Journal of Posthumanism
2025
Volume: 5, No: 5, pp. 850–868
ISSN: 2634-3576 (Print) | ISSN 2634-3584 (Online)
posthumanism.co.uk

DOI: https://doi.org/10.63332/joph.v5i5.1409

Strategic Planning's Impact on Organizational Effectiveness Via Human Resource Investment: A Study on Iraq's National Investment Commission Employees

Inas Yadallah Ahmed[1], Hatem Dellagi[2], Lebanon Hatif Abdulameer[3], Suleiman Ibrahim Mohammad[4], Asokan Vasudevan[5]

Abstract

The study aimed to elucidate the impact of strategic planning on enhancing organizational effectiveness through the investment in human resources as a mediating variable. This empirical research was conducted among employees of the National Investment Authority in Iraq. A descriptive analytical methodology was employed, with the study population comprising 3,022 employees in senior and middle management positions. Among these, 490 held senior roles, while 2,532 occupied middle management positions. A stratified sampling technique was utilized, resulting in a final sample of 352 respondents, representing 11.46% of the valid questionnaires for statistical analysis. A questionnaire was developed as a data collection tool, and the study utilized the Statistical Package for the Social Sciences (SPSS V.24) and the AMOS program for path analysis. Various descriptive and inferential statistical methods were applied. The findings indicated that the respondents' perceptions of the application of strategic planning—encompassing dimensions such as strategic vision, strategic mission, strategic objectives, strategic analysis, and strategic options—alongside the level of organizational effectiveness, were rated as moderate. In contrast, the level of investment in human resources was found to be high.

Keywords: *Strategic Planning, Organizational Effectiveness, Human Resource Investment, Employees, National Investment Authority, Iraq.*

Introduction

The human element is considered one of the most critical strategic components in the economic and social development of any society. Consequently, many countries around the world have placed significant emphasis on investing in human resources, primarily relying on education to enhance this investment. This focus aims to equip graduates from universities and institutes with the necessary skills and competencies to adapt to the evolving demands of the labor market. The concept of human capital occupies a fundamental position in various aspects of research related to the economics of education and training. Its importance is evident in numerous areas of contemporary economic theory, particularly in relation to income distribution, employment

[1] Faculty of Economics and Management of Tunis, University of Tunis El Manar, Tunisia, Tunis, Email: enasagnis@gmail.com.
[2] Department of Quantitative Methods Faculty of Economics and Management Science of Nabeul, Carthage Univeristy, Email: hatemdellagi7@gmail.com
[3] Head of the Department of Finance and Banking, Al-Amal University College, Baghdad, Iraq, Email: noafact.iq@gmail.com.
[4] Department of Electronic Marketing and Social Media, Faculty of Economics and Administrative Sciences, Zarqa University, Jordan, Research follower, INTI International University, 71800 Negeri Sembilan, Malaysia, Email: dr_sliman@yahoo.com (Corresponding Author)
[5] Faculty of Business and Communications, INTI International University, 71800 Negeri Sembilan, Malaysia, Email: vasudevan@newinti.edu.my

policies, wage determinants, and labor market dynamics (Al-Hasani, Alkshali, 2021; Mohammad et al., 2024a).

The primary reason for the delayed systematic analysis of investment in human capital until the 1960s was the significant debate among economists regarding the association of the concept of capital with human beings. Economic theory, which traditionally focused on material capital and investment, began to expand its scope to include all potential forms of investment, notably the individual, who is recognized as a unique element possessing the autonomy to make decisions regarding labor and investment. It is a misconception to view training and education merely as consumer services provided by the state; rather, these are skills that enhance the productive capacity of the workforce. In light of this, organizations today find themselves in greater need than ever to develop and manage their human capital to achieve optimal performance levels that ensure their survival and growth. This necessity has prompted many organizations to prioritize the training and development of their employees, engaging and empowering them to meet organizational goals. The philosophy of modern management is now grounded in the understanding that organizational objectives are realized through collaboration with others. Today, management across all institutions embraces the principle of valuing human resources as a critical competitive advantage, especially as we enter the twenty-first century, where the driving force consists of individuals who possess unique capabilities.

Strategic planning serves as a roadmap that encapsulates the vision, mission, and objectives of an organization. It enables the organization to diligently pursue these goals through comprehensive implementation mechanisms that consider its strengths, identify opportunities, and strategize on how to leverage them. Additionally, it assesses weaknesses and outlines approaches to address them. The strategic planning process is conducted by qualified individuals who possess intuition, experience, and the ability to perform precise scientific analysis, as well as to envision future scenarios. They are equipped with all necessary information and data required for effective planning (Al-Kathiri, 2021; Mohammad et al., 2025a).

Successful organizations are characterized by their ability to translate elements of strategic planning into effective vision and mission statements. This process relies on strategic analysis, which necessitates a thorough review of both external and internal environments to identify strengths, weaknesses, challenges, and opportunities. Such analysis enables organizations to formulate their strategic plans aimed at achieving their strategic objectives. This achievement is contingent upon the presence of supportive organizational factors, including appropriate and competent resources. Furthermore, organizations must provide strategic planners with sufficient information and resources regarding their internal and external environments related to strategic planning, facilitating access to this information. This approach is essential for attaining organizational effectiveness. Organizational factors assist strategic planning by converting strategic plans into detailed action plans and executable programs. Additionally, these factors encourage leaders to establish a forward-looking vision and enhance the ability to anticipate environmental changes (Abdel-Elaal, 2021, Mohammad, 2025).

The role of human resource management has evolved significantly from its traditional functions, which were primarily limited to granting leave, disbursing salaries, and recruiting personnel. It has now transformed into a specialized field with a strategic role, focusing on evaluating outcomes and core objectives. In contemporary times, public institutions face increasing challenges, issues, and crises due to rapid changes and developments in their business environments. These factors pose obstacles and challenges that hinder their ability to adapt to advancements, respond to changes, and achieve sustainable development. Consequently, organizations must activate strategic planning tools to attain sustainable development amidst an environment characterized by instability and volatility, as well as a rapid pace of change across economic, political, social, and cultural dimensions. The researcher has observed that the swift transformations in the business environment, advancements in information technology, and the rapidity of communication, along with environmental uncertainties affecting both internal and external contexts, will limit these institutions' capacity to achieve organizational effectiveness unless they consider investment in human resources when designing their strategic plans, which is essential for anticipating future challenges.

Study Methodology

The study is centered around the following primary question: What is the impact of strategic planning on achieving organizational effectiveness, with the human resource investment serving as a mediating variable within the National Investment Authority in Iraq? This inquiry leads to the following sub-questions:

- What are the perceptions of the respondents regarding the level of implementation of strategic planning (strategic vision, strategic mission, strategic objectives, strategic analysis, strategic options) within the National Investment Authority in Iraq?

- To what extent is organizational effectiveness achieved within the National Investment Authority in Iraq?

Study Objectives

This study primarily aims to examine the impact of strategic planning on achieving organizational effectiveness, with the human resource investment serving as a mediating variable within the National Investment Commission in Iraq.

Study Importance

The significance of this study arises from the crucial role that investment in human capital plays, as well as the importance of enhancing the quality of education through the training of educated personnel to address the changes of the modern era and the demands of the labor market. This, in turn, contributes to increasing economic growth rates in the selected countries.

Literature Review

One of the fundamental aspects of developing human capacities and skills across various dimensions is the enhancement of the human element. This naturally leads to empowering individuals with skill resources that augment their productivity and energy. Consequently, the efforts and experiments undertaken by advanced nations prioritize the balance between resources and human capital. Economic growth has assumed a significant role in economic studies, with research evolving from classical theories that focused on the forces determining societal advancement to modern theories that view growth as a solution to developmental challenges that have emerged over the past six decades. This evolution has rendered economic growth synonymous with economic progress until recently (Hassan, 2022; Mohammad et al., 2024b).

Investment in human capital is a primary concern for societies, regardless of their systems and levels of development. It has been established that human resources are not only a component of production and determinants of productivity but also serve as a key indicator in all aspects of development. Consequently, human capital has emerged as one of the principal measures of national wealth. Furthermore, human capital can be understood as encompassing all factors that enhance the productive capacity of individuals, including knowledge and skills acquired through education, training, and experience. This capital accumulates through investments in education and research, aimed at improving the efficiency of resources in the future (Abu Khader, 2020; Mohammad et al., 2025b).

The renowned economist Alfred Marshall, in the early twentieth century, posited that human beings represent a crucial form of capital that should be invested in to harness their potential, constructive capabilities, diverse skills, and knowledge in discovery, analysis, and creativity. Until recently, the prevailing notion was that wealth was derived solely from tangible assets such as land, buildings, or equipment. However, it has become evident that the human element is fundamental to the economic process, serving as both the producer and consumer, and playing a pivotal role in development by integrating these two functions. Development necessitates an increase in production and a transformation in the structure of that production, and it is the human element that possesses the unique ability to achieve both the increase and the transformation (Tawati, 2023; Mohammad et al., 2025c).

The concept of human capital has evolved over time, undergoing several phases until it crystallized and stabilized in the early 1960s as a new discipline that integrates education and training. Human capital is an economic concept initially proposed by Theodore Schultz and later refined by Gary Becker (Hamed, 2020; Mohammad et al., 2025d). Schultz referred to it as societal capital, defining it as the totality of human capabilities utilized to generate a comprehensive array of economic resources (Al-Hosni, 2020).

Human capital is defined as an intangible asset within a nation's internal capacity. Economist Black emphasizes that this asset supports production processes, as well as innovation and excellence in operations, thereby enhancing a country's internal capabilities. The availability and quality of human capital vary significantly from one country to another and across different sectors. In some regions, it may be abundant, contributing effectively to economic activities that drive economic development, which is crucial for nations striving to advance the quality of life for their citizens. Human capital is a component of intellectual capital and is considered one of its fundamental elements (Al-Khafaji, 2004). Some researchers argue that intellectual capital is synonymous with human capital, represented by individuals possessing expertise and skills relevant to wealth creation. Furthermore, human capital is regarded as an intangible element, expressed through the knowledge held by workers in any sector, whose creative capabilities may surpass the actual value of other assets within that sector (Daoud, 2019).

Human capital is defined as "a collection of assets that an individual brings from one sector to another." The training and education that a person has received in previous employment within a different sector collectively constitute what is referred to as human capital. These assets are expected to have positive effects on professional advancement and to enhance the individual's value in the eyes of the organization managing the sector in which the individual is employed. Furthermore, Marshall emphasized the significant role that individuals can play in the production of goods and services (Agha et al, 2014).

Human capital encompasses all individuals employed within an organization, along with the intellectual assets that have the potential to generate innovations convertible into profits. It is essential to distinguish these elements from others, as they form the foundation for the organization's products, services, and creative endeavors. Consequently, human capital contributes significantly to the organization's value through competitive advantage. It is regarded as the individual reservoir that arises from tacit knowledge, exemplified by the capacity for collective collaboration to derive optimal individual solutions from its employees (Salem, 2021; Mohammad et al., 2025e).

Kim (2009) emphasized the significant role of education in the development of human capital, defining it as the "accumulation of skills, knowledge, and abilities that individuals embody, which determines their productivity level." This definition encompasses both innate potential and skills acquired through educational processes. Consequently, it highlights the characteristics of human capital, which include the skills, knowledge, and abilities that individuals gain during their educational journey, along with all experiences and expertise obtained through work. Furthermore, it underscores the critical importance of human capital in enhancing productivity.

Al-Hosani (2020) elucidated that the concept of strategic planning emerged as a response to the increasing complexity of tasks faced by institutions and organizations, alongside the expanding roles they play in a world characterized by continuous change and development, particularly in the realms of technology and communication. This evolution has led to the emergence of various challenges, prompting these entities to adopt approaches that align with the scale of advancements by implementing strategic planning. This process is essential for organizations to refine their procedures in order to achieve desired objectives. This perspective aligns with the assertion made by Hassan (2022), who emphasized that strategic planning involves the art of formulating specific operational strategies, executing them, and evaluating their outcomes in relation to the long-term goals or overarching aspirations of the organization. This is accomplished through the integration of financial, marketing, funding, and human resources departments within the organization to fulfill its strategic objectives.

The significance of strategic planning is closely linked to the human element, which has increasingly taken precedence over other productive factors contributing to the achievement of an organization's objectives. The behavior of individuals is inherently unpredictable due to the continuous fluctuations in their emotions and feelings, as well as changes in the surrounding conditions of the organization that may necessitate ongoing adjustments in policies. To ensure that the organization secures the minimum required human effort to meet its goals and maintain sustainability, it is essential to provide employees with sound and wise leadership that fosters their engagement and cooperation in fulfilling assigned tasks. Consequently, the importance of strategic planning emerges as a vital connection between employees and the organization's long-term plans and visions. It serves as a crucible where concepts, strategies, and administrative policies converge to bolster the positive forces within the organization while minimizing negative aspects as much as possible. Furthermore, it empowers leaders to address and resolve workplace issues and conflicts, nurture, train, and support employees as the organization's most valuable resource, and adapt to surrounding changes to leverage them for the organization's benefit, thereby facilitating the achievement of its established objectives (Aquino, 2014).

Hassan (2022) noted that one of the primary benefits of implementing strategic planning within an organization is the assurance of positive interaction with surrounding variables at both the internal and external environmental levels. This is achieved through a comprehensive understanding of all relevant elements and an awareness of their interrelations. Additionally, strategic planning enhances the efficiency of resource utilization by facilitating the collection and analysis of available resources, allowing for a focus on critical issues and the potential to eliminate cognitive dissonance following the establishment of a clear plan. It also enables organizations to identify potential threats and challenges by fostering foresight and awareness of future trends. Furthermore, it aids in recognizing future opportunities and actively working to alter the current state through effective thinking and planning. Ultimately, this process leads to the formulation of a clear future vision, which supports sound decision-making based on thorough analysis of all data and facts. This ensures that the organization can define its interests, navigate anticipated challenges, align its internal strengths and weaknesses, and enhance its outputs while ensuring quality.

Hassan (2022) emphasized that strategic planning is characterized by a set of features aimed at focusing on significant strategic issues. This process necessitates the differentiation of strategic matters from other concerns. Additionally, a key characteristic of strategic planning is decision-making, which involves selecting the most suitable alternative from the available options. It also entails prioritizing resources and evaluating each set of interrelated decisions. Furthermore, it supports high-quality processes, such as high-risk planning, and organizes efforts to implement decisions while considering the available institutional resources and capabilities.

Researchers have explored various dimensions of organizational effectiveness, reflecting their differing perspectives. However, I will summarize these dimensions as follows:

First: The Engagement and Support of Senior Management: Senior management serves as the foundational element from which reform initiatives emerge, representing the initial point for change, development, and quality enhancement in all operational aspects. Their primary responsibility lies in enhancing the productivity of the organization, formulating strategic plans that ensure sustained optimal performance, introducing innovative methods to navigate crises, and realigning the organization towards new directions to achieve the best possible solutions (Ben Denedina, 2021).

Hassan (2022) emphasized the necessity of having a strategic manager in every organization, possessing high-level cognitive skills that enable them to perceive the organization as an integrated entity through a comprehensive and profound perspective. This individual must also have extensive knowledge of the surrounding environment, which includes an understanding of strategic management, long-term forecasting, and future-oriented thinking, along with the ability to engage in creative problem-solving. This aligns with the assertion made by Habeeb and Eyupoglu (2024) that a strategic manager must possess the influence necessary to motivate their subordinates towards achieving the collective goals. Furthermore, it is essential for senior management to foster and develop strategic thinking, analysis, and planning, maintaining this focus within the organization and exerting the necessary efforts from the outset until the desired objectives are attained.

Secondly, strategic analysis is regarded as the initial step in strategic planning. It involves examining both the internal and external environmental variables of the organization, identifying strengths, weaknesses, opportunities, and threats, whether they are current or anticipated. This analysis serves as the foundation for developing the strategic plan. Through a dual analysis of the environment, the organization’s advantages emerge as strengths that can facilitate the seizing of opportunities; conversely, weaknesses in internal performance and external threats also become apparent (Hassan, 2022).

When formulating the strategic plan, it is essential to follow specific steps, as the plan relies on a sequential arrangement of actions. No step can be advanced or delayed; each must be executed with precision. Among the most critical steps are (Hassan, 2022):

1. Preparation Phase: In this phase, the organization establishes the objectives it aims to achieve while also defining its core mission.

2. Analysis Phase: This second phase focuses on analyzing policies, understanding procedures, and assessing the ability to predict changes, whether internal or external.

3. Formulation of the Organization's Vision and Mission: A strategic vision is essential as it outlines the future trajectory of the organization, determining the desired destination, the capabilities and resources it plans to develop, and the position it aims to attain.

Thirdly, the monitoring and evaluation of the strategic plan: Strategic planning is a process that begins with the establishment of the organization's goals and mission, followed by an assessment of both the internal and external environments of the organization. Subsequently, senior management identifies available strategic alternatives, selects one, and implements it. To determine the effectiveness of the execution and to address any negative aspects of the strategic plan, it is essential to conduct a monitoring and evaluation process (Bergeron, Raymond, & Rivard, 2004). This process is relatively straightforward as it is linked to specific time-bound and cost-related activities. On an operational level, evaluations are conducted quarterly, and success can be ensured by verifying the realism of the established goals, the alignment of the environment concerning opportunities and threats, and the general direction of the organization's personnel in relation to the strategic plan (Abu Khader, 2020).

According to Kools & George (2020), strategic planning encompasses three interrelated dimensions that contribute to the outcomes observed in global enterprises. These dimensions are as follows:

1. Strategic Vision: A clear and distinctive strategic vision serves as the cornerstone for developing and executing an effective strategy. This vision transcends mere selection of appealing terminology; it embodies a creative strategic mindset regarding the organization's future, the nature of its desired activities, and its anticipated market position. The strategic vision is defined as the future trajectory of the organization, outlining the destination it aims to reach, the market position it intends to achieve, and the skills, capabilities, and resources it plans to cultivate. Crafting this vision necessitates imaginative thinking to envision potential long-term developments. The vision establishes a comprehensive framework for the organization's philosophy, objectives, and strategies, while simultaneously playing a crucial role in enhancing the organization's effectiveness and productivity by motivating all members to work towards a unified goal (Slåtten, Mutonyi & Lien, 2021).

2. The strategic mission serves as a crucial element upon which an organization bases its objectives. It reflects the overarching aim that guides and informs the strategic decision-making process at various levels within the organization. Additionally, it delineates the operational steps that the organization must undertake and the outcomes that align with societal needs. This mission is also bound by a specific timeframe (Alabi and Bankole, 2020). It provides a distinctive framework for the organization, differentiating it from others in terms of its area of activity, products, clientele, and markets, ultimately articulating the fundamental reason for the organization's existence, its identity, operations, and practices (George, Walker & Monster, 2019).

3. Strategic Objectives: As noted by Kipasika (2024), the development of objectives within organizations must align with their internal conditions, as well as their material and human

resources. Furthermore, these objectives should be measurable and adaptable to changes in external environmental factors.

The concept of organizational effectiveness is regarded as one of the most critical topics within the field of organizational studies. It has gained significant traction among researchers and has been recognized as a vital subject in organizations since the mid-1950s (Bibi, 2016). This concept elucidates the extent to which an organization successfully achieves its intended outcomes. Furthermore, groups focused on organizational effectiveness directly engage with several key areas, including talent management, leadership development, organizational design and structure, performance measurement, and the implementation of change and transformation. They also emphasize the utilization of intelligent methodologies and advanced technologies for managing the organization's human capital, as well as formulating a more comprehensive human resources agenda (Herman & Renz, 2008).

Organizational effectiveness has been defined by Robbins (2000) as the capacity of an organization to acquire various resources and sustain its operations effectively in order to achieve its objectives, as well as its ability to maintain balance and continuity. Jones (2010) characterizes organizational effectiveness as the organization's capability to meet and fulfill the goals of its stakeholders. David (2001) posits that organizational effectiveness pertains to the outcomes of activities that are anticipated to be achieved in relation to the established objectives. Forbes (2007) views organizational effectiveness as a broad term that focuses on the effective relationships between management, customers, and the organization itself. Al-Omrat (2014) describes it as a product of the degree of integration between the goals of employees and those of the organization, or the alignment between employee needs and organizational objectives. Additionally, Quratul (2012) defines it as the ability of organizations to utilize resources to achieve goals while satisfying all parties involved within the organization.

Dimensions of Organizational Eeffectiveness

Numerous management literatures indicate the existence of various dimensions related to organizational effectiveness, which have been addressed in this study. The following are the key dimensions of organizational effectiveness:

1. Resource Utilization: An organization should be evaluated based on its ability to acquire inputs, transform these inputs into outputs, and distribute these outputs, alongside its capacity to maintain balance and stability. This premise assumes that organizations typically consist of interrelated subsystems, and effectiveness is achieved through positive interactions between the organization and its environment. Furthermore, the organization's ability to optimize resources through employee efficiency, an acceptable level of job satisfaction, adaptability to environmental changes, and the establishment of relationships with the surrounding environment is crucial for securing inputs and managing outputs (Hall, 2001).

2. The degree of goal achievement: An organization can be assessed for its effectiveness based on its ability to reach its objectives. However, challenges arise due to the presence of multiple and diverse organizational goals, which can lead to a lack of control and subsequently impact the organization's effectiveness. Generally, goals are often comprised of both short-term and long-term objectives, and the organization aims to accomplish several goals, one of which may hinder the attainment of others. Additionally, goals tend to evolve from one phase to another, clearly illustrating the management by objectives approach when the goals are well-

defined, attainable, measurable, and achievable within a predetermined timeframe (Dash, Gupta & Meher, 2000).

3. Job satisfaction: The organization utilizes individual interactions as a primary reference framework to achieve various objectives. The motivations of employees within organizations are fundamental determinants, as the growth and sustainability of the organization depend on the sense of satisfaction among its workforce. Furthermore, the organization's ability to continuously improve is linked to its capacity to attract and retain competent employees by providing them with appropriate incentives (Bella, 2023).

4. Organizational self-development: This concept views organizational effectiveness as the capacity to address the organization's challenges and rejuvenate its capabilities. This approach emphasizes the organization's ability to self-develop as a criterion for assessing its effectiveness, framed within a multidimensional and multivariable behavioral context. It highlights the human and environmental changes that impact the organization (Cummings and Worley, 1989).

Study Results

To test the primary hypothesis of the study, an initial verification of the assumptions underlying the application of regression analysis was conducted. This involved assessing the statistical tests for the presence of multicollinearity between the independent and dependent variables, utilizing the Variance Inflation Factor (VIF) and determining the tolerance values for the independent variables. High multicollinearity indicates a strong correlation between two variables, which is undesirable as it can lead to inaccurate results that do not align with the nature of the problem (Alin, 2010). The results of this analysis are presented in Table 1.

Dimensions	**Tolerance**	**VIF**
Strategic Vision	0.278	3.600
Strategic Missions	0.312	3.205
Strategic Objectives	0.248	4.027
Strategic Analysis	0.335	2.981
Strategic Choice	0.322	3.106

Table 1. Variance Inflaion Factor and Tolerance (VIF) for the Dimensions of the Independent Variable

It is evident from Table 24 that the Variance Inflation Factor (VIF) values for the dimensions of the independent variable are below 10, ranging from 2.981 to 4.027. Additionally, the Tolerance values for all dimensions exceed 0.05, with a range of 0.335 to 0.248, indicating that these values are indeed greater than 0.05. This supports the validity of conducting regression analysis and testing the first hypothesis of the study, as noted by Sekeran and Bougie (2019).

To ensure the objectivity of the results, it was verified that the data adhered to a normal distribution. The skewness and kurtosis coefficients of the study data were calculated, which indicate the absence of significant skewness and kurtosis, provided that the significance level for both measures does not exceed ±2.2. Additionally, the Kolmogorov-Smirnov test was employed, as detailed in Table 2.

No.	**Variable Dimension**	**Kolmogorov –Smirnov**	**Statistical Significance**	**Skewness**	**Kurtosis**

1	Strategic Vision	0.155	0.00	-0.735	0.387
2	Strategic Mission	0.124	0.00	-0.574	0.508
3	Strategic Objectives	0.115	0.00	-0.268	0.265
4	Strategic Analysis	0.100	0.00	-0.163	0.126
5	Strategic Choice	0.138	0.00	-0.208	-0.241
6	Effective Work and Economic Growth	0.157	0.00	-0.489	0.023
7	Industry, Innovation and Infrastructure	0.163	0.000	-0.372	0.131
8	Establishing Partnership to Achieve Goals	0.148	0.00	-0.751	0.864
9	Gender Equality	0.164	0.00	-0.768	0.604

Table 2. Normality Test for the Data of the First Main Hypothesis

It is evident from Table 2 that the values of skewness and kurtosis coefficients for the data fall within the permissible range of ±2.2. This indicates that the curves associated with the study data and the regression model are not significantly affected by skewness or kurtosis, suggesting a close approximation to the normal distribution of the data.

The data presented in Table 2 indicates that the statistical significance values obtained from the Kolmogorov-Smirnov test were 0.00. This result suggests that the data do not conform to a normal distribution, which is a common occurrence. However, this finding can be mitigated by the Central Limit Theorem (CLT), given the relatively large sample size of the study, which exceeds 30 observations (Alin, 2010).

Based on the aforementioned results and the procedures undertaken to verify the normal distribution of the data, as well as the autocorrelation test, it is evident that multiple regression analysis can be applied to test the primary hypothesis of the study. The outcomes of this analysis are presented in Table 3.

Model	**Sum of Squares**	**Degrees of Freedom**	**Mean Square**	**F Value**	**Significance Level (F)**
Regression	78.13	5	15.625	170.38*	0.00
Differences	31.73	346	0.092	-	-
Total	109.98	351	-	-	-
Correlation Coefficient (r)	0.843				
Coefficient of determination (R^2)	0.711				
Adjusted R-squared (R^2)	0.707				
Note: * Statistically significant at a significant level of $\alpha \leq 0.05$.					

Table 3. Analysis of Variance Model to Veify the First Main Hypothesis H (01)

The results of the regression analysis are presented in Table (3), which tests the hypothesis of the primary study. The calculated F value is (170.38) with degrees of freedom (5, 346), indicating statistical significance at the alpha level of (0.05). The findings in Table (3) reveal that strategic planning, encompassing its dimensions (strategic vision, strategic mission, strategic objectives, strategic analysis, and strategic choice), accounts for (71.10%) of the variance in achieving organizational effectiveness across its collective dimensions. This result underscores the impact of strategic planning on organizational effectiveness within both upper and middle management in the ministries of the Kingdom of Bahrain. Furthermore, the minimal difference between the R Square value and the Adjusted R Square suggests the independence of the independent variable's effect on the dependent variable, as well as the model's predictive capability.

Table 4 presents the results of the analysis of standardized and unstandardized regression coefficients, which are utilized to assess the statistical significance of the dimensions of the independent variable within the regression analysis model.

Dimensions	**Unstandardized Coefficients**		**Standardized Coefficients**	**(t)**	**Statistical Significance**
	B	**Standard Error**	**Beta**		
Strategic Vision	0.07	0.04	0.10	1.74	0.08
Strategic Mission	0.15	0.04	0.21	3.93*	0.00
Strategic Objectives	0.17	0.05	0.20	3.46*	0.00
Strategic Analysis	0.12	0.04	0.16	3.19*	0.00
Strategic Choice	0.45	0.04	0.56	11.06*	0.00
Note: * Statistically significant at a significant level of α ≤ 0.05.					

Table 4. Results of Multiple Regression Test to Determine the Impact of Strategic Planning on Organizational Effectiveness Across All Dimensions.

To evaluate the second main hypothesis (H02), a regression analysis of variance was conducted, the results of which are presented in Table 5.

Model	**Sum of Squares**	**Degrees of Freedom**	**Mean Square**	**F Value**	**Significance Level (F)**
Regression	137.53	5	27.51	154.87*	0.00
Differences	61.45	346	0.179	-	-
Total	189.87	351	-	-	-
Correlation Coefficient (r)	0.831				
Coefficient of determination (R^2)	0.691				
Adjusted R-squared (R^2)	0.667				
Note: * Statistically significant at a significant level of α ≤ 0.05.					

Table 5. Analysis of Variance Model to Verify the Second Main Hypothesis H (02)

The results of the regression analysis are presented in Table (5), which tests the hypothesis of the second main study. The calculated F value is (154.87) with degrees of freedom (5, 346), indicating statistical significance at the alpha level of (0.05). The findings in Table (5) reveal that strategic planning—encompassing its dimensions of strategic vision, strategic mission, strategic objectives, strategic analysis, and strategic choice—accounts for (69.10%) of the variance in human capital investment when considered collectively. Additionally, the minimal difference between the R Square value and the Adjusted R Square suggests the independence of the independent variable's effect on the dependent variable, highlighting the model's predictive capability.

To evaluate the third main hypothesis (H03), a regression analysis of variance was conducted, the results of which are presented in Table 6.

Model	**Sum of Squares**	**Degrees of Freedom**	**Mean Square**	**F Value**	**Significance Level (F)**
Regression	85.01	5	28.33	396.81*	0.00
Differences	24.85	346	0.071	-	-
Total	109.86	351	-	-	-
Correlation Coefficient (r)	0.880				
Coefficient of determination (R^2)	0.774				
Adjusted R-squared (R^2)	0.772				
Note: * Statistically significant at a significant level of $\alpha \leq 0.05$.					

Table 5. Analysis of Variance Model to Verify the Third Main Hypothesis H (03)

The results of the regression analysis are presented in Table (6), which illustrates the testing of the main hypothesis of the third study. The calculated F value is (396.81) with degrees of freedom (5, 346), indicating statistical significance at the alpha level of (0.05). The findings in Table (6) reveal that investment in human capital accounts for (77.40%) of the variance in achieving organizational effectiveness across its various dimensions—namely, decent work and economic growth, industry and innovation, infrastructure development, corporate governance for goal attainment, and gender equality. Additionally, the results indicate a minimal difference between the R Square value and the Adjusted R Square, suggesting the independence of the independent variable's effect on the dependent variable and the model's predictive capability.

To test the fourth hypothesis and to examine both the direct and indirect effects of the human resource investment variable, in its entirety, on the relationship between strategic planning and organizational effectiveness, Path Analysis was employed using the Amos software, as illustrated in Table 7.

Path	**Direct Effect**	**Indirect Effect**	**(t) Value**
Human Capital Investment → Strategic Planning	0.970	-	-
Human Capital Investment → Organizational Effectiveness	0.488	-	-
Strategic Planning → Organizational Effectiveness → Human Capital Investment	-	0.229	5.99*
Note: * Statistically significant at a significant level of $\alpha \leq 0.05$.			

Table 7. 4th Hypothesis Test by Path Analysis

Kao Residual Co-integration Test Series: Y2 X1 X2, Sample: 2000 2019, Included observations: 120		
ADF	**t-Statistic**	**Prob.**
	-5.582872	0.0000
Residual variance	0.030747	
HAC variance	0.036022	
Note: The source is prepared by the researcher based on the outputs generated from Eviews 12 software.		

Table 8. Cointegration Test of the Relationship Between the Study Variables.

The results of the Kao test indicate that the value of (t) reached -5.583, with a significance level of less than 5%. This finding suggests the rejection of the null hypothesis in favor of the alternative hypothesis, which posits the existence of a cointegrating relationship. In other words, the study variables (the dependent variable and the independent variables) tend to move together towards equilibrium in the long run.

Long Run Equation				
Variable	**Coefficient**	**Std. Error**	**t-Statistic**	**Prob.***
LnX1	2.933754	0.367866	7.975062	0.0000
LnX2	-3.111789	0.376713	-8.260366	0.0000
Short Run Equation				
Variable	**Coefficient**	**Std. Error**	**t-Statistic**	**Prob.***
COINTEQ01	-0.163543	0.183959	-0.889016	0.3768
D(LnX1)	-0.745256	0.422604	-1.763486	0.0819
D(LnX2)	0.607764	0.330036	1.841510	0.0695
C	4.494394	4.962307	0.905706	0.3680
Goodness-of-Fit and Model Selection Criteria				
Root MSE	0.077216	Mean dependent var		0.063187
S.D. dependent var	0.169818	S.E. of regression		0.089606
Akaike info criterion	-1.488419	Sum squared resid		0.602199
Schwarz criterion	-0.815220	Log likelihood		101.1652
Hannan-Quinn criter.	-1.215889			
***Note: p-values and any subsequent tests do not account for model selection.**				

Table 9. Long-term and Short-term Relationships

Table (9) illustrates the results of the long-term and short-term relationships, along with the error correction term parameter of the model. Consequently, we can draw the following conclusions:

Firstly: Long-term relationship results:

1. There exists a significant positive correlation in the long term between health expenditure and economic growth, with a significance level below 1%. This indicates that a 1% increase in health spending is associated with an approximate 2.934% rise in economic growth rates.

2. Conversely, there is a significant negative correlation in the long term between education expenditure and economic growth, also at a significance level below 1%. This suggests that a

1% increase in education spending results in a decline in economic growth rates by approximately 3.112%.

Secondly, the results of the short-term relationship indicate that the estimated error correction model (ECM) has a value of -0.164, which is negative but statistically insignificant, as it exceeds the 5% threshold. This suggests that there is no equilibrium relationship in the short term among the study variables, despite the presence of a long-term equilibrium relationship for the model as a whole (i.e., for the group of middle-income countries).

Discussion

The significant technological advancements at the beginning of the twenty-first century have led to an increased focus on the human element, which is considered the fundamental component of comprehensive development across various fields. This shift aims to create a new reality that harnesses and utilizes human potential in a modern context, guided by principles and systematic strategies that ultimately achieve what is referred to as optimal investment in human capital. According to Hassan (2021), the move towards investing in human capital within institutions is foundational for understanding human progress and prosperity. This perspective aligns with creative enlightenment ideas that advocate for allowing human energies to express themselves freely, unencumbered by imposed constraints. It emphasizes a transition from loyalty to individual managers to a broader institutional loyalty, where individuals are partners in shaping the organization, as they represent the promising human resources capable of bearing the weight of such responsibilities.

The initial applications of this renowned concept can be traced back to the economist Adam Smith, who emphasized the significance of education as a necessary investment for the development of human resources. He regarded education as a form of capital, coining the term "human capital" to describe it. Since education becomes an integral part of the individual who receives it, it cannot be sold, purchased, or treated as property owned by an organization. Nevertheless, education is still considered a form of capital, as it provides productive services that hold economic value.

Historically, human investment was primarily viewed in terms of labor. However, contemporary terminology has evolved to include concepts such as human resources and human capital, which encompass qualitative aspects in addition to the quantitative dimensions of human involvement in production processes. Beginning in the 1960s, scholars and researchers, including economists, shifted their focus towards identifying more effective and beneficial investments compared to those in natural resources. They sought to establish a theoretical foundation for this concept through economic theories, leading to the emergence of the notion of human capital and the investment therein (World Bank, 2023).

Contemporary research, such as the OECD's 2023 Education Policy Outlook, reframes human capital investment as a holistic strategy to cultivate individual and societal advancement through targeted education and skill development. This approach prioritizes nurturing not only technical competencies but also ethical values, critical thinking, and social responsibility, thereby fostering inclusive community development. Modern governments increasingly recognize education as a transformative economic lever—one that transcends short-term costs by generating intergenerational returns, such as higher workforce productivity, innovation, and social cohesion. For instance, nations like South Korea and Finland allocate over 6% of GDP to education, viewing it as a strategic investment in national resilience and global competitiveness.

Empirical studies now correlate such spending with measurable outcomes, including reduced inequality, increased GDP growth, and enhanced adaptability to technological change. By shifting from a "cost-centric" to an "investment-centric" paradigm, policymakers underscore education’s role in building sustainable human capital systems that empower individuals and societies to thrive in an era of rapid disruption.

Deloitte’s 2024 report positions human capital investment as a proactive strategy to navigate uncertainty, arguing that empowering individuals with ethical, creative, and adaptive capabilities is essential for societal and economic resilience. This aligns with your assertion that such investments prepare society to “innovate new fields” and respond to “novel business ventures” overlooked by conventional frameworks.

The findings indicated that the level of organizational effectiveness is notably high. This outcome reflects the institution's capability to achieve its objectives and its adaptability to various circumstances and environmental changes. Such results suggest that the adoption of conflict management strate9gies, particularly the emphasis on fostering cooperative values among employees and supervisors, enhances performance levels. Additionally, it highlights the importance of minimizing illicit competition among staff while leveraging legitimate competition to encourage skill development and performance improvement. Furthermore, these departments prioritize reducing conflicts and disputes among employees, thereby fostering teamwork and mutual understanding. Collectively, these factors contribute to an increase in organizational effectiveness by optimizing the utilization of financial and human resources, enabling the achievement of goals, minimizing deviations in work processes, and ensuring acceptable levels of employee job satisfaction. This aligns with the findings of Douglas et al. (2021), which demonstrated that implementing leadership skill development programs significantly impacts organizational outcomes and effectiveness.

Qingzhen and Hu (2010) emphasized the existence of foundations and mechanisms for investing in human capital within the education sector. The objective is to enhance the creative capacities of both students and school personnel, ultimately fostering an environment conducive to harnessing these capabilities. This approach aligns with global trends that advocate for the investment in the essential human component within all institutions, aiming towards sustainable development.

Investing in human capital is essential due to its potential to achieve the following outcomes (Rauch & Rijsdik, 2013):

- It enables individuals to effectively comprehend and assimilate complex and advanced modern technologies, thereby influencing cognitive skills, personal ambition, competitiveness, and creativity.

- It plays a significant role in fostering scientific research and technological change aimed at addressing economic challenges through informed media, thus elevating its importance beyond that of physical capital in the processes of development and national income enhancement.

- It contributes to the evolution of environmental awareness and the methods for maintaining a pollution-free environment, aided by modern media.

- It encourages women's participation in economic activities; when women earn more, they are more likely to invest in their children and families, thereby enhancing family wealth and well-being, in addition to its effects on productivity, savings, investment, and economic growth.

Furthermore, Arokiasamy et.al (2023) emphasized that there are several obstacles hindering institutions from effectively investing in human resources, including:

- Significant waste within institutions, which has reached alarming levels due to an educational system that is inefficient and disconnected from global competitiveness, affecting both higher education and pre-university education.

The results indicate that the direct normative effect of the strategic planning pathway on organizational effectiveness reached a value of 0.970. Furthermore, the calculated t-value was found to be 5.99, which is statistically significant at a significance level of $\alpha \leq 0.05$. A significant statistical effect has been confirmed at the significance level ($\alpha \leq 0.05$) regarding strategic planning and its dimensions in achieving organizational effectiveness, with the human element acting as a mediating variable.

The study interprets these results by asserting that strategic planning plays a crucial role in establishing a clear and organized framework for achieving institutional objectives. It ensures that resources and efforts are effectively directed towards developmental goals. Based on the findings of the analysis, the researcher presents several recommendations for stakeholders to enhance the desired outcomes as follows:

1. Coordination among all governmental entities, the private sector, and civil society is essential. This involves integrating objectives into national development strategies to ensure their effective and sustainable achievement through comprehensive strategic planning in management. This can be achieved by:

- Promoting collaboration among ministries to enhance coordination across various departments, thereby ensuring the attainment of shared goals among all institutions through the adoption of flexible and inclusive planning and implementation mechanisms.

- Implementing periodic development plans that incorporate investment objectives across all economic and social sectors to ensure long-term progress towards achieving these goals.

- Establishing performance measurement as an ongoing and continuous process within various institutions, adhering to the highest standards and best international practices, to strengthen national capacities and foster a culture of strategic thinking and planning.

- Emphasizing the significance of strategic planning.

Conclusion

1. The study elucidates the significant role of human capital in economic growth, a notion supported by various economic schools of thought, particularly in light of current economic developments. This underscores the importance of human capital in addressing contemporary economic challenges.

2. The indicators of human capital that are utilized—such as public spending on health, public spending on education, and mortality rates—play a crucial and central role in societal well-being, similar to the situation in developed countries.

3. Given that human capital serves as the primary driver of economic institutions and is fundamental to any successful economy globally, it is evident that the driving force behind these institutions comprises knowledge, skills, individuals, and experiences that align with the requirements of economic growth.

4. The advancement of human capital is vital as it determines the extent to which economic institutions within a country can evolve and prosper. Human capital fosters the adoption of advanced technology and innovation while facilitating adaptation to modern times. Consequently, growth is more pronounced in countries where human capital and property rights are safeguarded by the government.

5. Relying solely on traditional production factors is no longer the key to achieving economic growth and national development. Instead, more advanced means, particularly human capital, have emerged as essential components.

References

Abdel Elaal, A. (2021). Analyzing sustainability awareness among higher education faculty members: a case study in Saudi Arabia. Sustainability, 11(23), 6837.

Abu khader, S. (2020). Strategic Planning Impact on Banks Employees' Performance: Palestine, International Journal of Advanced Science and Technology, 29(8), 22-56.

Agha, M.s., Al-Hajjaj, K.J., & Abu Aisha, S.M. (2014). Strategic planning in microfinance institutions and its relationship to achieving the United Nations Millennium Development Goals: A field study from the perspective of workers in the Gaza Strip. Al-Aqsa University Journal: Humanities Series, 18(1), 319-347.

Alabi, Y., & Bankole, I. (2020). Impact of Strategic Planning on Organisational Performance (A Study of GTBank Plc). ADEDIPE, Oluwaseyi Ayodele OLADEJI, Ige Olubunmi, 97.

Al-hasani,A., & Alkshali, J. (2021). The impact of organizational support on strategic vigilance in Ministry of Civil Service in Sultanate Oman. International Journal of Academic Research in Business and Social Science, 11(5), 669–683.

Al-Hosani, M. (2020). Organizational behavior. Riyadh: Al-Dar Al-Arabia for Printing and Publishing.

Alin, A. (2010). Multicollinearity. Wiley interdisciplinary reviews: computational statistics, 2(3), 370-374.

Alkathiri, S. S. F. M. (2019). Strategic Planning Impact on Sustainable Development Through the Institutional Performance Quality in The Directorate General Of Education Dhofar Governorate, Sultanate of Oman. E-Journal on Integration of Knowledge, 7(WCIK113), 245-261

Al-Khafaji, A. (2004). Strategic management: Approach, concepts, and processes (1st ed.). Amman: Dar Al-Thaqafa for Publishing and Distribution.

Al-Obaidi, N. (2022). The role of strategic planning in achieving sustainable development: An analytical study of the opinions of a sample of administrative leaders at the University of Mosul. Tikrit Journal of Administrative Sciences, 18(57), 510-533.

Al-Omrat, M. (2014). Organizational effectiveness: The alignment between employee needs and organizational objectives. International Journal of Business and Management, 9(2), 45-55.

Aquino, K.C. (2014). The Human Side of the Strategic Planning Process in Higher Education. Planning for higher education, 42, 94.

Arokiasamy, L., Fujikawa, T., Piaralal, S.K. et al. A systematic review of literature on Human capital investment and its significance for human resource development. Int J Syst Assur Eng Manag 14, 1810–1826 (2023). https://doi.org/10.1007/s13198-023-01985-2

Bella, K. M. J. (2023). Exploring the impact of workplace relationships and employee job satisfaction. International Journal of Scientific Research in Modern Science and Technology, 2(8), 55-62.

Ben Denedina, S. (2021). The role of economic intelligence in improving sustainable performance in business organizations: A field study (Unpublished doctoral dissertation). Faculty of Economic Sciences, Commercial Sciences, and Management Sciences, Ziane Achour University of Djelfa, Algeria.

Bergeron, F., Raymond, L., & Rivard, S. (2004). Ideal patterns of strategic alignment and business performance. Information & Management, 41(8), 1003–1020.
Bibi, N. (2016). Role of Gender Diversity in Organizational Effectiveness and its Implications. International Review of Management and Marketing, 6(4), 80-85.
Cummings, T. G., & Worley, C. G. (1989). Organizational Development and Change, St. Paul, MN: West Publishing.
Dash, I., Gupta, J., & Meher, J. R. (2024). Deciphering HR challenges for organizational ambidexterity: a study on energy sector in India. International Journal of Organizational Analysis, 32(7), 1204-1220.
David, F. R. (2001). Strategic management: Concepts and cases (8th ed.). Prentice-Hall.
Dawood, F. (2019). Strategic thinking: Planning and scenario. Baghdad: Dar Kutubna for Personal Publishing.
Deloitte. (2024). 2024 Global Human Capital Trends: Thriving Beyond Boundaries. Available at: Deloitte Insights 1.
Douglas, Stephanie & Merritt, Daisha & Roberts, Robin & Watkins, Daryl. (2021). Systemic leadership development: impact on organizational effectiveness. International Journal of Organizational Analysis. ahead-of-print. 10.1108/IJOA-05-2020-2184.
Forbes, J. (2007). The impact of leadership and management on organizational effectiveness. Journal of Business Studies, 35(4), 120-130.
George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. Public administration review, 79(6), 810-819.
Habeeb, Y. O., & Eyupoglu, S. Z. (2024). Strategic Planning, Transformational Leadership and Organization Performance: Driving Forces for Sustainability in Higher Education in Nigeria. Sustainability, 16(11), 4348. https://doi.org/10.3390/su16114348.
Hall, R. (2001). Organizations: Their structures, processes, outputs (S. B. H. Al-Hajri, Trans.). Riyadh: Institute of Public Administration.
Hamed, S. (2020). The reciprocal relationship between strategic intelligence and strategic vigilance and their contribution to enhancing strategic capabilities: An analytical study of a sample of administrative leaders at the University of Technology. Anbar University Journal of Economic and Administrative Sciences, 12(29), 41-61.
Hassan, O. K. (2022). Towards a Strategic Planning for Political Development in Iraq. Meddle East Research Journal, 8(58), 303-350.
Herman, R. D., & Renz, D. O. (2008). Advancing nonprofit organizational effectiveness research and theory: Nine theses. Nonprofit management and leadership, 18(4), 399-415.
Jones, G. R. (2010). Organizational theory, design, and change: Text and cases (6th ed.). Pearson.
Kim, J. (2009). Strategic human resource practices: Introducing alternatives for organizational performance improvement in the public sector. Public Administration Review, 69(5), 852–860.
Kipasika, H. J. (2024). Expression of leadership mission, vision, values, and strategic objectives in academic institution development practices. Journal of Research Innovation and Implications in Education, 8(1), 393-402.
Kools, M., & George, B. (2020). Debate: The learning organization—a key construct linking strategic planning and strategic management. Public Money & Management, 40(4), 262–264. https://doi.org/10.1080/09540962.2020.1727112.
Mohammad, A. A. S. (2025). The impact of COVID-19 on digital marketing and marketing philosophy: evidence from Jordan. International Journal of Business Information Systems, 48(2), 267-281.
Mohammad, A. A. S., Al-Daoud, K. I., Al-Daoud, S. I. S., Samarah, T. A., Vasudevan, A., & Li, M. (2024b). Content marketing optimization: A/B testing and conjoint analysis for engagement strategies in Jordan.

Journal of Ecohumanism, 3(7), 3086-3099.

Mohammad, A. A. S., Al-Daoud, K. I., Rusho, M. A., Alkhayyat, A., Doshi, H., Dey, P., ... & Kiani, M. (2025b). Modeling polyethylene glycol density using robust soft computing methods. Microchemical Journal, 210, 112815.

Mohammad, A. A. S., Alolayyan, M. N., Al-Daoud, K. I., Al Nammas, Y. M., Vasudevan, A., & Mohammad, S. I. (2024a). Association between Social Demographic Factors and Health Literacy in Jordan. Journal of Ecohumanism, 3(7), 2351-2365.

Mohammad, A. A. S., Mohammad, S. I. S., Al Oraini, B., Vasudevan, A., & Alshurideh, M. T. (2025d). Data security in digital accounting: A logistic regression analysis of risk factors. International Journal of Innovative Research and Scientific Studies, 8(1), 2699-2709.

Mohammad, A. A. S., Mohammad, S. I. S., Al-Daoud, K. I., Al Oraini, B., Vasudevan, A., & Feng, Z. (2025c). Optimizing the Value Chain for Perishable Agricultural Commodities: A Strategic Approach for Jordan. Research on World Agricultural Economy, 6(1), 465-478.

Mohammad, A. A. S., Yogeesh, N., Mohammad, S. I. S., Raja, N., Lingaraju, L., William, P., ... & Hunitie, M. F. A. (2025e). Fuzzy Clustering Approach to Consumer Behavior Analysis Based on Purchasing Patterns. Journal of Posthumanism, 5(2), 298-330.

Mohammad, A. A., Shelash, S. I., Saber, T. I., Vasudevan, A., Darwazeh, N. R., & Almajali, R. (2025a). Internal audit governance factors and their effect on the risk-based auditing adoption of commercial banks in Jordan. Data and Metadata, 4, 464.

OECD. (2023). Education Policy Outlook 2023: Transforming Pathways for Lifelong Learning. Paris: OECD Publishing.

Qingzhen, Hu. (2024). Xinjiang Education Investment and Economic Growth Relationship- Based on the Perspective of Human Capital. International Journal of Business and Management, 5, 215-215. 10.5539/ijbm.v5n6p215.

Quratul, A. (2012). Organizational effectiveness: Resource utilization and stakeholder satisfaction. Journal of Business and Organizational Studies, 14(3), 115-130.

Rauch, A., & Rijsdijk, S. A. (2013). The Effects of General and Specific Human Capital on Long–Term Growth and Failure of Newly Founded Businesses. Entrepreneurship Theory and Practice, 37(4), 923-941. https://doi.org/10.1111/j.1540-6520.2011.00487.x

Robbins, S. P. (2000). Organizational behavior: Concepts, controversies, and applications (8th ed.). Prentice-Hall.

Salem, Dr. Ahmed Abdel-Azim. (2021). Strategic planning for building human resources at Arish University, a proposed applied model. Arab Studies in Education and Psychology, 129 (129), 67-98. doi: 10.21608/saep.2021.134539

Sekeran, U., & Bougie, R. (2019). Research methods for business: A skill-building approach (8th ed.). Wiley.

Slåtten, T., Mutonyi, B. R., & Lien, G. (2021). Does organizational vision really matter? An empirical examination of factors related to organizational vision integration among hospital employees. BMC health services research, 21(1), 483. https://doi.org/10.1186/s12913-021-06503-3

Tawati, M. (2023). The role of organizational learning in achieving the economic, social, and environmental performance of the Algerian economic institution: A case study of Condor (Unpublished master's thesis). Faculty of Economic, Commercial, and Management Sciences, Algeria.

World Bank. (2023). The Human Capital Index 2023: Expanding Opportunities in a Post-Pandemic World. Washington, DC: World Bank Group.