

of the organizational structures according to the demographic variables (gender, age, qualification & years of experience).

Keywords: Human Resources Planning, Organizational Structures, Qualitative Dimension, Qualitative Dimension, Time Dimension, Kingdom of Bahrain

1. INTRODUCTION

Careful planning of human resources effectively contributes to supporting various job practice and activities in the management of human resources such as employment, training, development and other activities. The dimension of human resources planning is an important factor in controlling costs in the organization in terms of the absence of surplus or deficit in human resources and thus achieving the optimal use of human resources, as well as accuracy in preparing the estimated budget for the cost of work that depends on the quantity and quality of the workforce in the organization (Abdeldayem& Aldulaimi, 2020; Al Heeti, Khalid Abdelrahim, 2003).

In general, the process of human resources planning means quantitative and qualitative estimates of human resources at all different levels during a specific period of time and means providing appropriate strategies to meet these needs in a timely manner through studying and analyzing their sources. The organizational structure is represented in the form and framework of the administrative hierarchy of the organization, in which the locations of jobs, their administrative ties and relations between individuals, as well as lines of authority and responsibility within the organization are clarified (Ali Shareef, 2007). Every organization eager to succeed and distinguish must set its priorities to choose the appropriate organizational structure that serves the organization in accordance with accurate scientific standards and controls in accordance with the surrounding conditions, internally and externally according to 1 – 8 its set goals.

The rest of this paper is organized as follows: Literature review is presented in section (2). Section (3) introduces the methodology, Discussion and results of statistical analysis are explained in section (4), while conclusions are in section (5).

2. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Human resources planning is defined as a series of measures aimed at controlling and organizing the organization's job budget and determining its human resource needs for the next period (Al Deeb, Ibrahim, 2006). It is also known as a means to ensure access to human resources and concentrated effort that deals with forecasting the future human resources needs facing the organization's activity at the lowest possible cost and by drawing on the various methods of monitoring and evaluation available (Baloot, Hassan Ibrahim, 2002).

Human resources planning aims at Identifying accurately and in details the current status of human resources in order to define parameters to available human resources perceptions (Abdeldayem et al, 2019: Al Heeti, KhalifAbdelrahim, 2010), and predicting the organization's suitable future requirements for human resources and ensuring that these numbers are obtained in a timely manner (DK Bhattacharyya, 2012). Also, it aims at defining the sources of human resources and their different types, and thus studying and analyzing these types in terms of quality and quantity, with the aim of making the best use, and analyzing the relationship between attracting, employing and training human resources and the result and the benefit of using them, and striving for a kind of integration between human resources planning and the strategic plan of the organization and following up on its implementation in the line with it. It also seeks to get an effective assistance in raising productivity and improving outputs, and achieving the administrative principle of greater productivity at the lowest possible cost by ensuring a balance between the supply and demand processes of human resources (Price, Alan, 2011).

Human resources planning importance includes predicting the size of human resources contributes to preventing sudden clashes that may affect the production, implementation and follow-up lines in the organization through prior identification of shortages and surpluses in human resources (Raymond A. NOE and others, 2015), and developing appropriate plans to get rid of the excesses and bridge the shortage in human resources, meaning that it contributes effectively to rationalizing the use of human resources in the organization and contributing to reducing its own costs to the maximum extent possible. Also, through analysis and study of human resources, the organization can know the most important reasons for leaving the services or continuity in the work and the level of job satisfaction among the employees in the organization and thus the human resources planning process has an important contribution to the analysis of the organization's business turnover process. In fact, this process can also contribute to providing important data and statistics necessary for many other activities and processes within the organization (JameelKhaleel, 2008).

Organizational structure is defined as the form and framework of the administrative hierarchy of the organization in which it clarifies the positions of posts, their administrative connections and relations between individuals, as well as lines of authority and responsibility within the organization, where the beholder can view the organizational structure of any organization to identify the units and divisions within the organization and the responsibilities and powers in them (Ali Shareef, 2007).

The dimensions of the organizational structure are specialization which is the division of labor within the organization and the distribution of duties (Radia, Bagdood, 2008), the standards that are the extent to which there are rules and regulations defined by the administration to use as a guide for behavior in different areas, the officiality which is the degree to which regulations, procedures and recommendations are written in a comprehensive list, centralization which is the authority to make decisions that affects the position of the

organization and the tradition: It is the standardization of procedures in an unwritten manner, meaning there is a usual way of performing things after communicating them in a non-written manner (Lagaard, Jorgen, 2014). Good human resources planning contributes to raising the efficiency of organizational structures in terms of providing the necessary qualitative and quantitative human resources to achieve the goals of the organization.

3. METHODOLOGY

Research Problem

On the basis of various studies that confirmed the importance of the human resources planning and its role in raising the efficiency of organizational structures, researchers wanted to identify the role of human resources planning in raising the efficiency of organizational structure at the Ministry of Labor and Social Development in the Kingdom of Bahrain. The problem of research could therefore be expressed in the following key question:

“What is the role of human resources planning (qualitative, quantitative and time dimensions) in raising the efficiency of organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain?”

The main question results in the following sub-question:

- What is the reality of human resources planning at the Ministry of Labor and Social Development in the Kingdom of Bahrain?
- What is the reality of the organizational structures efficiency at the Ministry of Labor and Social Development in the Kingdom of Bahrain?
- What is the reality of the relationship between human resources planning and the efficiency of the organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain?

Importance of Research

This study addresses one of the important topics in the field of business administration which is the human resources planning which can have a significant role in raising the efficiency of the organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain. The research leads to recommendation and suggestions to increase the effectiveness of this process and thus benefit decision-makers in the ministry in activating the role of human resources planning to raise the efficiency of the organizational structures.

Research objectives

- Identify the reality of human resources planning at the Ministry of Labor and Social Development in the Kingdom of Bahrain.
- Identify the reality of the organizational structures efficiency at the Ministry of Labor and Social Development in the Kingdom of Bahrain.
- Identify the role of human resources planning in raising the efficiency of the organizational structures at the Ministry of Labor and Social Development in the kingdom of Bahrain.
- Identify the statistically significant differences with regard to the role of human resources planning in raising the efficiency of the organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain in accordance to the demographics (gender, age, qualification and years of experience).
- Make some recommendations and suggestions to increase the effectiveness of the role of human resources planning in raising the efficiency of the organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

Research hypotheses

The study has two main hypotheses:

H1: There is a positive significant relationship between human resources planning (qualitative, quantitative and time dimensions) and the efficiency of organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

Three subsidiary hypotheses can be derived from the main hypothesis mentioned above as follows:

H1.1: There is a positive significant relationship between qualitative human resources planning and the efficiency of organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1.2: There is a positive significant relationship between quantitative human resources planning and the efficiency of organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1.3: There is a positive significant relationship between timely human resources planning and the efficiency of the organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H2: There are positive significant differences relating to the role of human resources planning (qualitative, quantitative and time dimensions) in raising the efficiency of the organizational structure at the Ministry of Labor and Social Development in the Kingdom of Bahrain due to the demographics (gender, age, qualifications and years of experience).

Research Framework

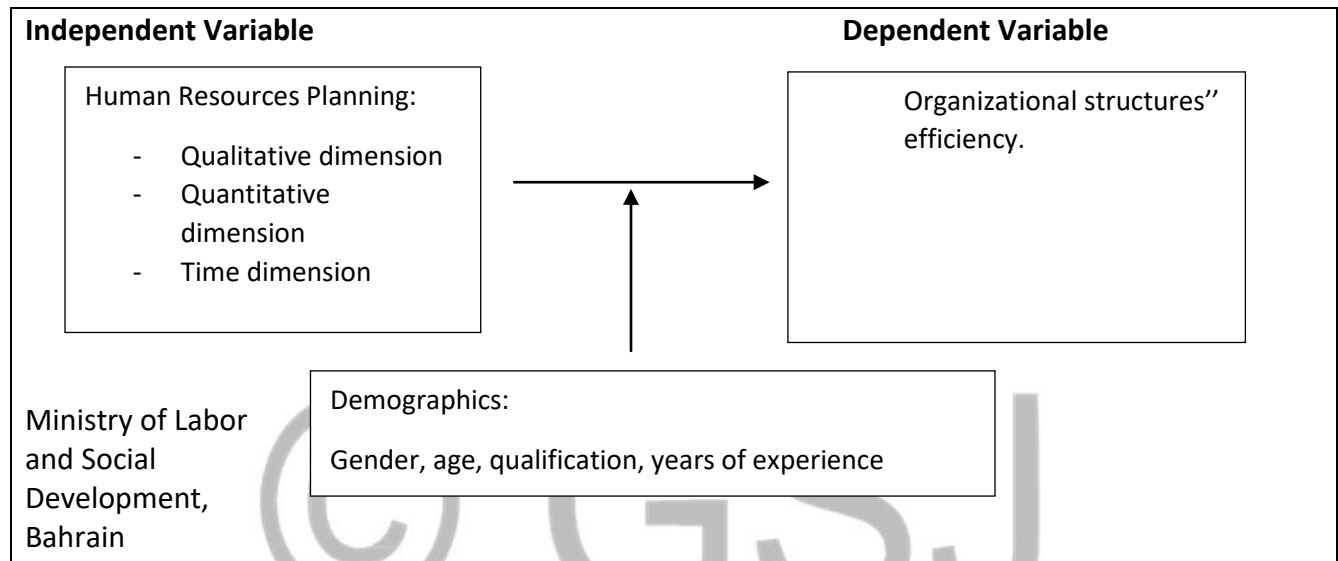


Figure 1 (Illustration of the research framework)

Population and Sample of the Research

Employees of the department of human resources management at the Ministry of Labor and Social Development in the Kingdom of Bahrain (95) are considered as the research population. A comprehensive inventory method was used because of the small number of research community and their presence in one geographical area.

Data Collection

A five-point Likert scale was used to collect questionnaire survey as follows:

5	4	3	2	1
Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

A number of 95 questionnaires were circulated and a total of 55 were collected. Four of them were incomplete, so we discarded them. 51 questionnaires were considered with a response rate of 53.7%.

4. ANALYSIS AND EMPIRICAL FINDINGS

Pearson Correlation co-efficient

Table (1) below shows that all correlation co-efficient are significant at the level of (0.01) which indicates the validity of the scale.

Table 1 Pearson Correlation Co-efficient

Statement	Correlation Co-efficient	Statement	Correlation Co-efficient	Statement	Correlation Co-efficient
1	0.838	11	0.820	21	0.771
2	0.888	12	0.786	22	0.863
3	0.858	13	0.776	23	0.806
4	0.869	14	0.502	24	0.879
5	0.747	15	0.239	25	0.807
6	0.791	16	0.806	26	0.820
7	0.693	17	0.761	27	0.578
8	0.865	18	0.784	28	0.721
9	0.859	19	0.803	29	0.709
10	0.723	20	0.806	30	0.845
				31	0.870

Reliability

The data were analyzed using SPSS and statistical results of Cronback Alpha are as follows:

Table 2 Cronbach's Alpha

Dimensions	Cronbach's Alpha
Human Resources planning: - Qualitative dimension (0.940) - Quantitative dimension (0.830) - Time dimension (0.862)	0.877
Organizational structures'' efficiency	0.921
Total	0.899

Table (2) indicates that the Cronbach's Alpha is 0.899. This result indicates a high level of internal consistency for the research questionnaire.

Analysis of the Demographic Variables of the Research

Gender variable

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Males	21	41.2%
Females	30	58.8%
Total	51	100%

It is clear from the analysis of the research community by gender (Table 3) that the females are more than males.

Age variable

Table 4 Distribution of the research sample accordingly to age

Variable	Number	Percentage
Less than 30 years	16	31.4%
30 years and less than 45 years	30	58.8%
46 years and above	5	9.8%
Total	51	100%

It can be seen from table (4) that the largest number of the age group was that of (30 years and less than 45 years) which explains that the ministry in question depends on employees belonging to middle age.

Qualification variable

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
High School and less	15	29.4%
Bachelor	32	62.7%
Post studies	4	7.8%

Total	51	100%
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Table (5) indicates that the largest percentage hold a bachelor's degree.

Years of experience variable

Table 6 Distribution of research sample according to years of experience

Variable	Number	Percentage
5 and less	13	25.5%
5 to less than 11 years	20	39.2%
11 years and above	18	35.3%
Total	51	100%

Table (6) reveals that the staff with years of experience (5 and less than 11 years) were the highest.

Analysis of answers to the questionnaire variables

Table 7 Analysis of the research sample answers to the questionnaire variable (Human resources planning, qualitative dimension)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	The number of training and qualification programs and courses is taken into consideration when selecting the human resources to work in the ministry in question.	3.04	1.280	Neutral
2	The level of human resources in the quality system is taken into consideration when selecting the human resources to work in the ministry in question	3.14	1.217	Neutral
3	The years if experience are taken into consideration for the human resources to be attached to work in the ministry in question.	3.25	1.294	Neutral
4	The job performance reports of past years for human resources are taken into consideration when hiring in the ministry in question	3.06	1.318	Neutral
5	The appropriate age of the human resources to be attached to work in the ministry in question is taken into consideration.	2.96	1.131	Neutral

6	The availability of appropriate academic qualification in human resources is taken into consideration when hiring in the ministry in question.	3.35	1.262	Neutral
7	Charisma for human resources is taken into consideration when hiring in the ministry in question	3.22	1.172	Neutral
8	The general culture of human resources is taken into consideration when hiring in the ministry in question.	3.16	1.102	Neutral
9	Human resources are chosen in the ministry in question according to modern scientific foundations.	3.10	1.188	Neutral
Total		3.14	1.218	Neutral

Results presented in table (7) show that general average of the variable (Human resources planning, qualitative dimension) reached (3.14), which shows that the opinions of the research community were moderate of this dimension.

Analysis of research sample answers to the questionnaire variable (Human resources planning, qualitative dimension):

Table 8 Analysis of the research sample answers to the questionnaire variable (Human resources planning, qualitative dimension)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	The required human resources are prepared according to the needs of the ministry in question.	3.47	1.084	Neutral
2	Preparing the human resources required for employment reflects the actual need for the jobs required in the ministry in question.	3.37	1.113	Neutral
3	Preparing the human resources currently available in the ministry in question commensurate with the size of the tasks assigned to them.	2.90	1.100	Neutral
4	The required human resources are in line with the requirements to achieve the ministry's goal.	2.92	1.18	Neutral
5	There are no redundant numbers of human resources in some of the functional specializations in the ministry in question.	3.47	1.155	Neutral
6	There is a lack of human resources in some of the functional specializations in the ministry in question.	3.71	1.119	Neutral
7	There is a coordination between the various units in the ministry in question and the organization concerned with	3.29	1.137	Neutral

	human resources planning in order to determine the requirements of human resources.			
8	Preparing the required human resources commensurate with the various projects that are implemented through the ministry in question.	3.18	1.161	Neutral
Total		3.289	1.131	Neutral

Results displayed in table (8) show that the general average of the variable (Human resources planning, qualitative dimension) reached (3.289) which shows that the opinions of the research community were moderate of this dimension.

Table 9 Analysis of the research sample answers to the questionnaire variable (Human resources planning, time dimension)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	Coordination is taking place with the various units in the ministry in question to set a timetable to provide for their human resources.	3.100	1.360	Neutral
2	The human resources needs of the ministry in question are estimated well in advance of the need.	3.080	1.036	Neutral
3	Human resources requirements are provided at the time of actual need.	3.020	1.122	Neutral
4	There is a rapid response from human resources planning in order to provide job needs in emergency situations.	2.880	1.160	Neutral
5	Those concerned with human resources planning are obligated to provide the required number of human resources in accordance with the pre-determined schedule.	3.000	1.039	Neutral
Total		3.016	1.144	Neutral

Result displayed in table (9) show that the general average of the variable (Human resources planning, time dimension) reached (3.0116), which show that the opinions of the research community were moderate of this dimension.

Table 10 Analysis of the research sample answers to the questionnaire variable (Efficiency of the organizational structures)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	The organizational structures currently in force in the	2.94	1.139	Neutral

	ministry in question are commensurate with the volume of work assigned to it.			
2	The current organizational structures of the ministry in question reflects its actual job requirements.	3.02	1.049	Neutral
3	There are continuous developments in the organizational structures of the ministry in question to cope with the increase in the size of its responsibilities.	2.98	1.225	Neutral
4	The job grades listed in the organizational structures of the ministry in question meet its needs.	3.12	1.177	Neutral
5	The organizational structures of the ministry in question are characterized by a low level of centralization.	3.14	1.059	Neutral
6	The organizational structures of the ministry in question are characterized by a low level of sophistication in their organizational levels.	3.22	0.945	Neutral
7	The organizational structures of the ministry in question are characterized by low level of formalization.	2.89	1.068	Neutral
8	The presence of a variety of functions in the organizational structures of the ministry in question helped to benefit from existing human competencies.	3.04	1.248	Neutral
9	The organizational structures of the ministry in question are often reviewed from time to time for the purpose of expansion and development.	2.68	1.248	Neutral
Total		3.00	1.129	Neutral

Results displayed in table (10) show that the general average of the variable (Efficiency of the organizational structures) reached (3.00), which show that the opinions of the research community were moderate of this axis.

Testing Research Hypotheses

To make sure that the main hypothesis (1) is correct “There is a positive significant relationship between human resources planning (qualitative, quantitative and time dimensions) and organizational structures efficiency at the Ministry of Labor and Social Development in the Kingdom of Bahrain”, Pearson correlation co-efficient analysis were used where the results show the following:

Table 11 Pearson correlation co-efficient (Qualitative dimension)

Variable	Pearson Correlation Co-efficient	Significant	Sample
Qualitative dimension	0.790	0.000	51
Organizational structures efficiency			

Table 12 Pearson correlation co-efficient (Quantitative dimension)

Variable	Pearson Correlation Co-efficient	Significant	Sample
Quantitative dimension	0.854	0.000	51
Organizational structures efficiency			

Table 13 Pearson correlation co-efficient (Time dimension)

Variable	Pearson Correlation Co-efficient	Significant	Sample
Time dimension	0.836	0.000	51
Organizational structures efficiency			

According to the results presented above in tables (11, 12&13), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2), "There is positive significant differences relating to the role of human resources planning (qualitative, quantitative and time dimensions) in raising the efficiency of the organizational structures at the Ministry of Labor and Social Development in the Kingdom of Bahrain due to the demographics (gender, age, qualification and years of experience), showed that there are no statistically difference at the level of (0.05) relating to the demographics (gender, age, qualification and years of experience).

5. CONCLUDING COMMENTS

There is no complete satisfaction in the ministry in question regarding preparing the necessary human resources to meet its needs. Also, the process of providing human resources in the time needed by departments, divisions and projects of the ministry in question needs continuous improvements, and some of the human resources sector employees in the ministry in question are not sufficiently familiar with the concepts of the human resources planning process and organizational structure. In fact, there is a lack of knowledge for some employees of some of the procedures related to human resources planning and organizational structures, and the process of efficient organizational structures in the ministry in question needs to be strengthened.

In the light of conclusions formulated, the following recommendations were proposed:

The need to intensify the number of training courses for management personnel in the field of human resources and in the field of building and developing organizational structures as this will benefit the ministry in question.

The necessity of forming a trained and specialized committee in selecting and recruiting employees with qualifications and experience that are appropriate for the tasks assigned to each department of the ministry in question, according to the advanced scientific foundations.

The necessity of setting an accurate annual plan for the needs of the ministry in question from human resources in manner that is compatible with work requirements and development projects.

The necessity of benefiting from the human resources planning process in developing the organizational structures of the ministry in question and modifying them in a way that suits the need through review, audit and reconsideration.

Carrying out the necessary surveys for the administrative organizations of the departments of the ministry in question and working to analyze them and present appropriate proposals for their development and amendment in coordination with specialists.

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