

## **The Role of Human Resources Management in Reducing the Spread of Infectious Diseases**

**A Study Applied in Government Hospitals in A Minority Kurdistan Iraq (2021-2020)**

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### **ABSTRACT**

Human Resources Management, (HRM), is fundamental for a subjective and vigorous medical care; however, the effect of HRM board in the KRG yet has stayed outside the ability to control of government wellbeing foundation in confronting emergencies especially with infectious disease. This raises the importance of the research specially to confront the covid19 in the human resources administration. Then the objectives of the research concentrate on how to recognize contagious diseases, its types, effects, solutions doing. So, to specify the problem statement the core of the text is directed to recognize the problems of public health foundations. Hypotheses focus on a set of impacts of reality and efficiency on facing and dealing with the ongoing crises and the role of gender, occupation and experience differences on dealing with patients. Hence, it was necessary in respect to the methods of analysis to apply a special case study that manages the reality of human resource management in hospitals and governments. In order to get more accurate

results questionnaire forms distributed after giving brief characteristics and functions of the HRM in health institutions. The Main subjects of this questionnaire were institutional reality in the hospital, reality and efficiency of HRM and how to deal with patients. In the study community, we rely on two hospitals in Erbil province, the Kurdistan Region of Iraq, which is the Western hospital and the Republic hospital.

## **Introduction**

Human Resource management is a process directed to meet the business essential objectives. To put it more plainly, HRM is the way toward enrolling, choosing skilled people, giving legal direction and reasonable preparing and creating professional abilities, particularly to face pandemic crises. In so far the research deals with the following basics, essential to study the role of HRM in the health institutions:

### **ONE. Introduction**

### **TWO. Theoretical Background**

### **THREE. An Applied Study**

### **FOUR. Conclusions and Recommendations**

## **ONE. Introduction**

### **1-The problem statement**

This subject needs many details about HRM and its role in the government hospitals to prove what is going on, and to indicate that this is the reality of the situation that is facing crisis because of contagious diseases. The core of the text is to pay attention to recognize the problems of public health foundations among some of the public hospitals to find solutions, particularly when a country suddenly faces a serious health crisis as covid19.

There is no predictable plan in the Kurdistan Region of Iraq to face any unwanted disease, which will cause problems for the health sector to affect the lack of human resources management in time. As known from interviews in the Ministry of Health there is no long-term strategic plan in the health sector.

In so far, the identification of the problem statement may rely on certain questions, which have to be answered throughout this thesis, as;

**a-**What are the capabilities of recruitment of skilled and more qualified people in the government health institutions?

**b-**What is the real efficiency of the government health institutions in confronting the contagious diseases?

**c-**What are contagious diseases effects and how to face and defeat their crises?

**d-**Is the Kurdistan Region of Iraq in its place able to solve the problems of human resources in the health sector?

**e-**Did the hospitals of the Kurdistan Region of Iraq prepare themselves to fight sudden diseases such as COVID19?

## **2-Importance of the subject**

The spread of epidemics suddenly makes it difficult to control them at the beginning, so it has become necessary for all researchers to focus on the management of health institutions because it bears the main and private responsibility in hospitals and departments and the governmental centers that stand primarily in our country in this historical confrontation. In addition, it deals with human activities; it supports the employees and the managers as well. The managers of the foundations and huge companies are the key to the decisions, it is in charge to find the people's skills that's on one hand, and on the other hand it provides a good information to the other researchers who want to research about it, also for the readers to know it in an advanced manner. The hospital's employee, doctors and nurses can get benefit from this research to enhance their skills to confront all the epidemics which now exist and for the coming epidemics. So, the government health institutions in the Kurdistan Region of Iraq are directed to treat patients and raising awareness and implementing guidelines to prevent any disease.

HRM in clinics has now become a fundamental office to accomplish (a) compelling use of HR; (b) attractive working connections among all concerned people, (c) most extreme worker's turn of events; and (e) consistent turn of events and enthusiasm for human rewards. The HR department is responsible for the appointment of the designated staff.

### **3-The objectives of the research**

This research is directed to achieve the following objectives:

**a-** To diagnose the contagious crises of the epidemic and what is the reality of human resources management in government health institution and how to recognize contagious diseases, its types, effects, solutions. What are the basic causes, which may be behind the pandemic and how to prevent them to face and defeat the crisis?

**b-**To examine and assess the jobs of key HR actors in promotion the capacity of health institutions in the efficient confrontations, for example, line directors and human asset (HR) trained professionals (HR offices) inside essential medical services elements, in particular emergency clinics. It was additionally critical to recognize the capability of clinics to meet the prerequisites of healthcare. (B. Buchelt, 2020 :4). Moreover, the health cadres need special protection from all concerned institutions.

**c-**Application of basic managerial functions in the health institutions, that is to distinguish the Human Resource Management in the hospitals and to suggest Human Resource policy for enhancing the quality & satisfaction of employees working in hospitals. (P. Garg, 2018 :417)

**d-** To direct the health organization in the Kurdistan region of Iraq to take a reserve for the future that may face no situation to be prevented soon.

### **4-Methods of analysis**

This research relies on the analytical approach, the description in its main form, by relying on information, publications, studies, theoretical and applied studies on the topic of study, with work to focus on a special case study that manages the reality of human resource management in hospitals and governments. In the Kurdistan region

of Iraq, the most concerned research is to diagnose the reality of human resource management and governmental health institutions.

### **5-Hypotheses**

The research adopts the following main hypothesis:

(Reality and Efficiency of the HRM have correlation and positive impact as well on dealing patients, occupation and Experience differences). In dependence on this hypothesis one can concentrate on the following hypotheses:

**Ha.** Reality and Efficiency will have a correlation and positive impact as well on dealing with patients.

**Hb.** Reality and Efficiency will have correlation and positive impact as well on covid19 (facing crisis).

**Hc.** Gender difference will have correlation and positive impact as well on dealing with patients.

**Hd.** Occupation difference will have correlation and positive impact as well on Reality and Efficiency.

**He.** Occupation difference will have correlation and positive impact as well on dealing with patients.

**Hf.** Experience difference will have correlation and positive impact as well on Reality and Efficiency, dealing with patients, and covid19 (facing crisis).

In so far, the research deals with the following basic subjects:

**1- Main Characteristics of the HRM**

**2- Basic Functions of the HRM.**

**3. An applied study: Qualitative as well as Quantitative Data Collections and main findings.**

**4. Conclusions and Recommendations.**

## **TWO. Theoretical Background**

Human resource management (HRM) is a central pillar of many organizations, which has five core functions: employing people, training them, compensating them,

retaining their safety and health, and developing labor relations. Within each of these core functions, HR conducts a wide variety of activities. (O. Steve, 2013, 3:12) Thus, HRM tries to accomplish upper hand through the essential organization of a profoundly dedicated and skilled labor force, utilizing an incorporated cluster of social, underlying and faculty methods. To improve the work in human resources. (Storey, 2012 :5)

Briefly “HRM examines what can or should be done to make people both more productive and more satisfied with their working life, what is necessary in the first step to improve the work should be to look after people who are interested in the work and expert academic, i.e., have experience, at and there should be care about the work to improve and how to manage human resources. Also, the work can be further developed and returned to other stages, which is considering all the mechanisms that you have tried before. (Ivancevich,2008 :5)

Thus, the research deals with following two subjects:

### **1- Main Characteristics of the HRM**

#### **2- Basic Functions of the HRM**

### **1- Main Characteristics of the HRM**

The basic characteristics of the **HRM** could be specified as follows:

**a-**Analysis of the volume of the work, which is based on specified rules to regulate labor of the health institution in the developing society as in Kurdistan region of Iraq particularly with the sufficient data and information systems: The data needed to make good management decisions, set financing policy, and manage a modern financing system are not currently available in the KRI. The information, analysis, and research required to guide good policy, as well as to manage the system, will, of course, depend on the policy decisions made. However, without this information, it is unlikely that successful policy reform can be achieved. (C. Ross Anthony et al, 2014 :15-16)

**b.** The determination of the volume of work in connection with performed or forthcoming structural changes in the health institution. The government health

sector in the Iraqi Kurdistan region is managing government hospitals to serve patients at the level of the adaptation system. The adoption of new activities with the opening of new units in the hospital or adding of new functions in the already existing ones is to be undertaken. The volume of the work is usually determined in connection with the human resource planning, however, due to the specificity of the activities in the health care system, and here the volume of the work in a health care institution is usually determined by the type of labour functions: basic, governing or assisting. The qualitative parameters and measures are not necessarily applied due to the specificity of the work. However, the medical manager has to determine the qualified numbers of personnel. (T. Mihaylova, 2018 :1954)

**c.** As there is evidence of increase in income levels of the people in the society, to provide quality health care to customers as well as to staff members and employees. (V. Narasimha Rao, 2017 :13)

**d.** It is an art and a science: The art and science of HRM is indeed very complex. In the Kurdistan region of Iraq HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

**e.** It is pervasive: Development of HRM in the Kurdistan region of Iraq covers all levels and all categories of people, and management and operational staff. No discrimination is made between any levels or categories. All those who are managers have to perform HRM. It is pervasive also because it is required in every department of the organization. All kinds of organizations, profit or non-profit making, have to follow HRM.

**f.** It is a continuous process: First, it is a process as there is a number of functions to be performed in a series, beginning with human resource planning to recruitment to selection, to training to performance appraisal. (S. Chand, 2016 :121-127)

## **2-Basic Functions of the HRM:**

Basic Functions of the HRM are as following:

**a.** Human Resource Department determines payments for different job types and induces connecting compensations and incentives to competent performances: Studies have shown that in health institutions, HRM has achieved better performance among its staff if incentives and motivations to work, based on performance rated competency of individuals that make a significant difference in the overall improvement of the organization. In the government health institutions of Kurdistan region of Iraq, in exchange for the great efforts that are being made, relatively few rewards are given.

**b.** Recruitment/Hiring: Hiring is a process which brings pool of prospective candidates who can help organization achieve their goals and allows managements to select right candidates from the given pool. The growth and development of any organization depend on the availability of an appropriate workforce, on its competences and level of effort in trying to perform the tasks assigned to it. In the health institutions of the Kurdistan region of Iraq hiring and job position are no necessarily related to scientific expertise and competencies.

**c.** Job Analysis & Design: Describing nature of the job like qualification, skill, work experience required for specific job position is another important operative task. Whereas, job design includes outlining tasks, duties and responsibilities into a single work unit to achieve certain goal.

In the government health institution in the Iraqi Kurdistan region employment, job evaluation and promotion are made according to traditional rules and individual directions, unrelated to job analysis and design.

**d.** Training & Development: This function allows employees to acquire new skills and knowledge to perform their job effectively. Training and development also prepare employees for higher level responsibilities.

HRM services are more concerned with the development of workers in public health services. To carryout fundamental activities in monitoring daily routine activities of healthcare workers as well as regulate and implement staff recruitment





performance and appraisal. They should be competent to assess complex skills, motivations of their staff through evolving training and development workshops on staff engagement and performance. Hence HRM should find qualified candidates for various positions in healthcare institutions and working closely with them, training them on their responsibilities to achieve the desired results. (Mrs. M Pillai, 2019 :231)

In the Kurdistan region of Iraq, in the government health institutions, a good attention has been given to training academic and capable cadres in the (HRM) to face contagious diseases and has established a special hospital to eradicate COVID19.

Numerous HR activities for wellbeing area change additionally incorporate endeavors to expand value or reasonableness. As certain techniques being embraced to incorporate monetary insurance systems, the focusing of explicit requirements and gatherings, and re-arrangement administrations. (C. Orchard, 2014 :3)

The HRM has special impact on the health sector reform and particularly monitoring the reform process according to the country, some directions can be determined which are the justice and quality goals of human resources, various methods are used to increase the skills, to change fixed costs, to improve contracts and to plan more systems for health services, which are specific exercises performed solely by the HR directors, typically for all the divisions. (H. Mohamed Elarabi, 2014 :14)

The conditions for managing HR are to build trust to improve the necessary and required work for the health care system, which is good step to combat various diseases which is a message to support the responsibility of establishing a management strategy in the health institution. (A Russell, 2018 :23)

Safety and health are an important part of HRM, so they should be considered for the psychological condition of the employees and by providing defense and protected equipment to continue their activities and get more products and benefit from them, and the items used to protect the employees should be given information in a special course to how to use the equipment and whenever they use

it, the employees need to be displayed to reduce their psychological impact on the work. (Dr.Swaminathan. S, 2019 :229)

**e.** Maintenance: During a period of worldwide deficiencies in talented wellbeing experts effectively overseeing staff especially with the end goal of diminishing turnover is a vital aspect for shortening costs, especially as offering an immediate pathway to cost control: work costs usually structure as much as 75% of medical clinic spending plans, and the expense of medical services when all is said in done proceeding to rise universally both in total terms and as an extent of GDP. Always in the field of health needs skilled workers professional cannot control any disease as needed, so it is necessary to train health workers in different courses to be experts and their ability to work in the field of health, and try to provide service projects with low costs and have good achievements. (A Wilkinson, 2019, 89 & G. Dussault, 2013, 4)

In the Kurdistan region of Iraq, the government health institutions tried to improve services for the patient and citizens by repairing buildings and changing the needs, equipment, bringing medicines and advanced laboratories with patient resting place and cleaning hospitals.

**f-** Successful checking and assessment of HR for wellbeing in nations requires the improvement of a concurred center arrangement of pointers and their methods for estimation to educate dynamic among public specialists and different partners. Different sources that can conceivably deliver applicable data exist even in low-pay nations – including populace-based sources, wellbeing office appraisals and routine regulatory records. Every one of these sources has its qualities and constraints for wellbeing labor force examination. In numerous nations, thorough information on HR is not accessible in any one store. This implies that any endeavor to decide the size and center attributes of the wellbeing labor force requires some degree of examination and union of accessible data from different sources. The utilization of data from an assortment of sources ought to, on a basic level, increment the

alternatives for estimating and approving center wellbeing labor force insights. (S. Harold, 2009 :3)

**g-**The Human Resources Skills Department can provide the organization with the structure and ability to obtain business supplies through managing your company's employees. It is possible to achieve the same level of skill and manage the work force through outside HR or contact an employer organization. (R. Mayhew, 2009, 4)

**h-** An employee's relationship with an organization with HRM actions is formed such as establishing, appraised, and increasing executive administration and training to benefit employees to understand the terms of their employment. When the organization contacts employees, the result will lead to real progress in providing services to customers who feel the organization provides them with a supporting work environment, and see that the organizer is hopeful of offers excellent and would more like to offer the best services to customers and the employees agree and this will reflect positively. (Rousseau & Greller, 1994) (Schneider & Bowen, 1995)

At the point when clients meet a fulfilled and eager worker, their views of the administration are probably going to reflect the positive experience. (N. Mumbai, 2019 :19) (M. Dobrowolska, 2020 :2)

### **THREE. An Applied Study**

#### **Introduction**

To prepare for this study interviews and the quantitative information collection have taken place. The survey form, which included topics consisting of 4 parts and 26 questions, after being evaluated by three experts in the department to ensure the truth and accuracy of the questions, we started distributing the forms to doctors and pharmacists, in several different places, especially government hospitals and medical clinics.

During the distribution of the questions, we interviewed the doctors and nurses

After answering them, and getting (89) forms, at the time of the analysis, it was clear to us that the analysis was performed on (87) forms according to the results, and was applied in the (SPSS) program.

In so far, we focus on two basic methods:

**1-Qualitative Data Collection**

**2-The Quantitative Data Collection**

**1-Qualitative Data Collection**

The participants were selected according to their existence and potentialities.

The interviews were collected during the months of July and August 2020.

**Table1:** Distribution of Interview Respondents

		F	%
Gender	Male	52	59.8%
	Female	35	40.2%
Age	21-30	34	39.1%
	31-40	38	43.7%
	41-50	15	17.2%
Certification	Bachelor	71	81.6%
	Master	12	13.8%
	PhD	4	4.6%
Job Position	Doctor	64	73.6%
	Sonar	2	2.3%
	UN- Teacher	5	5.7%
	UN -Nurse	8	9.2%
	Assessed	6	6.9%
	Pharmacy doctor	2	2.3%
Experience	1-5	21	24.1%
	6-10	33	37.9%
	11-15	25	28.7%
	16-20	8	9.2%

Source: Prepared by the researcher based on the results of a statistical analysis using SPSS program

**Table1:** shows the descriptive Statistics for demographic questions. Most of the responders are male (59.8%) while most of them are aged between 31 and 40 years of (43.7%). Doctors the highest percentage in occupation (73.6%) followed by nurse in UN (9.2%), Assessed (6.9%), Teacher in UN (5.7%), and either pharmacy doctor and sonar (2.3%) respectively since most of them have graduated bachelor degree (81.6%). The highest percentage of experience is between 6 and 10 years (37.9%) followed 11 and 15 years (28.7%), and 16 to 20 years (9.2%) respectively.

**2- The Quantitative Data Collection**

The Quantitative Data was collected through a questionnaire designed for the study, based on theoretical references and presented to a number of specialists in administrative sciences, mentioned their names in Appendix No (b) and some amendments introduced in accordance to what they have suggested.

**Reliability of the Measurement Instrument**

**Table 2:** Reliability of measurements for all variables

Constructs	Number of items	Cronbach's Alpha
Reality and Efficiency	5	0.62
Dealing with patients	5	0.67
Covid19	5	0.88
All Variables (independent + Dependents)	15	0.84

Source: Prepared by the researcher based on the results of a statistical analysis using SPSS program

**Table 2:** above shows the values of the Cronbach ‘s coefficient estimated for testing the internal consistency of the measurement. The result for Cronbach ‘s alpha is (0.62) for reality and efficiency, (0.67) for dealing with patients, (0.88) for covid19, and (0.84) for all independent and dependent variables respectively. The table (5.4) represents that all the constructs have passed the reliability test where all  $\alpha$ -values have exceeded the recommended minimum value of Cronbach’s alpha. (Blbas, 2019)

**3- Basic Findings**

**Table 3:** Simple Regression Analysis between independent variable (Reality and Efficiency) and dependent variable (Dealing with patients)

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Corr.	R Square	F	P-Value
(Constant)	2.067	5.502	0.001	0.40	0.16	15.83	0.001
Reality and Efficiency	0.408	3.979	0.001				

Source: Prepared by the researcher based on the results of a statistical analysis using SPSS program

**Table 3:** shows the weak positive correlation between independent variable (reality and efficiency) and dependent variable (dealing with patients). After finding a weak positive relationship between (reality and efficiency) and (dealing with patients) (0.40) from the Pearson’s correlation analysis, it is important to know the prediction and influence rate of reality and efficiency on dealing with patients in human resource. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (reality and efficiency) on the response variable (dealing with patients), so the model is appropriate based on (F=15.83 and P-Value =0.001).

Table above contains the result of constant, Slope, t-value, and coefficient of determination (R Square). Regression Coefficient (B) for reality and efficiency is 0.408, which means, increasing one unit for reality and efficiency of human resource will increase dealing with patients by 0.408. The coefficient of determination (R Square) explains how much variation in the dependent variable is explained by the independent variable. Determination of Coefficient (R<sup>2</sup>) reflects that 16% of the variation of dealing with patients is determined by reality and efficiency of human resource and the remaining variation is turning to other factors that effect on dealing with patients.

**Table 4:** Simple Regression Analysis between independent variable (Reality and Efficiency) and dependent variable (Covid19)

	Coefficients			Model Summary		ANOVA	
	B	t	P-Value	Corr.	R Square	F	P-Value
(Constant)	1.984	4.224	0.001	0.42	0.18	18.06	0.001
Reality and Efficiency	0.544	4.249	0.001				

Source: Prepared by the researcher based on the results of a statistical analysis using SPSS program

**Table 4:** shows the weak positive correlation between independent variable (reality and efficiency) and dependent variable (covid19). After finding a weak positive relationship between (reality and efficiency) and (covid19) (0.42) from the Pearson’s correlation analysis, it is important to know the prediction and influence rate of reality and efficiency on covid19. Also, the same table shows the ANOVA table for checking the goodness of fit for the explanatory variable (reality and efficiency) on the response variable (covid19), so the model is appropriate based on (F=18.06 and P-Value =0.001).

Table above contains the result of constant, Slope, t-value, and coefficient of determination (R Square). Regression Coefficient (B) for reality and efficiency is 0.544, which means, increasing one unit for reality and efficiency of human resource will increase covid19 by 0.544. The coefficient of determination (R Square) explains how much variation in the dependent variable is explained by the independent variable. Determination of Coefficient (R<sup>2</sup>) reflects that 18% of the variation of covid19 is determined by reality and efficiency of human resource and the remaining variation is turning to other factors that effect on covid19.

## **FOUR. Conclusions and Recommendations;**

### **1.Concusions**

**The research reached a set of scientific conclusions, the most important of which are the following: -**

1. The structural shortages of health sector in the Kurdistan Region of Iraq are evident in the both of quantity and quality. In this region, the hospitals are not

enough to absorb health needs of the people, in Kurdistan region of Iraq there are (0.0013%) hospitals per population while in China (17.9%), and in Turkey (1.04%).

2. Due to the spread of corona virus and pollution in the Kurdistan Region of Iraq, the rate of patients has increased: In 2020, corona virus infection reached (100,719), but from 2021 to May, corona virus disease increased to (155,668) and is still infected, but the number of specialist doctors is low to treat them and pay more attention to the patients. With concentration of the doctors, there are (51%) doctors in Erbil province for a population of (35%), (36%) doctors in Sulaymaniyah province for a population of (41%), (13%) doctors in Duhok province for a population of (24%).

3. Due to the increase in patients in hospitals in the Iraqi Kurdistan Region and the lack of adequate patient beds, there are (41%) patient have beds in Erbil province, (38%) patients in Sulaymaniyah province, and (21%) patient in Duhok province.

4. Due to the rising rate of the epidemic disease and the lack of medical employees, in the Iraqi Kurdistan region, the proper service of the patients cannot do properly. Particularly with high disparities between provinces' there are (24%) medical employees in Erbil province, in Sulaymaniyah province (65%), and in Duhok province there are (11%).

5. The KRG does not have a long-term strategic plan in a proper manner to combat any sudden and unwanted disease that is facing our country. The number of dedicated professional (HRM) is low in the work, and no strategic function has been processed, so the doctoral rate is low and (HRM) is not able to get a reserve for these patients.

6. The KRG has not paid much attention in its annual budget to dedicate of its budget to confront any unwanted disease that is on the rise.

## **2- RECOMMENDATIONS**

**It may be most important to accentuate the following recommendations:**

1- The Kurdistan Region of Iraq (KRG) should start with cultural courses in the health sector in the faculties and mass media as well and bringing in specialized doctors In Erbil province, with a rate of (51%) In Sulaymaniyah province, with (36%) and In Duhok province, with 50%.



2. In the provinces of the Kurdistan Region, due to the lack of government hospitals, it is necessary according to the population other hospitals should be built for the provinces and should be distributed as needed to the places where many residents and hospitals in Erbil need (20) hospitals. Sulaymaniyah province needs (15) hospitals, Duhok province needs (10) hospitals, advanced to serve patients. This is because of the large population of the citizens of Kurdistan region included huge numbers of refugees from Syria and Iran, they have gone to Kurdistan region for any reason, the number of patients increases here and this needs hospitals, for example, when corona disease occurred in Kurdistan region because of lack of hospitals, they could not include all patients, so the KRG should have plans to build the necessary hospitals.

3. Due to the rising patient rate in the Kurdistan Region of Iraq, due to environmental pollution and the arrival of corona virus disease, specialist doctors needed to identify the type of patient and early treatment. We need specialist doctors by (50%) because the patient rate has increased from (70%) to face this high rate of patients.

4. In government hospitals in the Kurdistan Region, there are not enough patient beds, so the KRG should provide required beds for hospitals by the number of patients. According to the Standard of Disease Census in the Kurdistan Region, (10) patients with (1) beds should be provided for more than (40%).

5. What is seen is that in terms of serving the patient, the KRG should hire medical employee in the public sector as necessary to serve the patient. In the KRG, employment has not been implemented for a long time in all government departments and institutions, so in the health sector in general, health workers are very few to serve and treat patients, and they must establish a sufficient rate, so that the government should give priority to the sectors that need cadres in the field of recruitment, because this may alleviate the crisis of those sectors that need cadres.

6- The administration of human resources in the health sector of the Kurdistan Regional Government must have long-term plans to face any unwanted and sudden lying diseases to prevent it from spreading.

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### پوخته:

به‌رئو به‌ردنی سه‌رچاوه مرؤییه‌کان، ( HRM )، بؤ چاودیریه‌کی پزیشکی باب‌ه‌تی و به‌ کورجی به‌گورجی بنچینه‌ییه، له‌گه‌ل ئه‌وه‌شدا کاریگه‌ری بؤردی (HRM) له‌ حکومه‌تی هه‌ریمی کوردستان هیشتا له‌دوره‌وه‌ی توانای کؤنترؤل کردنی دامه‌زراوه‌ی بیرکردنه‌وه‌ی حکومه‌تدایه له‌ به‌ره‌نگاربوونه‌وه‌ی ئه‌و نه‌خؤشیه هه‌وکردنانه‌دا ماوه‌ته‌وه. ئه‌مه‌ش گرنگی ئه‌م توپزینه وه یه ی که تایبته به به‌ره‌نگاربوونه‌وه‌ی (COVID19) دیاری ده کات له به‌رئو به‌رایه‌تی سه‌رچاوه مرؤییه‌کان و رؤلی به‌رز ده‌کاته‌وه و دواتر ئامانجی توپزینه‌وه‌که چرپه‌کاته‌وه له‌سه‌ر چؤنیه‌تی ناسینه‌وه‌ی نه‌خؤشیه په‌نگه‌خواردوه‌کان و جؤره‌کانی و کاریگه‌ریه‌کانی و چاره‌سه‌ره‌کانی. بؤیه بؤ دیاریکردنی ده‌قی کیشه‌که ناوه‌رؤکی ده‌قه‌که ئاراسته‌کراوه بؤ ناسینه‌وه‌ی کیشه‌کانی دامه‌زراوه‌ی ته‌ندروستی گشتی. گریمانه‌کان جه‌خت له‌سه‌ر کؤمه‌لپک کاریگه‌ری واقیع و کارایی له‌سه‌ر رپووبه‌رپووبوونه‌وه و

مامه له كردن له گه ل قهيرانه بهرده وامهكان و رۆلى جياوازى چيندهرى و داگيركارى و نهزمون له مامه له كردن له گه ل نهخوشدا دهكهن. بۆيه پيوست بوو له بهرامبهه شيوازهكانى شيكرده وهدا ليكو لينه وهيهكى تاييهت به كهيسيكي تاييهت په پره و بكريت كه راستى به رپوه بردنى سه رچاوهى مرؤبى له نهخوشخانه و حكومه تدا به رپوه بهن. بۆ ئه وهى پاش پيدانى تاييهتمه ندى و كارى كورت له دامه زراوه تهن دروستييه كان، فۆرمه كانى ئه نجامى دروستتر به دهست بهينن. بابته سه ره كيبه كانى ئه م راپرسيبه ئه وه بوون: واقيعى دامه زراوه يى له نهخوشخانه، واقيع و كارايى (HRM) و چۆنيه تى مامه له كردن له گه ل نه خوشه كان ، له دامه زراوه يى كه رتى تهن دروستى دا، له كۆمه لگه ي خويئندا پشت به دوو نهخوشخانه ي پاريزگاي هه ولير ده به سيين، كه هه ريئى كوردستانى عيراق، كه نهخوشخانه ي رۆژئاوا و نهخوشخانه ي كۆمارى .

### **المستخلص:**

يعتبر إدارة الموارد البشرية، (HRM)، أمر أساسي للحصول على رعاية طبية ذاتية وقوية، ومع ذلك، فإن تأثير مجلس إدارة (HRM) في حكومة إقليم كردستان ظل خارج القدرة على السيطرة في مواجهة حالات الطوارئ وخاصة مع الأمراض المعدية. وهذا يثير أهمية البحث خصيصاً لمواجهة (COVID19) في إدارة الموارد البشرية. ثم تركز أهداف البحث على كيفية التعرف على الأمراض المعدية وأنواعها وآثارها والحلول التي تقوم بها، لذا فإن تحديد بيان المشكلة يوجه جوهر النص إلى الاعتراف بمشكلة أسس الصحة العامة. وتركز الفرضي التعليم جموعه من آثار الواقع والكفاءة عليم واجهة الأزمات الجارية والتعامل معها ودور الاختلاف اتبين الجنسين والمهن والخبرة في التعامل مع المرضى. ومن ثم كان من الضروري فيما يتعلق بأساليب التحليل تطبيق دراسة حالة خاصة تدير واقع إدارة الموارد البشرية في المستشفيات والحكومات. من أجل حصول على نتائج أكثر دقة من خلال نماذج الاسئلة الموزعة على موزعة بعد إعطاء خصائص موجزة وظائف إدارة الموارد البشرية في المؤسسات الصحية. وكانت الموضوعات الأساسية لهذا السؤال هي: الواقع المؤسسي في المستشفى، واقع وكفاءة إدارة الموارد البشرية وكيفية التعامل مع المرضى في المؤسسات الصحية، في مجتمع الدراسة، نعتمد على مستشفيات في محافظة أربيل، إقليم كردستان العراق، وهو المستشفى روزئاوا ومستشفى الجمهورية.