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The effect of human capital on organizational readiness: An analytical study at the Middle Technical University

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Abstract:

The study seeks to assess how human capital, encompassing aspects like knowledge, skills, experience, and abilities, impacts the attainment of organizational readiness across cognitive, emotional, and behavioral dimensions at Central Technical University. The problem of the study begins by addressing the basic question of revealing the degree of influence of human capital on achieving organizational readiness and also knowing what are the organizational benefits resulting from human capital and whether this has a direct or indirect impact on building organizational readiness. The importance of the research was to address a problem that most people face. Organizations in general, and Central Technical University in particular, which is represented by the rapid change in the environmental requirements associated with them, which lies in the need for continuous change to build organizational readiness that seeks to achieve the organizations' requirements and needs. The researchers utilized a descriptive-analytical method, focusing on a sample of administrative leaders from Middle Technical University. They also utilized a survey form to gather data, distributing a total of 310 forms and receiving back 296. The collected data underwent testing through statistical programs such as EXCEL and SPSS v.23. There are many results, most notably the existence of a significant relationship between human capital with its dimensions and organizational readiness, and that the dimensions of the human capital variable are available at a good level, especially in the skills and capabilities dimension. However, they need more focus, especially in terms of providing training programs capable of addressing the problems that exist to enable them. To make appropriate decisions based on sound scientific foundations.

Type of paper:- Research paper

Keywords: - Human capital, Organizational readiness, Middle Technical University

1.Introduction:

The research dealt with human capital study recognized as a crucial asset for organizations. It serves as a powerful tool for gaining a competitive edge and contributing to the economic and social progress of any society. Individuals with capabilities, skills, and knowledge aligned with organizational goals are now the cornerstone and driving force, highlighting the significance of the human element as a valuable asset. One of the institution's assets and the basis of its wealth, On the other hand, the research addressed organizational readiness, which indicates the need for the organization to possess two elements of organizational readiness: "Motivation" and "Ability" to implement the new or improved program correctly. The organization may have the ability to implement the designated program, but it does not have the motivation to put it into practice. Evaluating organizational readiness is of great importance for organizations, especially government organizations, that aim to restore the pattern of bureaucratic organization from top to bottom.

1.1 Literature review:

Many studies have been concerned with human capital such as:

Odhong and Omolof (2015) provided a study on the influence of human capital investments on organizational performance in pharmaceutical companies situated in Kenya. The question, in this case, is how much human capital investment can affect organizational performance, finding out the nature of the relationship between variables associated with human capital investment (training, knowledge, and education) on productivity. In addition, there is any weakness in the use of research variables within the organization. The study sought to establish the effects of human capital investment variables on organizational performance by determining training impact on organization performance in an organization under investigation as well as education and skills possessed by individuals for their effect on the environment. The sample size used in the study was 200 pharmacists from a pharmaceutical company based in Kenya. One of the vital conclusions was that there is a positive association with a statistically significant between human and the performance of organizational capital investment.

Vincent (2018) demonstrated research that discusses human capital and its productivity in the knowledge economy. The role of continuing education. The research problem was to emphasize factors that help in identifying, forming, and developing human capital using variables for the achievement of knowledge economy soundly reported on continuous education with the possibility of clarifying the influence of human capital on knowledge economics continued teaching. The objective for which the research was carried out was to particularly focus on continuing education as a key in the construction of human capital and characteristics of adult workers from an educational point of view. The study was carried out at a paper manufacturing company in Russia among 60 workers. Continuing education is undoubtedly the most critical factor influencing an employee's salary, attitude toward work productivity, and job performance.

Ahmed and Mohamed(2019) pointed out the role of information technology in developing human capital, as it was a field study at the National Institute for Higher Training. The research problem was to clarify the role of information technology in developing human capital, as well as examine whether there is a connection and influence between the variables of the study, and the study aimed to describe each from the reality of information technology and human capital, as well as knowledge of the extent of the impact of information technology in developing the skills of the human resource, the study sample consisted of administrators, professors, and nurses at the Medical Institute in M'sila, Algeria. The number of members of the sample on which the study was conducted reached 45 individuals for all dimensions of information technology except communications networks in developing human capital. Human capital in the institute is under study.

However, Abd and Hadi (2021) based their study on the human capital dynamics beyond its significance in realizing the company underwriting policy according to The National Insurance Company. The study's problem was to determine how much interest the company held in human capital and attaining underwriting policy, as well as identify the correlation between human capital and with achievement of underwriting policies. The purpose of the research is to find the statement of the company's level concerning human capital involved in achieving underwriting policy and relationship results that achieve desired goals. The target population in this study was represented by a random sample of 46 participants including underwriting managers and employees at specialized branches, as well as the technical department within the National Insurance.

In terms of organizational readiness, many studies discussed this term:- For example, Diab (2018) provided insight into organizational readiness and managerial behavior in managing change as he carried out this study with selected hospitals from Menoufia Governorate in Egypt. The issue of the study therefore was how to determine the extent to which organizational readiness affected managerial behavior. It also helped to understand the relationship between the dimensions of organizational readiness and those of change management in our study case. The goal of this study is to assess the behavioral responses shown by nursing managers in managing change as well as what hindered such processes or prevented implementing a proper organizational change policy at selected hospitals situated in Menoufia Governorate, Egypt. The study sample was comprised of nurses at Shebin Teaching Hospital in Egypt, who were 136. The most significant findings were that the readiness of the organization positively correlates with the manager's behavior in terms of change management as this study demonstrated. Concerning their perception, most of the nurse managers were said to have had good behavior managing change while more than half of working nurses stated that they belonged within the nurse manager's group who behaved poorly during change managements.

Al-Nisour (2019) focused on the level of readiness within an organization and its effects on the quality of health services by developing organizational structure under a theory of dynamic competences, a case study of Jordan's university hospitals. The research problem was to investigate how the development of organizational structure as a moderator facilitates better impact in terms of improving the effect of organizational readiness on the quality of health services delivery. In Jordan, it also highlights categories of organizational preparedness and the level of its performance in influencing the quality of health services through hospitals for individuals. The purpose of this study was to investigate the effect of organizational readiness for change on the quality of health services provided in educational institutions and hospitals, as well as to measure how readiness affects the structure. Employee organizational study in educational hospitals. The study sample consisted of 195 individuals, including nurses, doctors, administrators, and workers in university hospitals in Jordan. One of the most important conclusions reached by the study is the low awareness of the study sample about the importance of providing high-quality services. This result is confirmed by their modest assessment of the quality of healthcare services in the teaching hospitals under study, and thus the extent of their readiness. Organizational change will be limited unless the capabilities of administrative leaders and workers in the field are developed. Developing the organizational structure in teaching hospitals to improve health services.

Wulandari (2020) stressed the contribution of leaders to organizational change. A public health centers case study in Indonesia. The problem of the study was: How do leaders in public health centers influence building organizational readiness and how do leaders mediate the buildup of organizational change? This study seeks to examine. Creating organizational readiness through leading. The study sample involved the survey of 40 public health centers owned by the government in Indonesia. The key ones are the dimensions of organizational readiness and organizational change. The main conclusions rely on the fact that during this stage

of organizational change to succeed, there must be a high level of readiness for change within organizations. A readiness for change at a high level in organizations implies that most members of the organization are favorably predisposed to change and have a high degree of readiness for changing .

The study by Al-Abadi and Zubar (2022) discussed strategic ignorance as a tool for building organizational readiness, an analytical work the views expressed by decision-makers within the Ministry of Higher Education and Scientific Research. The research problem emerged by setting the following question: Does early detection of organizational ignorance contribute to enhancing the organization's readiness? It also diagnoses the impact of strategic ignorance on the decisions that are taken by the organization and prevents it from achieving organizational readiness. The study aimed to diagnose the impact of the management dimensions of strategic ignorance on organizational readiness and its reflection in achieving excellence for the ministry sample of the study. It also described how to achieve organizational readiness for the ministry under study and presented some forms And the types of readiness that contribute to increasing organizational performance. The study sample represented advanced employees in the office of the Ministry of Education, Higher Education and Scientific Research, who numbered (34) individuals. One of the most important conclusions reached by the study is that organizational readiness leads to developing performance and creating radical changes in the reality of work in the ministry. This ensures that we have the necessary capabilities for strategic success in developing the ministry's work.

The problem of the current study is that it has not been well clarified how human capital contributes to achieving organizational readiness was not clarified and it is considered the first study to address the link between the research variables at Middle Technical University, it can be said that there is an urgent need to determine The extent to which the university applies and builds organizational readiness in its departments. The researchers emphasized that organizations in general need to have effective human capital in their decisions to achieve organizational readiness, as organizations seek to achieve and reach it. In light of this, several main questions can be put forward for the research problem. By framing it, it raises many questions, including: What is the nature of the relationship between human capital and organizational readiness? What is the nature of field influences whose indicators can be useful for making correct measurements in this aspect?

The research seeks to achieve a set of basic objectives, the most important of which is knowledge awareness of the intellectual, scientific, and theoretical facts in the field of requirements for human capital capabilities in achieving organizational readiness, as well as knowing the nature of human capital in terms of its basics, dimensions, and levels in the university, and then arriving at the most important factors and appropriate methods for its application. Finally, identifying the nature and pattern of thinking prevailing among the leadership levels at the university, to determine the appropriate procedures and practices that work to consolidate the culture of human capital and the extent of its importance within the university under study.

2. Material and Methods:

2.1 Measures :

The comprehensive inventory method was used for the place of application of the study, which was represented by a sample of those enrolled at Central Technical University 310 questionnaires were distributed, and the retrieved ones that were valid for statistical analysis amounted to 292 questionnaires, as shown in Table 1.

Table 1: Research sample

the condition	valid for analysis	Invalid for analysis	Spreader
the number	292	18	310
percentage	97.3%	2.7%	100.0%

2.2 Hypotheses test:

The research is based on the following main hypothesis (there is a significant effect of human capital dimensions on organizational readiness), and the following sub-hypotheses emerge from it:

- _ There is a statistically significant effect of the human capital dimensions on the knowledge dimension.
- _ There is a statistically significant effect of the human capital dimensions on the skills dimension.
- _ There is a statistically significant effect of the human capital dimensions on the capabilities dimension.
- _ There is a statistically significant effect of the human capital dimensions on the experience dimension.

2.2.1 The hypothetical chart:

Figure 1 shows the hypothetical diagram showing that how the idea of the researchers can be clarified by explaining related to main variables and sub-dimensions connection, considering that such description fits into his/her problem. It was conceptualized following the intellectual literature on research variables.

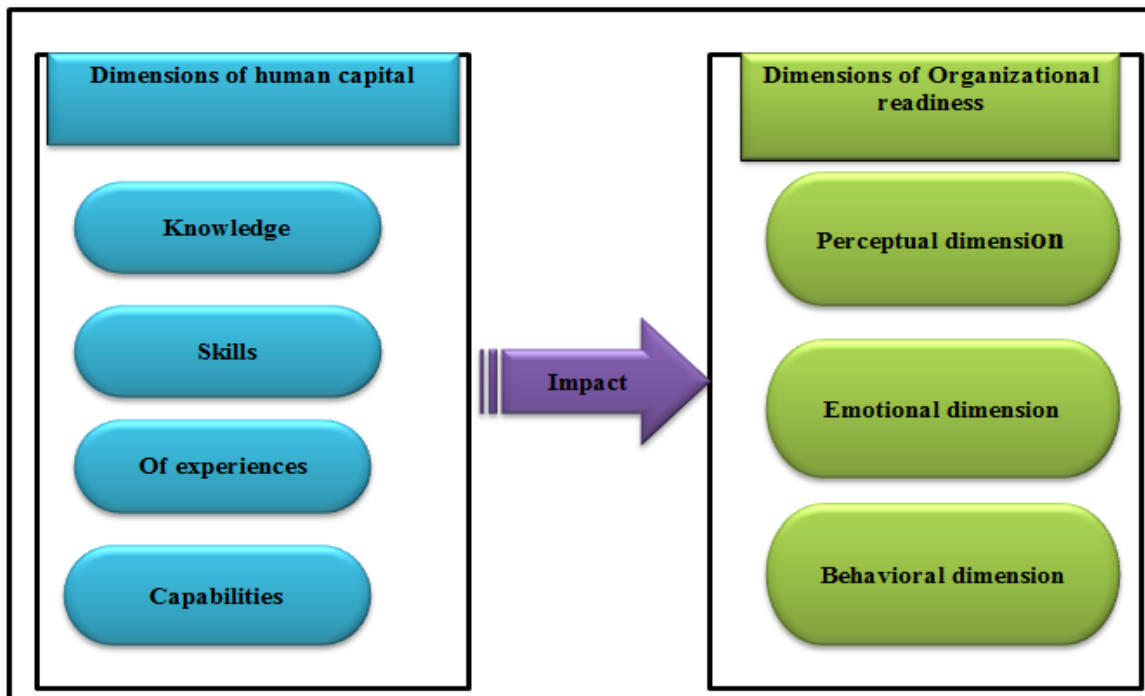


Figure 1: The hypothetical diagram, of the research paper
The source: Prepared by the researchers.

2.3 Measuring the validity and reliability of the research questionnaire:

2.3.1 Testing the apparent content of the tool (questionnaire): To know their perceptions about the clarity of questions in the questionnaire and to define interrelation among them regarding measurement variables, a group of 12 arbitrators was presented a questionnaire composed out of 48 items which was redistributed across the sub-dimensions of research factors.

2.3.2 Honesty: Reliability in general implies that the approximately same results will be obtained if the distribution of the scale happens again after some times and the Cronbach coefficient is used here, its value must remain higher than or equal to 0.70 so as for it to be acceptable along with which see Table 2. All extracted Cronbach coefficient values are higher than the standard and thus considered good as measures used for this study have a high degree of reliability.

Table 2: Validity and reliability results between the scale's components

Metrics	Alpha Cronbach	The standard	Decision and explanation
Emotional dimension	0.913	greater than or equal to 0.70	All variables and dimensions are within the standard and the result indicates good consistency
Perceptual dimension	0.796		
The cognitive dimension	0.774		
Organizational readiness	0.886		
Knowledge	0.916		
Skills	0.918		
Of experience	0.915		
Capabilities	0.898		
Human capital	0.932		

2.4 Research variables:

2.4.1 Human capital: Human capital is considered an unlimited strategic resource of creativity, innovation, latent knowledge, and core competencies. It is defined as the knowledge and capabilities of individuals that are exploited to bring about change in the field of personal work or the work of the organization (Dakhl and Dirk, 2004). While Ukenna et al (2010) believed that human capital is the knowledge required to possess that increases the individual's capabilities in performing activities of economic value. Abu Arous (2015) assumed that human capital is the skills, capabilities, experiences, and academic qualifications that individuals possess or acquire. Autauelli et al (2010) referred to human capital as the knowledge, skills, competencies, and qualities imbedded in individuals that enable the institution of social identity as well as economic living standards. For Al-Ali (2012) explained the aggregate of experiences, knowledge, skills energy, ingenuity, and personal characteristics that workers in an organization bring to bear on their work. Abbas and Munaf (2016) defined human capital as an intangible element that is expressed in the current knowledge of the company's users as well as the creative ability that exceeds the real value of the company's tangible assets. Khudair and Saud (2022) developed a concept for it as a set of skills, abilities, and knowledge possessed by the worker, which constitutes a resource possessed by one institution over another and through which it achieves distinction from other institutions. The researchers believe that human capital is the knowledge, skills, competencies, and characteristics established in individuals that facilitate the creation of social personality and economic well-being.

2.4.2 Organizational readiness: The concept of readiness referred to the extent to which assets, processes, and activities are organized and thus the organization is ready to move from the current situation to the new desired situation (Al-Abadi and Zubr, 2020). Al-Mousawi (2019) believed that achieving the relative readiness of the organization's members' beliefs and attitudes about imminent change is achieved by taking into account the factors that can enhance or influence transformational change. Both Al-Abadi and Al-Ameedi (2018) indicated that organizational readiness represents the organization's basic external orientation towards the world. Albers et al (2020) explained that it is a crucial precursor to successful implementation, and it is not a one-time strategy but an ongoing process and plays a decisive and important role in determining competitiveness. Al-Hadrawi and Al-Saadi (2021) defined that organizational readiness represents a major challenge for institutions, which requires them to adapt to rapid environmental changes. Reaching it requires the presence of individual, collective and organizational readiness. Thompson and Masuelli (2017) believed that it depends on the accuracy of planning, the competencies of employees, the adequacy of training, the presence of fixed main support processes, and the quality of services and systems within the organization. Finally, the two researchers believe that organizational readiness is a state of complete readiness for something or readiness to do something.

2.5 Data collection tools: The researchers relied on two aspects, as follows:

2.5.1 The theoretical aspect: It was used scientific sources from the research variables, several specific academic websites, and articles that were focused on reports about the studied variables or their branches.

2.5.2 The practical aspect: The researchers carried out personal interviews before and after the distribution of a questionnaire to collect data on variables of interest as well as their availability in community practice; field visits were also done both pre-and post-practical application. Finally the questionnaire may be considered a significant research tool that offered appropriate information and data to conduct the practical part of this study. Therefore, one could understand what people from our sample believe.

3. The Discussion of Results:

3.1 Explain the results of the relationship between human capital and organizational readiness: The researchers relied on a set of statistical methods using the SPSS program (V. 25). the comprehensive inventory method was used for the place of application of the study, which was represented by a sample of participants at Central Technical University. 310 questionnaires were distributed, yet, 292 forms were valid for statistical analysis. The distribution of data was tested to diagnose indicators and statistical methods that are compatible with the nature of that data. The test will be based on the coefficients of flatness and skewness.

3.2 The statistical results that were extracted:

Table 3 and Figure 2 show an analysis of the impact of human capital on organizational readiness, as the extracted F-value was 483.444. It is greater than its tabular counterpart of 3.94, and this result provides sufficient support to accept the alternative hypothesis, which states that (there is a significant effect of human capital on organizational readiness). This indicates the presence of a significant effect of human capital of organizational readiness. The value of Adj (R^2) indicates that human capital explains 62% of the variables that occur in organizational readiness. The value of (t) extracted for (β) for the human capital variable was 21.987. It is greater than the tabular t-value (1.984). This indicates that (β) for the human capital variable is statistically significant, as it is clear from the value of (β) that increasing human capital by one unit will lead to an increase in organizational readiness by 77%.

Table 3: The analysis of the impact of human capital on organizational readiness

The independent variable		(R)	(R ²)	(R ²) Adj	(F)	(t)	Sig	Alternative resolution	The dependent variable
Human capital	0.922	(α)	0.791	0.625	0.624	483.444	21.987	0.000	Accepting the alternative hypothesis
	0.775	(β)							

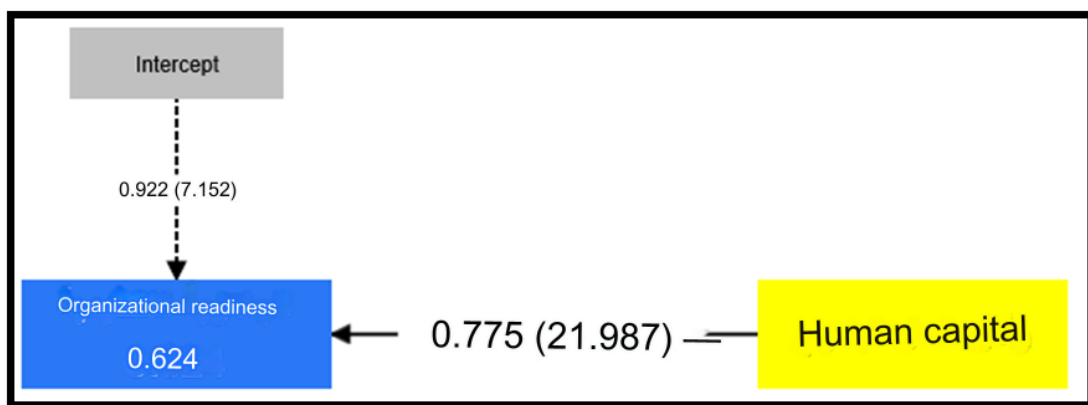


Figure 2: Analyzing the impact of human capital on organizational readiness.

Figure 3 depicts the statistical figures between dimensions regarding the human capital state of organizational readiness. It is theoretically proved that there was a strong impact relation of human capital dimensions according to organizational readiness. This means that the size of human capital cuts across different dimensions have an efficient and fundamental effect on preparedness in the organization. In this regard, when human capital factors are pooled together; they will have a better and more meaningful effect on attaining organization preparedness. The fact that is seen to be equal (R) value, the mentioned dimensions of human capital can account for approximately 64% of changes in organizational readiness and more than 35% are attributed to other external variables not included in the study model.

Using the Stepwise method for testing the significance of the dimensions and after deleting the non-significant dimensions, it becomes clear that the model ultimately depends on the dimensions (knowledge, experiences, abilities), as the F-value) extracted for the new model reached 178.296, which is greater than the F-value. The tabular value is 3.09. This indicates that the two dimensions (knowledge, experience, and capabilities) are the most effective, influential, and reflective dimensions on organizational readiness. As for the dimension (skills), the results showed that it does not affect the organizational readiness variable.

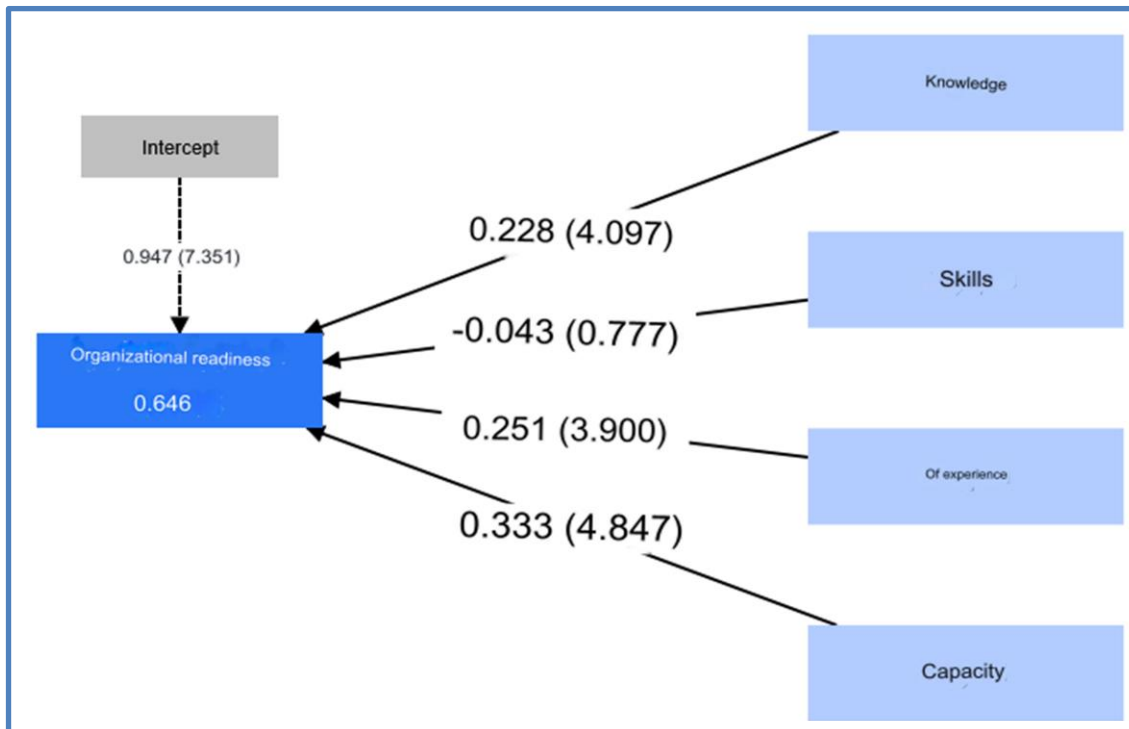


Figure 3:The effect of the dimensions of the human capital variable on organizational readiness

Figure 3 The effect of the dimensions of the human capital variable on organizational readiness using multiple linear regression.

The source: Smart Plus 4 program

4. Conclusion:

The most important results reached by research:

The main that human capital has a positive and strong impact on achieving organizational readiness, especially when the human capital dimensions of knowledge, skills, experience, and abilities are combined, as their impact will be clear in achieving organizational readiness, and that all dimensions of human capital have an impact. Effective and strong in achieving organizational readiness, that is, no dimension has a weak effect and another dimension has a strong effect, but all dimensions have an effective effect on the organizational readiness of the university under investigation.

The researchers reached the conclusion that human capital provides various options and resources that every employee needs and through which he can invest his energies according to the knowledge, experience, skills, and abilities he possesses There is variation in the answers of the sample members and faculty members about both human capital and organizational readiness in the university studied The results of the statistical analysis showed that there is an influence relationship between the four dimensions of human capital and the dimensions of organizational readiness. This indicates that increasing interest in human capital will inevitably lead to enhancing organizational readiness. The results also indicate that the greater the university's interest in human resources leads to achieve organizational readiness. Finally, the researchers believe that this research is a modest addition to the literature in this field, and through their review of previous research it found that there is little field research that deals with human capital, its relationship, and organizational readiness.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تأثير رأس المال البشري في الجاهزية التنظيمية : بحث تحليلي في الجامعة التقنية الوسطى

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هذا العمل مرخص تحت اتفاقية المشاع الإبداعي نَسْب المَصْنُف - غير تجاري - الترخيص العمومي الدولي 4.0
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مستخلص البحث:

يهدف البحث إلى مدى تأثير رأس المال البشري بأبعاده (المعرفة، المهارات، الخبرة، القدرات) في الاستعداد التنظيمي بأبعاده (البعد المعرفي، البعد العاطفي، البعد السلوكي) في الجامعة التقنية الوسطى. تبدأ مشكلة الدراسة بطرح السؤال الأساسي المتمثل في الكشف عن درجة تأثير رأس المال البشري في تحقيق الاستعداد التنظيمي وأيضاً معرفة ما هي الفوائد التنظيمية الناتجة عن رأس المال البشري وهل لذلك تأثير مباشر أو غير مباشر على بناء الاستعداد التنظيمي. وجاءت أهمية البحث من خلال معالجة مشكلة يواجهها معظم الافراد في المنظمات بشكل عام والجامعة التقنية الوسطى بشكل خاص والتي تتمثل في التغيير السريع في المتطلبات البيئية المرتبطة بها والتي تكمن في ضرورة التغيير المستمر لبناء جاهزية تنظيمية تسعى إلى تحقيق متطلبات المنظمات واحتياجاتها. واستخدم الباحثون المنهج الوصفي التحليلي، مع التركيز على عينة من القيادات الإدارية من الجامعة التقنية الوسطى، واعتمد الباحثون في إجراء بحثهم على المنهج الوصفي التحليلي على عينة من التدريسيين بمختلف الألقاب العلمية في الجامعة التقنية الوسطى. كما اعتمد الباحثان على استمارة الاستبيان، بهدف جمع البيانات من خلال توزيع (310) استمارات، تم استرجاع (296) منها، وتم اختبارها باستخدام مجموعة من البرامج الإحصائية (EXCEL) و (SPSS 23)، وهناك العديد من النتائج التي توصل اليها الباحثان أبرزها وجود علاقة ذات دلالة إحصائية بين رأس المال البشري وأبعاده في تحقيق الاستعداد التنظيمي، وأن أبعاد متغير رأس المال البشري متوفرة بمستوى جيد، خاصة في بعد المهارات والقدرات، إلا أنها بحاجة إلى مزيد من التركيز، خاصة فيما يتعلق بتوفير برامج تدريبية قادرة على معالجة المشاكل الموجودة لتمكينهم. اتخاذ القرارات المناسبة على أسس علمية سليمة.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: رأس المال البشري، الجاهزية التنظيمية ، الجامعة التقنية الوسطى.