


THE IMPACT OF THE COMPONENTS AND DIMENSIONS OF HUMAN CAPITAL ON ORGANIZATIONAL RELATIONS

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 27 March 2023</p> | <p>Purpose: The aim of this paper was present components and dimensions of human capital terms impact on organizational relation.</p> <p>Theoretical framework: Many studies have dealt with the impact of human resources on the performance of organizations. In this paper, work has been done to study the dimensions of human capital and the way it affects organizational relations.</p> |
| <p>Keywords:</p> <p>Components of Human Capital; Dimensions of Human Capital; Organizational Relations; Knowledge; Skills; Abilities.</p> | <p>Design/methodology/approach: The paper adopted the descriptive / exploratory approach, as an opinion questionnaire was designed specifically to find out the opinions of the scientific competencies of teachers and administrators at Al-Rafidain University College, where (100) opinion questionnaires were distributed.</p> <p>Findings: The most important conclusions are the evidence of the impact of human capital (components and dimensions) on organizational relations, at Al-Rafidain University College.</p> <p>Research, practical & Social implications: three dimensions used to human capital and for dimensions to organizational relation.</p> |
|  | <p>Originality/value: the paper an contribution in field of the effects of human capital components on organizational relations in general and in the field of university education organizations, with the clarity of the impact of encouraging the Deanship of the College on the constituent aspects of human capital as well as aspects of dimensions</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1374</p> |

O IMPACTO DOS COMPONENTES E DIMENSÕES DO CAPITAL HUMANO NAS RELAÇÕES ORGANIZACIONAIS

RESUMO

Objetivo: O objetivo deste trabalho foi apresentar componentes e dimensões dos termos de capital humano com impacto na relação organizacional.

Estrutura teórica: Muitos estudos trataram do impacto dos recursos humanos sobre o desempenho das organizações. Neste documento, foi feito um trabalho para estudar as dimensões do capital humano e a forma como ele afeta as relações organizacionais.

Design/metodologia/abordagem: O documento adotou a abordagem descritiva/exploratória, pois um questionário de opinião foi elaborado especificamente para conhecer as opiniões das competências científicas dos professores e administradores do Colégio Universitário Al-Rafidain, onde (100) questionários de opinião foram distribuídos.

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Descobertas: As conclusões mais importantes são a evidência do impacto do capital humano (componentes e dimensões) nas relações organizacionais, no Colégio Universitário Al-Rafidain.

Pesquisa, implicações práticas e sociais: três dimensões usadas para o capital humano e para as dimensões da relação organizacional.

Originalidade/valor: o documento uma contribuição no campo dos efeitos dos componentes do capital humano nas relações organizacionais em geral e no campo das organizações de educação universitária, com a clareza do impacto do incentivo à Reitoria do Colégio sobre os aspectos constituintes do capital humano, bem como sobre os aspectos das dimensões

Palavra-chave: Componentes do Capital Humano, Dimensões do Capital Humano, Relações Organizacionais, Conhecimento, Habilidades, Habilidades

EL IMPACTO DE LOS COMPONENTES Y DIMENSIONES DEL CAPITAL HUMANO EN LAS RELACIONES ORGANIZATIVAS

RESUMEN

Propósito: El objetivo de este trabajo fue presentar el impacto de los componentes y dimensiones del capital humano en las relaciones organizacionales.

Marco teórico: Numerosos estudios se han ocupado del impacto de los recursos humanos en el desempeño de las organizaciones. En este trabajo se han estudiado las dimensiones del capital humano y la forma en que afecta a las relaciones organizativas.

Diseño/metodología/enfoque: El trabajo adoptó el enfoque descriptivo / exploratorio, ya que se diseñó un cuestionario de opinión específicamente para conocer las opiniones sobre las competencias científicas de los profesores y administradores del Colegio Universitario Al-Rafidain, donde se distribuyeron (100) cuestionarios de opinión.

Conclusiones: Las conclusiones más importantes son la evidencia del impacto del capital humano (componentes y dimensiones) en las relaciones organizativas, en el Colegio Universitario Al-Rafidain.

Implicaciones sociales, prácticas y de investigación: se han utilizado tres dimensiones para el capital humano y cuatro dimensiones para las relaciones organizativas.

Originalidad/valor: el trabajo es una contribución en el campo de los efectos de los componentes del capital humano en las relaciones organizativas en general y en el campo de las organizaciones de educación universitaria, con la claridad del impacto de alentar al Decanato del Colegio en los aspectos constitutivos del capital humano, así como en los aspectos de las dimensiones.

Palabra clave: Componentes del Capital Humano, Dimensiones del Capital Humano, Relaciones Organizativas, Conocimientos, Habilidades, Capacidades.

INTRODUCTION

In today's business world and its environment in which there is no constant but instability, contemporary issues have emerged, especially in the field of management, the most important of which is the provision and maintenance of the strategic human resource to achieve high-level performance that helps the organization achieve superiority over competitors, as well as realizing (the fact) that creative workers are (assets) A follower of the term strategic human capital finds that most recent studies have referred to it since the last decade of the twentieth century, as well as the need for the organization to own strategic assets, and the importance of human capital for growth and economic development at both levels has increased. Theoretical and practical, many organizations have begun to pay attention to improving human capital indicators in its various dimensions (Ali, 2021:33) these two aspects formed an entry point for

choosing a topic (the impact of components and dimensions of human capital on organizational relations / exploratory research at Al-Rafidain University College). This research attempts to study the impact of the components and dimensions of human capital on organizational relations by employing what was mentioned in the theoretical aspect as an application to one of the private colleges through a survey of the opinion of the teaching and research staff in it. This topic is considered one of the contemporary topics in the environment of the business world today, especially in its applied aspect in the Iraqi environment, where the researcher is trying to come up with some results regarding a university experience in the hope of more attempts in the future in the business sector in general and in university education in particular.

One of the most important outputs of this study is the evidence of the impact of human capital (components and dimensions) on organizational relations at Al-Rafidain University College, with the clarity of the impact of encouraging the Deanship of the College on the constituent aspects of human capital as well as aspects of dimensions and the confirmation of the research sample on satisfaction with aspects of salaries, wages and selection And the protection of scientific competencies with the clarity of the college's keenness on aspects of competition and excellence. On the other hand, this study recommends the importance of continuing to permanently employ the components and dimensions of human capital as an original approach for the senior management of the college to achieve the college's mission and objectives and to employ a state of satisfaction among the college's competencies towards achieving more aspirations and competitive goals and the importance of establishing A unit or entity specialized in studies and research for strategic human capital, given the importance of the subject in thought and application.

LITERATURE VIEW

Human Capital

It is defined by (Roca-Puig et al, 2021:6) as the sum of experiences, knowledge, energies, skills, creativity and qualities possessed by the workers in the organization and invested in working towards building the organization in the right form. Which the individual carries, wherever he is, and acquired genetically or as a result of an academic education he received or as a result of the most recent development, in addition to the experiences that he witnessed during his life, so he is employed to increase the productive and innovative capabilities of institutions and create value (Madfoni, 45: 2018-46), and human capital consists From:-

- 1) **Knowledge:** Knowledge is an important economic resource and a necessary element in which it is richer than the production elements at the present time, due to the importance it enjoys, but at the level of organizations in particular, knowledge works to have an importance that is reflected on the organizational side (Sachit & Al himyari, 2022)(Ghazali, 26: 2016). Therefore, it can be said that the acquisition of knowledge and its use of new technological assets is linked to tacit knowledge and technical capabilities, and this means that knowledge arises from the interaction between individuals and technological assets in routine operations (Hernandez, 2015:44). Whereas (Shaabani) defined knowledge management as “all the processes related to knowledge generation, storage, transfer and sharing between individuals and its application in order to achieve the objectives of the institution, by making available knowledge resources available to all” (A et al., 2022)(Shaabani, 2016: 11).
- 2) **Skills:** They are defined as the ability to perform and learn well when we want. Skills are learned activities that are developed during the practice of an activity supported by feedback, and all skills consist of smaller sub-skills, and the deficiency in any of the sub-skills affects the quality of overall performance (Herry, 27: 2020).
- 3) **Capabilities:** an intangible educated resource that is learned and accumulates over time for individuals, which is formed as a result of knowledge in various fields in which individuals are unique (Abu Lifa et al., 2021:150:).

Dimensions of Human Capital

- **Strategic leadership:** Strategic leadership was defined by (Ussahawanitchatit, 2012:3) as the leadership that has the ability to predict and visualize, maintain flexibility, empower others and the ability to develop competencies and capabilities, improve the organizational structure, select and develop the next generation of leaders and maintain an effective organizational culture.
- **Strategic human capital planning:** The human capital planning process is an important way to predict and maintain future needs for talent, and to ensure excellence for the organization. :2018).
- **Possessing, developing and maintaining talent:** Talent refers to individuals who possess high potentials of knowledge and skills that enable them to lead with success, transformation and change within the organization. levels, which requires encouraging those talents and motivating them to work creatively (Al-Jarrah, Abu Dawla 288:2021).

- Results-oriented organizational culture: it is defined as a set of principles identified by the group, or discovered by a particular group with the aim of solving some problems with regard to adapting to its external environment and internal harmony and integration, and these principles are taught to new individuals as the appropriate and optimal way for the ability to think (Kamal, 12:2016).

Organizational Relationships Associated with the Dimensions of Human Capital

Elements of organizational relationships associated with strategic leadership

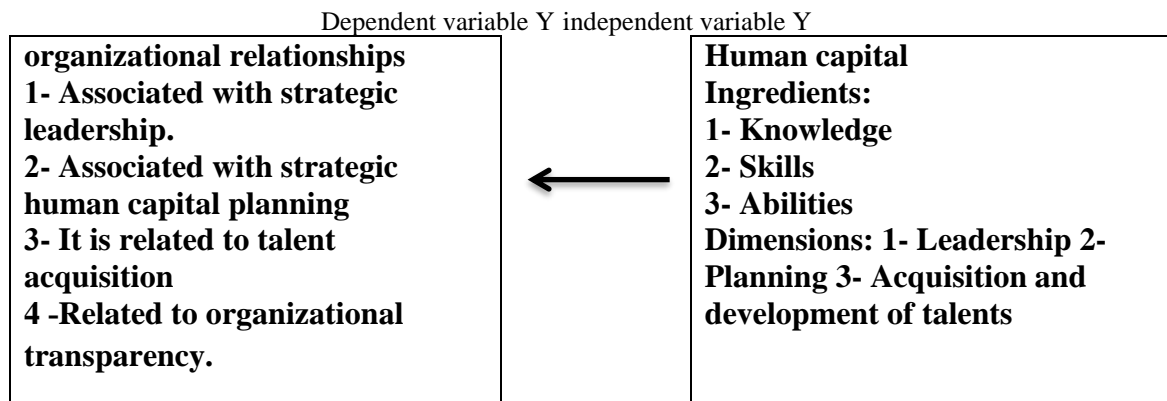
- Strategic planning contributes to charting the career path of individuals and determining the skills and training they need in order to reach an appropriate formula that achieves the goals of individuals and the organization.
- Results-oriented human capital decisions, in which the difficulty lies in teaching workers how to make decisions to solve problems, as it is a continuous process that determines their performance and duties (Tolan, 301: 2016).

Elements of organizational relationships associated with strategic human capital planning

- Talents can be retained by preventing them from leaving the organization by adopting talent retention strategies that are represented by training, career development and talent sharing (Moses et al., 2021: 558).
- Using a set of activities and practices that prevent the departure of talent through the efforts made by the organization (Ott, et al, 20218:17).
- Elements of organizational relationships related to talent acquisition, development and retention.

MATERIAL AND METHODOLOGY

In order to test the main research hypothesis based on the research model. An opinion questionnaire was specially designed and shown in Appendix (1) for this purpose, as it was presented to a group of professors and specialized researchers for arbitration and their comments on it. Their comments were taken into account when preparing the final version of the distributed questionnaire. The following is a presentation of the questionnaire and its results.

Study model:

Source: Prepared by the authors (2022).

Research Hypotheses

Based on the hypothetical research model, the main research hypothesis can be formulated:

Strategic human capital (X) affects organizational relationships (Y).

It derives two hypotheses:

1. Components of human capital affect organizational relationships
2. The dimensions of human capital affect organizational relationships.

These hypotheses have been statistically tested to verify their validity or invalidity, using the SPSS program. V-24 - Statistical Package for the Social Sciences.

Reliability test

It means that the questionnaire gives the same results if it is repeated again. And the stability of the resolution was verified using the (Alpha-Cronbach-Alpha) method. Alpha-Cronbach is used when the resolution presented to the sample is in triple answer axes (meaning, for example, sometimes, rarely, often) or more or five-axis answer. The following statistical relationship has been applied to calculate the value of parameter (a):

$$a = \frac{k}{k-1} \left[1 - \frac{\sum_{i=1}^k \sigma_{Q_i}^2}{\sigma_{Q_i}^2} \right] \quad \dots(1)$$

Where K represents the number of questions, $Q=Q_1+Q_2+\dots+Q_k$, and represents the variance (the square of the standard deviation of the question Q_i and represents the variance of all questions.

In Table (1) we show the results of the stability coefficient for each of the axes of the resolution separately, as well as the general stability coefficient of the resolution.

Table (1) Stability Coefficient

| axles | The number of axis vertebrae | Coefficient (Alpha - Cronbach) | The decision of honesty and constancy |
|----------------|------------------------------|--------------------------------|---------------------------------------|
| <i>first</i> | 10 | %96.71 | accepted |
| <i>Second</i> | 18 | %97.86 | accepted |
| <i>general</i> | 26 | %97.29 | accepted |

Source: Prepared by the authors (2022).

In general, when the coefficient of (Alpha - Cronbach) exceeds (60%), this indicates acceptance and reflects agreement and interdependence between the statements of the paragraphs of the questionnaire, which means that if the test is repeated again, it will be fixed with the same amounts shown in Table (1), which indicates its statistical acceptance. Since all the values of (Alpha-Cronbach) coefficients are greater than 60% and for all axes and for all paragraphs of the questionnaire in general, we will consider the questionnaire to have passed the test of validity and reliability statistically.

RESULTS AND DISCUSSION

Human Capital

The general equations of the sample's answers to this variable crossed a general arithmetic mean, which amounted to (4.27), which is above the standard mean of (3) and with high consistency in the answers to the paragraphs of this axis, and this is confirmed by the general and low standard deviation of (1.03) and a low general coefficient of variation of (%24.31).

Table (2). Human Capital Components Axis

| No. | Totally agree (5) | agree(4) | neutral (3) | I don't agree (2) | I don't quite agree (1) | rate | standard deviation | Contrast coefficient |
|----------|-------------------|----------|-------------|-------------------|-------------------------|------|--------------------|----------------------|
| <i>1</i> | 76 | 8 | 6 | 5 | 5 | 4.45 | 1.13 | 25.34 |
| <i>2</i> | 73 | 7 | 12 | 5 | 3 | 4.42 | 1.07 | 24.32 |
| <i>3</i> | 79 | 11 | 6 | 3 | 1 | 4.64 | 0.81 | 17.47 |
| <i>4</i> | 81 | 8 | 4 | 4 | 3 | 4.60 | 0.96 | 20.96 |
| <i>5</i> | 56 | 17 | 14 | 11 | 2 | 4.14 | 1.15 | 27.68 |

| | | | | | | | | |
|--------------|------|------|------|-----|-----|------|------|-------|
| 6 | 88 | 4 | 3 | 3 | 2 | 4.73 | 0.83 | 17.48 |
| 7 | 33 | 37 | 30 | 0 | 0 | 4.03 | 0.80 | 19.78 |
| 8 | 44 | 26 | 16 | 9 | 5 | 3.95 | 1.19 | 30.19 |
| 9 | 41 | 32 | 7 | 11 | 9 | 3.85 | 1.31 | 34.11 |
| 10 | 33 | 35 | 22 | 9 | 1 | 3.90 | 1.00 | 2564 |
| rates | 60.4 | 18.5 | 12.0 | 6.0 | 3.1 | 427 | 1.03 | 24.31 |

Source: Prepared by the authors (2022).

Organizational Relationships

It appeared from the level of answers for the paragraphs of the first axis in Table No. (3) with the general rates of the sample's answers to this variable, a general arithmetic mean, as it reached (4.06), which is above the standard mean of (3) and with high consistency in the answers to the paragraphs of this axis and this is confirmed by the standard deviation The general and low of (1.03) with a low general coefficient of variation of (26.06%).

Table (3). Human first Axis

| No. | Totally agree (5) | agree(4) | neutral (3) | I don't agree (2) | I don't quite agree (1) | rate | standard deviation | Contrast coefficient |
|--------------|-------------------|----------|-------------|-------------------|-------------------------|------|--------------------|----------------------|
| 1 | 37 | 32 | 11 | 13 | 7 | 3.79 | 1.27 | 33.39 |
| 2 | 48 | 36 | 14 | 2 | 0 | 4.30 | 0.78 | 18.25 |
| 3 | 46 | 39 | 15 | 6 | 4 | 4.06 | 1.05 | 25.88 |
| 4 | 36 | 44 | 15 | 3 | 2 | 4.09 | 0.90 | 22.00 |
| 5 | 56 | 21 | 13 | 8 | 2 | 4.21 | 1.08 | 25.55 |
| 6 | 37 | 41 | 13 | 5 | 4 | 4.02 | 1.03 | 25.74 |
| 7 | 66 | 21 | 5 | 3 | 5 | 4.40 | 1.06 | 24.17 |
| 8 | 61 | 24 | 7 | 6 | 2 | 4.36 | 0.99 | 22.71 |
| 9 | 60 | 25 | 8 | 4 | 3 | 4.35 | 1.00 | 22.96 |
| 10 | 51 | 42 | 5 | 1 | 1 | 4.41 | 0.73 | 16.46 |
| 11 | 40 | 28 | 15 | 9 | 8 | 3.83 | 1.27 | 33.20 |
| 12 | 34 | 31 | 17 | 9 | 9 | 3.72 | 1.27 | 34.19 |
| 12 | 67 | 23 | 11 | 5 | 4 | 4.31 | 1.06 | 24.70 |
| 13 | 63 | 26 | 9 | 2 | 0 | 4.50 | 0.75 | 16.56 |
| 14 | 27 | 23 | 31 | 10 | 9 | 3.49 | 1.24 | 35.62 |
| 15 | 15 | 33 | 22 | 11 | 19 | 3.14 | 1.34 | 42.71 |
| 16 | 19 | 42 | 21 | 13 | 5 | 3.57 | 1.09 | 30.65 |
| 17 | 87 | 13 | 0 | 0 | 0 | 4.87 | 1.27 | 6.94 |
| 18 | 37 | 32 | 11 | 13 | 7 | 3.79 | 1.27 | 33.39 |
| rates | 42.22 | 30.22 | 12.89 | 6.11 | 4.67 | 4.06 | 1.03 | 26.06 |

Source: Prepared by the authors (2022).

Calculating a correlation and testing the correlation hypotheses

The correlation coefficient of the first hypothesis was calculated by using the (Spearman) correlation coefficient for the simple ranks and applying the correlation hypothesis.

1- There is a significant correlation relationship showing the impact of human capital components on organizational relationships, as this relationship recorded a correlation coefficient of (0.979) and it showed that the calculated value (t) (8.3033) is greater than its tabular value of (3.1820) with a significant level of (0.05). This is a clear indication of the strength of the relationship between the two mentioned variables, and thus the first hypothesis can be accepted from the main hypothesis.

2- There is a significant correlation relationship showing the impact of the dimensions of human capital on organizational relations, as this relationship recorded a correlation coefficient of (0.989), and it appeared that the calculated (t) value (11.7864) is greater than its tabular value of (3.1820) at a significant level (0.05), and this A clear indication of the strength of the relationship between the two mentioned variables, and thus the first hypothesis can be accepted from the main hypothesis.

Table (4). Correlation Relationship

| Hypothesis | correlation R | Hypothesis Test | | | Engagement Decision |
|------------------------------------|------------------|--------------------|---------------|---------------|------------------------|
| | | Accept decision | test result T | T-Table value | |
| <i>The first hypothesis</i> | 0.979 | Accept H0 | 8.3033 | 3.1820 | incorporeal |
| <i>The second hypothesis rates</i> | 0.989 | Accept H0 | 11.7846 | 3.1820 | incorporeal |
| | 0.984 | Accept H0 | 10.0439 | 3.1820 | incorporeal |

Source: Prepared by the authors (2022).

Calculate the regression equation and test the impact hypotheses

When the result of the decision of the correlation tests is to accept the correlation hypothesis H_0 , this means that there is a close correlation for all the variables of the community, this gives the green light to start finding the regression equation for one variable and finding the value of the linear regression equation coefficients a and b. The explanatory variables (independent) x to see the effect of this change on the responsive variable y.

The focus of this axis is to test the main impact hypothesis and the sub-hypothesis that emanate from it, related to measuring "the impact of the components and dimensions of human capital on organizational relationships." In Table No. (5), calculate the regression equation, measures of variance, coefficient of determination and standard error of the estimation with the application of the -F test and the decision to accept the sub-hypotheses of the effect and the modifier.

Table (5). Regression Equation

| hypotheses influence independent variables (X) | Regression equation dependent variables (Y) | | Variance measures | | | The coefficient of determination R ² | standard error of guess | The calculated F value | F tabular value at $\alpha=0.05$ | Accept decision H ₀ |
|--|---|-------|-------------------|-------------|--------|---|-------------------------|------------------------|----------------------------------|--------------------------------|
| | B | a | Explained | unexplained | total | | | | | |
| <i>The first hypothesis</i> | 0.83 | 3.59 | 1492.7 | 64.9 | 1557.6 | 0.96 | 4.65 | 68.95 | 10.13 | Accept |
| <i>The second hypothesis</i> | 1.07 | -1.56 | 1524.7 | 32.9 | 1557.6 | 0.98 | 3.31 | 138.88 | 10.13 | Accept |
| <i>rate</i> | 0.95 | 1.02 | 150.9 | 48.9 | 1557.6 | 0.97 | 3.98 | 103.96 | 10.13 | Accept |

Source: Prepared by the authors (2022).

From Table (5) it can be observed that the constant (a), which means that there is (to achieve the effect of the components (dimensions) of human capital) an amount of (a), even if the value of (the importance of the components of the dimensions of human capital) is zero, and either The value of (b) indicates that a change of one unit in (organizational relations), will lead to a change in (to achieve the effect of the components (dimensions) of human capital, the amount of (b).

Therefore, from Table (5) it is possible to deduce the linear regression equations that Each hypothesis corresponds to an effect according to the following:

1. With regard to the impact relationship of the first hypothesis and its relationship to achieving the effect of human capital dimensions, the linear regression equation can be deduced: $y_1=3.59+0.83x_1$.
2. With regard to the impact relationship of the second hypothesis and its relationship to achieving the effect of human capital dimensions, the linear regression equation can be deduced: $y_2=3.59+0.83x_1$.

The value of the coefficient of determination (R²), which represents the value of the impact, which means that the amount of (R²) of the variance in the impact of (components (dimensions) of human capital) is a variance explained by the action of (the role of components (dimensions) of human capital on organizational relations) who entered the model, and the rest, which is (R² 1-) is an interpreted variance from factors that did not enter the regression model, and it is preferable to search for them through the efforts of researchers in this field.

On this basis, the following statistical analysis of the results of Table No. (5) can be developed for each of the impact hypotheses in question:

1. With regard to the first impact hypothesis, which revolves around the extent of the impact of human capital components on organizational relations, we note the extent to which the explained variance of (1557.6) is close to the total variance of (1492.7) and this is evidenced by the high value of the coefficient of determination (R^2) of (0.96) And a decrease in the value of the standard error of the guess, which is (4.65). As for proving or disproving the first effect hypothesis using F-test, we note that the calculated F value is (68.95) and because it is greater than the tabular F value of (10.13) at a significant level ($\alpha = 0.05$), so we accept the null hypothesis H_0 special effect hypothesis The first is that the components of human capital affect organizational relationships.
2. With regard to the second impact hypothesis, which revolves around the extent to which the dimensions of human capital affect organizational relations, we note the extent to which the explained variance of (1557. The standard error of the guess is (3.31). As for proving or disproving the second effect hypothesis using F-test, we note that the calculated F value is (138.88) and because it is greater than the tabular F value of (10.13) at a significant level ($\alpha = 0.05$). Therefore, we accept the null hypothesis H_0 for the second effect hypothesis The dimensions of human capital affect organizational relationships.

CONCLUSIONS

In today's business world and its environment in which there is no constant but instability, contemporary issues have emerged, especially in the field of management, the most important of which is the provision and maintenance of the strategic human resource to achieve high-level performance that helps the organization achieve superiority over competitors, and on this basis the results showed the proven impact of strategic human capital (components and dimensions) on organizational relations at Al-Rafidain University College. As well as encouraging the Deanship of the College on the constituent aspects of human capital represented by knowledge, attracting individuals with diverse knowledge, maintaining the academic competencies of the College, and benefiting from them in achieving the goals. On the other hand, the Deanship of the College encourages the aspects of human capital dimensions represented by encouraging obtaining and maintaining competencies to achieve the mission and goals of the College, and in terms of planning, encouraging the Dean of the College to develop a strategic plan for human resources and the consistency of this plan, as well as the keenness of the College Deanship to possess and develop talents with the Deanship's affirmation

Continuously assessing the organizational culture of the college. Future work focuses on trying to study these dimensions and their impact on industrial and service organizations and in different environments.

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