient human force to carry out work tasks and adapt to the changes expected to occur as a result of the expansion of work activities that Positively reflected on the increase in productivity and the need to make a quick decision to obtain human resources with skills, expertise or intellectual capital capable of keeping pace with the expansion processes and filling the gaps of shortage expected to occur and working according to an identical vision between what the organization needs in its plan and what is currently available from human resources. (Maina and Kwasira, 2015:1571).

## **Second: Career Advancement**

### **I. Concept of Career Advancement**

We proceed from the linguistic connotation of the word (ascend), which means ascended and ascended, ascended to the top of the mountain: ascended to it, the king's ascension to the throne: his ascension, his accession, the principle of ascension: the principle of development, and he rose to glory .The concept of career advancement is one of the modern concepts in human resource management, which depends mainly on the person himself in his search for self-realization and investigation of purposes in the field and work environment, where the individual works with commitment and seriousness and his goal are to develop himself with all his flexibility and ambition to adapt to the career path and strive for excellence and discrimination in the performance of his duties. (Saba et al., 2011: 208). The concept

of career advancement represents the level of performance that the individual performs in his work environment, which exceeds the cases of achievement and is characterized by the lack of routine and training and his sense of justice for the material and moral compensation received from the workshop leaders so that he strives to reach the top in performing his work tasks with seriousness and ambition and makes his utmost effort to appear at the required level that it corresponds to the aspirations and ambitions of the senior management in distinguishing subordinates (Kraemer et al., 2009:30). The concept of career advancement is the individual's pursuit of acquiring talented skills and experiences in his field of specialization and performing his work tasks to reach the highest levels of performance in the organization to play a distinguished role in the environment organizational so that he can face the challenges and work problems that he encounters easily and without complication, and that his reaching a stage of professional advancement is the result of developing his skills and bearing the responsibility for his performance and his work to face boredom and negative feeling as a result of his interaction with co-workers in the spirit of one team and promotes positive behaviors to reach the highest performance, creativity, ingenuity and distinguished ideas that have an active role in the work that goes beyond the ordinary in the performance of work tasks (Hamori, 2006: 1130). It means the individual's endeavor to enrich his experiences and skills and to identify his weakness and strength, and thus career advancement is a concept stemming from the individual's culture and desire to face various circumstances, overcome difficulties and challenges, and carry out the tasks entrusted to him to the fullest to climb the career ladder efficiently and effectively, and make optimal use of his energies and experiences, considering them as a basic pillar for advancement the objectives of the organization and making decisions based on organizational interest and a sense of belonging and credibility in the performance of work tasks. (Chow & Crawford, 2004:23). And the concept of career advancement embodies the situation in which individuals seek to develop their selves and their possession of the field components in the work environment to face challenges and

sudden working conditions with all they have of ability, worth, and experience to serve the organizational work so that the organization feels that its employees are a winning card that is properly invested to develop and improve the environment Work and the fact that the individual's pursuit of career advancement is a basic pillar for the success of the organization and a sense of confidence and importance of the organization's goals and its competitive position (Rogier and Padgett, 2004:90).

## **2. Dimensions of career advancement**

The model (Khalif et al., 2018: 154) will be relied on to determine the dimensions of career advancement, which consists of four main dimensions: (accuracy, control, patience, and boldness in decision-making), and the following is a brief explanation of each of these dimensions:

### **A . Precision**

This dimension reflects the possibility of delusion in performing business correctly and according to regulated standards, ensuring a degree of commitment and reflecting a state of compliance to avoid any defects outside the permissible limits. Quoted from (Eleza, 2010: 17). The dimension of accuracy means the individual's possession of high skills in performing his work perfectly without any defect, accuracy, skill, sincerity, and professionalism in a good performance by the requirements and objectives of the organization or organizational work so that performance is accurate when it matches the aspirations and desires of the organization to complete it on time, quality and cost planned by the organization, and therefore the accuracy criterion includes many aspects of the organizational work environment such as standing, skill, quality, sincerity and many other standards set by the organization, where the dimension of accuracy in performance is the highest level of skills possessed by the individual (Weisenfeld and Robinson - Backmon, 2007: 28).

### **B . Settings**

The features of this dimension become clear by following controls that make the working individual hold himself accountable as he pushes seriously towards his responsibilities in the performance of his work tasks so that these

controls are more like directives to pledge the contents of the work and its contents, knowing that the state of control takes forms, including what is manifested within self-control and another may take a path through rules and procedures that are highly formalized to the point of excessive (Khalif et al., 2018: 154). Adjustment as one of the dimensions of career advancement refers to the process of issuing orders, decisions, and instructions by the senior management in the organization that serves as the approach that the employee must take to maintain the clear functioning of the organizational processes, as these rules or instructions issued by the senior management are a protection for the work environment from chaos. And the problems encountered by workers as well as to support workers to carry out the work tasks entrusted to them and to preserve time from wasting and work rules from violating and thus effectively contribute to the commitment of workers to upgrade their skills and abilities towards the top and excellence on the one hand and maintain the reputation of the organization and its position in the external environment on the other hand. (Duffus, 2004: 145).

### **C. Patience**

The ability of the individual to bear workloads and the method of superiors in dealing and accepting cases of constructive criticism, which contributes to enhancing the capabilities of the individual, and thus the idea of interaction with co-workers is embodied despite the difficult work pressures in all its aspects (Leung, 2004: 164). The dimension of patience is represented as one of the dimensions of career advancement as the individual's ability to bear and accept the various circumstances that face in the work environment, especially difficult or harsh conditions, which at this stage requires perseverance, not yielding to provocation, steadfastness in the face of painful matters and bearing it with high morale without showing any features on the individual. Sadness and emotion, and this are one of the things that make the individual able to take a positive attitude and feel strong in the face of all these circumstances and his ability to bear them to

upgrade his work tasks to the fullest and without panic, boredom, or fear as a means of elevating work tasks with high morale. (Gong and Chang, 2008: 34).

### **D . The audacity to make a decision**

The individual's ability to move towards looking at the reality of work and its requirements, to develop appropriate alternatives, to choose the best and most appropriate alternative that is in line with the requirements and conditions of work, and to work on making a decision that affects the positive reinforcement of work requirements and to highlight the tangible action of the departments in the organizational reality according to a comprehensive vision (Chen et al., 2010: 427). The decision-making process is a natural process in the individual's practical life, as boldness is the individual's taking the appropriate decision based on serious convictions stemming from sound planning, creative thinking, monitoring, and diligent follow-up to the conditions and requirements of the work environment. An organization with courage, ability, and bearing the consequences, and thus, the audacity to make a decision whose results will be correct and in the interest of the organization. The aspirations of stakeholders at work, facing competitive challenges, proving merit, and working with the idea of ambition and ambition Encountering the skilled in the fields of organizational work (Hamori, 2006: 1131).

## **The Third Topic**

### **The practical aspect of Research**

#### **First: Statistical description of the research variables**

This paragraph aims to know the level of the research dimensions represented by (human resource planning and career advancement) through the use of the arithmetic mean, standard deviation, and percentage, as each dimension obtains arithmetic mean less than (3) a hypothetical mean or a percentage less than (60 %) is rejected.

**Table (2) Frequency distributions, means, and standard deviations of human resource planning at the total sample level**

standard deviation	Arithmetic mean	Degree of response										pointer	Variables
		Strongly disagree		I do not agree		neutral		Agreed		Strongly agree			
		%	ƒ	%	ƒ	%	ƒ	%	ƒ	%	ƒ		
.57969	3.6912	-	-	7.3	8	20.9	22	40.0	42	31.4	33	X <sub>1</sub>	Demand forecast
.85928	3.9118	4.8	5	11.4	12	15.2	16	30.4	32	38.9	40	X <sub>2</sub>	
.87998	4.1765	-	-	13.3	14	18.1	19	24.8	26	43.8	46	X <sub>3</sub>	
.87998	4.1765	-	-	13.3	14	14.2	15	34.8	36	38.9	40	X <sub>4</sub>	
.85928	3.9118	5.7	6	8.6	9	24.8	26	30.4	32	30.4	32	X <sub>5</sub>	
<b>.81164</b>	<b>3.9735</b>											<b>average</b>	
.68150	3.7941	-	-	8.6	9	24.8	26	40.9	43	25.7	27	X <sub>6</sub>	Offer analysis
.67226	3.8971	4.8	5	4.8	5	18.1	19	45.7	48	26.7	28	X <sub>7</sub>	
.77380	3.7059	4.8	5	4.8	5	22.9	24	37.1	39	30.4	32	X <sub>8</sub>	
.77380	3.7059	4.8	5	4.8	5	18.1	19	37.1	39	35.2	37	X <sub>9</sub>	
.87998	4.1765	-	-	6.7	7	30.4	32	27.6	29	35.2	37	X <sub>10</sub>	
<b>.75626</b>	<b>3.8559</b>											<b>average</b>	
.69616	3.5882	-	-	4.8	5	25.7	27	34.2	36	35.2	37	X <sub>11</sub>	recruitment strategy
.64374	4.0588	-	-	4.8	5	17.1	18	42.9	45	35.2	37	X <sub>12</sub>	
.72018	3.2500	4.8	5	6.7	7	33.3	35	22.9	24	32.4	34	X <sub>13</sub>	
.87998	4.1765	-	-	10.5	11	27.6	29	24.8	26	37.1	39	X <sub>14</sub>	
.77380	3.7059	4.8	5	8.6	9	17.1	18	34.2	36	35.2	37	X <sub>15</sub>	
.74277	3.7558											<b>average</b>	
.77022	3.8617											<b>Total HR Planning</b>	

Source: Prepared by the researcher based on the results of the electronic calculator (n=105)

**Table (3) Statistical Description of Human Resource Planning**

Dimensional arrangement	percentage	standard deviation	Arithmetic mean	independent dimensions	NO
The first	% 78.5	.81164	3.9735	Demand forecast	1
The second	%75.98	.75626	3.8559	Offer analysis	2
The third	%72.65	.74277	3.7558	recruitment strategy	3
	%75.71	.77022	3.8617	HR Planning	4

Source: The researcher based on the results of the electronic calculator

From the data in Table (3) check the following:

- The demand prediction variable for the researched sample achieved arithmetic mean of (3.9735), with a standard deviation of (.81164),

and percentage weight of (78.5%), and the order of the dimension came (first.)

- The width analysis variable for the researched sample achieved a mean of (3.8559), with a standard deviation of (.75626), and percentage

weight of (75.98%), and the order of the dimension came (second.)

- The recruitment strategy variable for the researched sample achieved arithmetic mean of (3.7558), with a standard deviation of (.74277), and percentage weight of (72.65%), and the order of the dimension came (third.)

- The main independent variable achieved human resource planning for the researched sample with an arithmetic mean of (3.8617), with a standard deviation of (.77022), and percentage weight of (75.71%).

**Table (4) Frequency distributions, arithmetic means, and standard deviations of job advancement at the total sample level**

standard deviation	Arithmetic mean	Degree of response										pointer	Variables
		Strongly disagree		I do not agree		neutral		Agreed		Strongly agree			
		%	ƒ	%	ƒ	%	ƒ	%	ƒ	%	ƒ		
.64361	3.7888	-	-	12.4	13	25.7	27	31.4	33	30.5	32	X <sub>1</sub>	Precision
.64374	4.0588	-	-	-	-	17.6	12	58.8	40	23.5	30	X <sub>2</sub>	
.72018	3.2500	1.5	1	10.3	7	51.5	35	35.3	24	1.5	24	X <sub>3</sub>	
.64361	3.7888	-	-	12.4	13	25.7	27	31.4	33	30.5	32	X <sub>4</sub>	
<b>.67592</b>	<b>3.7389</b>											<b>average</b>	
.64782	3.7059	-	-	7.6	8	25.7	27	38.0	40	28.6	30	X <sub>5</sub>	settings
.69363	3.2353	4.8	5	13.3	14	41.9	44	27.6	29	14.2	13	X <sub>6</sub>	
.65924	3.7941	-	-	12.4	13	13.3	14	42.9	45	31.4	33	X <sub>7</sub>	
.63781	3.7143	-	-	7.6	8	25.7	27	38.0	40	28.6	30	X <sub>8</sub>	
<b>.65962</b>	<b>3.6124</b>											<b>average</b>	
.57969	3.6912	-	-	9.5	10	20.1	22	40	42	29.5	31	X <sub>9</sub>	patience
.85928	3.9118	3.8	4	11.4	12	15.2	16	30.5	32	30.0	41	X <sub>10</sub>	
.87998	4.1765	4.8	5	13.3	14	18.1	19	24.8	26	30.0	41	X <sub>11</sub>	
.62121	3.6812	-	-	9.5	10	20.1	22	40	42	29.5	31	X <sub>12</sub>	
<b>.73504</b>	<b>3.8651</b>											<b>average</b>	
.64782	3.7059	5.7	6	7.6	8	25.7	27	38.0	40	22.9	24	X <sub>13</sub>	The audacity to make a decision
.69363	3.2353	4.8	5	13.3	14	41.1	44	15.2	16	24.8	26	X <sub>14</sub>	
.65924	3.7941	6.7	7	12.4	13	13.3	14	42.9	45	24.8	26	X <sub>15</sub>	
.63380	3.7020	5.7	6	7.6	8	25.7	27	38.0	40	22.9	24	X <sub>16</sub>	
<b>.65862</b>	<b>3.6093</b>											<b>average</b>	
<b>.6823</b>	<b>3.7064</b>											<b>Total career advancement</b>	

Source: Prepared by the researcher based on the results of the electronic calculator (n=105)

**Table (5) Statistical description of career advancement**

Dimensional arrangement	percentage	standard deviation	Arithmetic mean	independent dimensions	NO
The second	% 77.5	.67592	3.7389	Precision	1
The third	%74.55	.65962	3.6124	settings	2
The first	%78.95	.73504	3.8651	patience	3
The fourth	%72.85	.65862	3.6093	The audacity to make a decision	4
	%75.25	.6823	3.7064	career advancement	5

**Source: The researcher based on the results of the electronic calculator**

From the data in Table (5), the following can be achieved:

- The accuracy variable on demand for the researched sample achieved an arithmetic mean of (3.7389), with a standard deviation of (.67592), and percentage weight of (78.5%), and the order of the dimension came second.
- The control variable for the researched sample achieved an arithmetic mean of (3.6124), with a standard deviation of (.65962), and percentage weight of (75.98%), and the order of the dimension came third.
- The patience variable of the researched sample achieved a mean of (3.8651), with a standard deviation of (.73504), and percentage weight of (72.65%), and the order of the dimension came first.
- The audacity variable in decision-making achieved for the researched sample a mean of (3.6093), with a standard deviation of .65862),

and percentage weight of (72.65%), and the order of the dimension came fourth.

- The dependent variable achieved the functional advancement of the researched sample with an arithmetic mean of (3.7064), with a standard deviation of (.6823), and a percentage weight of (75.25%).

### **Second: Testing the hypotheses of correlations for the main and sub-variables of the research**

This part of the research is specialized in a statistical presentation through which the correlation relations between the research variables (human resource planning and career advancement) are tested and analyzed, and they will be tested according to their presence in the hypothetical research scheme, which is as follows:

**Table (6) Correlation matrix for main and sub-variables**

morale level	career advancement	The dimension	NO
0.47	0.09	Demand forecast	1
0.79	0.03	Offer analysis	2
0.06	0.22	recruitment strategy	3
0.004	0.34	HR Planning	4

Source: Prepared by the researcher based on the results of the electronic calculator

1. The first main hypothesis: There is a significant correlation between human resource planning and career advancement at the overall level. Through the data of Table (6), it was found that there was a positive correlation (0.34), while the level of

morale was (0.004), which is less than the level of morale specified by the researchers (0.05), so this hypothesis is accepted at the research level.

2. The first sub-hypothesis: There is a significant correlation between demand prediction and career advancement at the

overall level. Through the data of Table (6), it was found that there was a positive correlation (0.09), while the level of morale was (0.47), which is higher than the level of morale specified by the researchers (0.05), so this hypothesis is rejected at the research level.

3. The second sub-hypothesis: There is a significant correlation between the analysis of the offer and job advancement at the overall level. Through the data of Table (6), it was found that there was a positive correlation (0.03), and the level of morale was (0.79) which is higher than the level of morale specified by the researchers (0.05), so this hypothesis is rejected at the research level.
4. The third sub-hypothesis: There is a significant correlation between the recruitment strategy and career advancement at the overall level. Through the data of Table (6), it was found that there was a positive correlation (0.22), and the level of morale was (0.06), which is higher than the level of morale specified by the researcher (0.05), so this hypothesis is rejected at the research level.

**Third: The results of the influence relationships between the research variables**

In this paragraph, the results of testing and analyzing the influence relationships between the research variables will be discussed and according to what was stipulated by the main impact hypothesis (there is a significant effect relationship between human resource planning

**Table (7) analysis of variance (ANOVA) for the relationship between human resource planning and career advancement**

morale level	The calculated F value	$R^2$	mean squares	sum of squares	degree of freedom	Contrast source
.004	8.696	0.116	1.601	1.601	1	regression
			.184	12.154	103	The error
				13.755	104	Total

Source: The researcher based on the results of the electronic calculator (n=105)

As for the transactions table, it indicated the values shown as follows:

and career advancement at the overall level) and the sub-hypotheses emanating from it will be tested successively according to what was stated in the scheme hypothetical search:

**I. Results of the effect relationship test for the main hypothesis**

Table (7) shows the results of testing the impact relationship of human resource planning on career advancement according to the results of determining the simple regression, assuming that there is a functional relationship between the real value of human resource planning (X) and career advancement ((Y), and it can be expressed by the following equation:

$$Y = a + \beta X$$

where y = career advancement.

X = human resource planning.

B = slope of the equation (the amount of change in y that occurs as a result of a change of x units).

a = a statistical constant.

This equation shows that career advancement is a function of the true value of human resource planning and that the estimates of this equation and its statistical indicators were calculated at the level of the research sample of (105) individuals. The simple regression equation for the relationship between the variables of human resource planning and career advancement was as follows:

$$\text{Career advancement} = (0.79) + (0.34) \text{ Human resource planning}$$

In the framework of this analysis of variance (ANOVA) for the two variables was analyzed and the results were as in Table (7).

**Table (8) results of testing the relationship of the impact of human resources planning on career advancement**

morale level	T	Standard coefficients	Non-standard transactions		model
		beta	standard error	beta coefficient	
.356	0.929	0.34	0.85	0.79	Constant
.004	2.94		0.22	0.67	HR Planning

Source: The researcher based on the results of the electronic calculator (n=105)

It is clear from the analysis of the variance table and the coefficients table for the relationship between human resource planning (X) and career advancement and at the level of the research sample of (105) people, that the value of (t) is large when compared with its tabular value and at a level of significance (0.05), and this indicates that the regression curve is sufficient to describe The relationship between (X, Y) and a confidence level ((0.95) and this is confirmed by a statistical value (X) and according to the (t) test, it reached (t = 2.94)

In light of the regression equation, the constant indicates (a = 0.79), which means that there is a career advancement of (0.79) when the value of human resource planning is zero.

The value of the marginal slope has reached ( $\beta = 0.34$ ) and the accompanying (X) indicates that a change of (1) in human resource planning (X) will lead to a change of (0.34) in career advancement.

The value of the coefficient of determination (R2) also indicated a coefficient of (0.116), which means that human resource planning (X) explains its value (0.116) from the variance in career advancement, and (0.88) from the unexplained variance due to variables that were not included

in the model Regression, which is an indicator within confidence (0.05), and in light of these results, this hypothesis is accepted.

- Testing the sub-hypotheses: After the main impact hypothesis has been tested, it is necessary to test the extent of the impact of human resource planning with its dimensions (demand forecasting, supply analysis, employment strategy) on career advancement.

According to this hypothesis, the multiple regression equation for human resource planning variables

(X1, X2, X3) in the functional advancement (y) in terms of the following multiple regression equation:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

The multiple regression equation for the relationship between human resource planning (X) and career advancement (y) was:

Job promotion = (0.75) + (0.041) demand forecasting + (0.043) supply analysis + (0.188) recruitment strategy + (0.380)

As for Table (9), it indicated the values shown as follows:

**Table (9): Results of testing the impact relationships between human resource planning and career advancement**

morale level	T	Standard coefficients	Non-standard transactions		model
		beta	standard error	beta coefficient	
.372	.899	.041	.834	.75	Constant
.721	.359		.112	.040	Demand forecast
.710	.374	.043	.116	.044	Offer analysis
.104	1.650	.188	.128	.211	recruitment strategy



Source: The researcher based on the results of the electronic calculator (n=105)

It is clear from Table (9) that the regression equation indicates the constant ( $a = .75$ ), and this means that there is a career advancement of 0.75) when the value of human resources planning is zero.

As for the value of the marginal propensity to predict demand, it reached ( $\beta_1 = 0.041$ ), and the accompanying (X1) indicates that a change of (1) in the forecast of demand (X1) will lead to a positive change of (0.041) inc.

As for the value of the marginal propensity to analyze the offer, it reached ( $\beta_2 = 0.043$ ). The accompanying (X2) indicates that a change of (1) in the analysis of the offer (X2) will lead to a positive change of (0.043) in career advancement. The value of the marginal slope of the recruitment strategy has reached ( $\beta_3 = 0.188$ ) and the accompanying (X3) indicates that a change of (1) in the recruitment strategy (X3) will lead to a positive change of (0.188) in career advancement. Based on these results, the hypothesis is accepted at the aggregate level, and the first, second, and third sub-hypotheses of influence relationships are rejected.

#### The fourth topic

### Conclusions and Recommendations

#### First: the conclusions

1. The process of human resource planning is practiced in organizations to deal with employees' problems, whether existing or potential, which as a whole are important and complex in many cases.
2. The emergence of human resources planning indicators in the organization understudy to a limited extent. The demand prediction indicator represented the least compared to other indicators, and this indicates the presence of limited movements in the field of human resources planning related to attracting the necessary skills and competencies.
3. The absence of clear development programs to develop and train employees in the internal work environment, and is caused by poor planning, which has an impact on

organizational growth and forecasting its future needs of human resources.

4. . After analyzing the offer from the human resource, it was not sufficient to rely on experience and sobriety in the methods of selection and recruitment, despite the limitations of the recruitment strategies in the organization in question.
5. The translated dimensions of career advancement were manifested in their positive reality in the organization in question, and the dimension of accuracy and control constituted the highest indicators that indicate the positive movements of the human resource.
6. The statistical results proved the existence of a degree of positive correlation between the dimensions of human resources planning and the indicators of career advancement at the level of the organization in question.
7. There are significant statistically significant differences between the main and sub-variables that explain the subject of the research.

#### Second: Recommendations

Based on the conclusions reached by the research, the following most important recommendations can be diagnosed:

1. The organization in question must maintain the development of human resource planning programs and work on training workers at different job levels and find a situation to support the dimensions of career advancement.
2. The organization in question should work on finding a database that will contribute to supporting the direction of senior management towards the dimensions of strategic planning for human resources related to forecasting the demand for highly qualified and skilled workers.
3. Field quest to provide the ingredients for successful human resource planning and deal with qualified human resources to carry out the job tasks appropriate to their specializations and capabilities.
4. The researcher recommends, achieving the internal compatibility component of the

vacant positions and the precise specialization of the human resource to fill these positions and work to activate the compatibility and integration relations between the dimensions of human resource planning and to benefit from that in raising the level of its performance.

5. The need for the organization in question to work according to human resources planning indicators that embody the dimensions of career advancement and what makes it a partner to secure cases of demand forecasting and analysis of supply, and then implement the appropriate recruitment strategy.
6. The research sample organization should make career advancement one of the basic and comprehensive demands that the senior management in the research organization takes seriously and care.
7. Striving to secure a state of awareness and interest in the objective of career advancement for the respondents in a manner that secures the appropriate entrance to its dimensions represented by accuracy, control, patience, and boldness in decision-making.

## Reference

1. Abbas, Anas Abdel Baset, (2011), "**Human Resources Management**", first edition, Dar Al Masirah for Publishing, Distribution and Printing, Amman - Jordan.
2. Al-Moussawi, Sinan Kazem, (2008), "**Human Resources Management and the Effects of Globalization on It**", first edition, Majdalawi House for Publishing and Distribution, Amman - Jordan.
3. Al-Salami, Ali, (2008), "**Human Resources Management, a Strategic Perspective**", first edition, Dar Gharib for printing, publishing and distribution, Cairo, Egypt.
4. Khalif, Sultan Ahmed and Majid, Majid Hamid and Youhanna, Jalila Korkis, (2018), "**Green organizational tapes and their implications for career advancement, a study of the opinions of a sample of workers in the Directorate of Roads and Bridges of Nineveh**", Journal of Economic and Administrative Sciences, Issue 7: 107, Volume: 24.
5. Arya, Ashish,(2017), "**Different Perspectives on Human Resource Planning: A Literature Review** ", International Journal of Management & Business Studies, (IJMBS), Vol. 7, Issue 1.
6. Aviso, Kathleen B. & Demeterio, Feorillo P. A. & Lucas, Rochelle Irene G. & Tana, Raymond R.,(2018), "**P-graph Approach to Planning Human Resource Expansion for Universities in Transition**", CHEMICAL ENGINEERING TRANSACTIONS, VOL. 70.
7. Chen, Zhuo & Roy, Kakoli & Crawford, Carol A. Gotway,(2010)," **Examining the Role of Gender in Career Advancement at the Centers for Disease Control and Prevention**", American Journal of Public Health | March 2010, Vol 100, No. 3.
8. Chow, Irene Hau Siu & Crawford, Ronald B.,(2004), "**Gender, Ethnic Diversity, and Career Advancement in the Workplace: The Social Identity Perspective**", SAM ADVANCED MANAGEMENT JOURNAL.
9. De-nisi, Angelo ? and Griffen, Rickey w.(2005), **Human Resource Management**, 2nd, Boston: Houghton Mifflin company. 2.
10. Daft, Richard L., (2008), **New Era of Management**: 2nd ed. Australia Thomson South-Western.
11. Duffus, Lee R.,(2004)," **The Personal strategic plan: A Tool for career planning and Advancement**", International Journal of Management, Vol.21, No.2.
12. Hamori, Moiiika,(2006), "**Executive career advancement in career moves across employers: the role of organization-level predictors**",hil. J. of Human Resource Management 17:6 June.
13. GONG, YAPING & CHANG, SONG,(2008), "**CONSEQUENCES OF EMPLOYMENT SECURITY AND CAREER ADVANCEMENT PRACTICES: EVIDENCE FROM THE PEOPLE'S REPUBLIC OF CHINA**", Human Resource Management, Spring 2008, Vol. 47, No. 1.
14. Khumalo, Njabulo,(2019), "**Obstacles of human resource planning that affect workers in delivering quality services**",

- Problems and Perspectives in Management, Volume 17, Issue 2. (South Africa).
15. Keefe, Janice M. & Knight, Lucy & Martin-Matthews, Anne & Legare, Jacques, (2011), "**Key issues in human resource planning for home support workers in Canada**", IOS Press and the authors. All rights reserved, Work 40, DOI 10.3233/WOR-2011-1203, IOS Press.
  16. KRAIMER, MARIA L. & SHAFFER, MARGARET A. & BOLINO, MARK C.,(2009), "**The Influence of Expatriate and Repatriate Experiences on Career Advancement and Repatriate Retention**", Human Resource Management, January–February 2009, Vol. 48, No. 1.
  17. Leung, Alicia S.M.,(2004), "**Corporate restructuring and career advancement in Hong Kong**", The International Journal of Human Resource Management 15:1 February.
  18. Mansaray, Hassan Elsan,(2019), "**The Consequence of Human Resource Planning on Organizational Performance: An Ephemeral Review**", Britain International of Humanities and Social Sciences (BIOHS) Journal ISSN: 2685-3868 (Online), 2685-1989 (Print), Vol. 1, No. 2, October 2019, Page: 50-61.
  19. Maina, D. K. & Kwasira, J.,(2015), "**Role of Human resource planning Practices on Employee Performance in County Governments in Kenya: A Case of Nakuru County**", International Journal of Economics, Commerce and Management United Kingdom Vol. III, Issue 5.
  20. Mihaylova, Tsvetelina & Dimitrov, Tsvetomir & Gradinarova, Neli & Todorova, Desislava,(2018),"**Characteristic of human resource planning in healthcare**",Journal of IMAB - Annual Proceeding (Scientific Papers). 2018 Jan-Mar;24(1).
  21. O'Brien-Pallas, Linda & Birch, Stephen & Baumann, Andrea & Murphy, Gail Tomblin, (2001), "**Integrating Workforce Planning, Human Resources, and Service Planning**", Original Article, J Adv Nurs.
  22. Rogier, Sara A. & Y. Padgett, Margaret Y.,(2004), "**The Impact of Utilizing a Flexible Work Schedule on the Perceived Career Advancement Potential of Women**", HUMAN RESOURCE DEVELOPMENT QUARTERLY, vol. 15, no. 1.
  23. Saba, Ayesha & Mahmood, Babak & Khalid, Aroosa & Aslam, Sumaira,(2011), "**Perceived Effects of MBA Degree on Skills Development and Career Advancement: The Case of Pakistan**", International Journal of Business and Management Vol. 6, No. 7.
  24. Thatte, Nandita & Choi, Yoonjung,(2015), "**Does human resource management improve family planning service quality? Analysis from the Kenya Service Provision Assessment 2010**", Published by Oxford University Press in association with The London School of Hygiene and Tropical Medicine, Health Policy and Planning.
  25. Vincent, Leslie & Beduz, Mary Agnes,(2010), "**The Nursing Human Resource Planning Best Practice Toolkit: Creating a Best Practice Resource for Nursing Managers**", Nursing Leadership, Volume 23 Special Issue.
  26. Weisenfeld, Leslie W. & Robinson-Backmon, Ida B.,(2007), "**Upward Mobility and the African American Accountant: An Analysis of Perceived Discrimination, Perceived Career Advancement Curtailment, and Intent to Remain**", API, Volume Seven.