

ORGANIZATIONAL EXCELLENCE AND ITS IMPLICATIONS FOR HUMAN CAPITAL INVESTMENT (A SURVEY STUDY OF THE VIEWS OF A SAMPLE OF THE ADMINISTRATIVE LEADERS IN NINEVEH GOVERNORATE EDUCATION DIRECTORATE)

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ABSTRACT: *The research seeks to demonstrate the effect of organizational skill in the ability of the Directorate of Education in Nineveh Governorate to invest its human resources, considering that organizational skill is a variable independent of its dimensions (optimal investment opportunities, seeking new opportunities, and flexible organizational structure) and investing human capital as a variable dependent on the independent variable. The research started with a problem expressed by a number of intellectual and applied questions. The aim of the research was to clarify the theoretical philosophy and the intellectual implications of the variables discussed in the research (Organizational excellence in its dimensions, investment in human capital), and determine the level of importance and impact and applicability in the Directorate of Education Nineveh province. The research sought to clarify the theoretical concepts of its variables in its general form and the reflection of organizational skill on the investment of human capital in the field in question. The research reached several conclusions, the most important of which was the existence of a positive reflection and effect between the skill of organization And the investment of human capital), as well as the possession of the field is subject to the huge number of leaders with the ability to search for new opportunities, but not the level required within the current environment, as well as that the leaders do not have the strategy of conservation and investment of these resources And the difficulty of defining a flexible structure that complies with the requirements of change? , And a set of recommendations consistent with the conclusions already reached, that leaders in the field should avoid constraints and limitations that prevent the implementation or implementation of effective practices that lead Institutions to invest their human capital.*

Keywords: ingenuity, organizational ingenuity, human capital investment

1. INTRODUCTION

The idea of Organizational Excellence is one of the modern administrative directions through which organizations, regardless of the nature of their activities, can meet the challenges of the current inventory, and stand firmly and continue the work of the Organization within the global challenges of the current era. Much of the research on organizational brilliance has addressed the behavior of organizations in terms of the direction of processes [1]. and how they can adapt to contribute to and achieve investment-oriented behavior in their human capital [2].Current search as an object The discovery of the effect of organizational dexterity on its dimensions and its implications for investment in human capital through the adoption of a methodology that was represented:

Research Problem

The Ninawa Governorate Directorate of Education is one of the most important directorates in the governorate, which has started to face many challenges. Perhaps the most important of these challenges is the search for ways and means to enable it to invest its human resources Perhaps one of the modern trends that the Directorate can take advantage of is the organizational skill as one of the administrative orientations that enable the directorates to achieve their desired goals, which have an impact that may be negatively or positively on investment in human capital Hence the fundamental research question (is there a link and then a trace of organizational brilliance in its dimensions) by looking for new opportunities and exploiting these opportunities and flexible work structures (in the investment of human capital available in the Directorate

Research Objectives

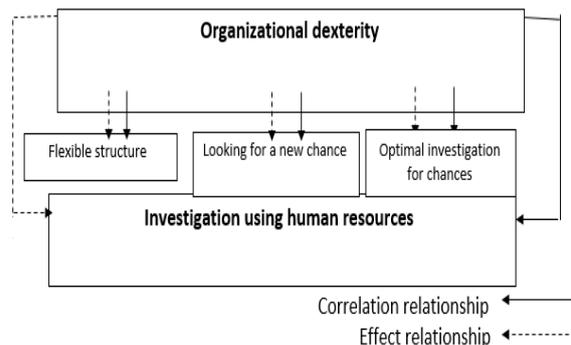
In order to grasp the dimensions of the problem of research, it seeks to achieve a set of objectives were:

1. Definition of theoretical frameworks and concepts for both organizational excellence and investment of human capital.
2. Make proposals to the Directorate in the light of the conclusions to be reached.
3. The interest of the administrative leaders in the Directorate with two subjects is two fundamental themes of organizational excellence and investment in human capital.

Research Importance

The importance of research can be determined by the following paragraphs:

1. The acquisition of research is important because of the importance of the variables that have been dealt with in terms of organizational brilliance and investment in human capital.
 2. The research deals with a real problem of importance to the Directorate that requires real solutions.
- Search Planner The default search schema is designed as in In Figure (1) which refers to the relationships (correlation and influence) between organizational dexterity and investment in human capital.



Research Hypotheses

The hypotheses are the guesswork answers to the raised research question, which can be determined in the light of the platonic schema of the first main hypothesis. There is no significant correlation between the organizational skill combined and the investment of human capital. From which the mechanical sub-hypothesis emerges. There is no significant correlation between investment in human capital and every dimension of organizational agility combined. The second main hypothesis is that there is no significant effect of organizational skill in its dimensions in human capital and its investment in research. The following sub-hypothesis is derived from the fact that there is no significant effect on the organizational skill of its dimensions in investment in the human capital of the organization in question.

RESEARCH METHODOLOGY

The present research is based on the analytical descriptive approach to its suitability by measuring its variables.

Sources of data collection

The researcher relied on available books, published research and periodicals in constructing the theoretical framework for research from secondary sources.

Methods of statistical analysis

In order to arrive at indicators to serve the research, and in order to test hypotheses, the researcher relied on a set of methods represented percentages and frequencies to describe the variables, as well as correlation coefficient and regression to show the nature of the relationship between research variables.

Organizational Skill

Ambidexterity is a Latin word, meaning right-handed, and can also take several meanings, namely, the use of both hands with equal ease or multiple uses. The use of duplicity and deception of rational people. To merge the honest face of the cunning, in a way that is very difficult to discover the truth [3]. Organizational dexterity is currently an essential entry point for many disciplines (Raisch et al, 2009 688) [11], and literature increasingly shows that successful institutions are the ingenious institutions of their ability to generate competitive advantages through radical change [4, 5]. Organizational proficiency has become a trend in every field of organizational management and knowledge management. The main idea of organizational excellence is to deal with the activities of the Organization's adaptability to changes in order to achieve efficiency and flexibility at all levels. The organizational skill is the ability of the organization to efficiently take advantage of current market opportunities and at the same time create and innovate to meet future market challenges. It can be assumed that organizational dexterity is only the ability of the organization to perform different Business by exploring and capturing new opportunities and controlling changes in structure, methods, routines and allocating resources commensurate with current age requirements [6].

Importance of Organizational Excellence

Ingenuity has gained increasing attention in recent years as organizations have begun to pay greater attention to the need for adaptability due to a technological downturn, political turmoil and economic crises recently, and organizational ingenuity has been a major issue for

researchers. In the areas of organizational management and knowledge. These issues have become very important and critical for organizations because of the strong and conflicting competitive conditions between the subdivisions of organizations in changing environments. The importance of organizational skill lies in balancing the activities of conflicting inventions [7]. The importance of ingenuity lies in the fact that there is a balance of exploring new opportunities and exploiting existing ones, which is critical to the survival of organizations in the long run and to determine the trade-off, because of the rapid change in environmental conditions, organizations need to consider their long-term goals rather than short-term success in order to ensure their future sustainability. Related studies have pointed to the role of managers in empowering and developing society.

In [8] author defines the conditions of organizational dexterity, most of which are based on the leadership approach and help to balance the requirements of contradictory activities, maintain the performance of business units. Internal processes enable managers to deal with large amounts of information and decision-making solutions to resolve conflicts between organizational dexterity [9]

Dimensions of Organizational Dexterity

Many researchers have tried to identify organizational excellence by distance. We note that there is a difference in the definition of these dimensions, as [10] finds them (mutual orientation, mutual ability, mutual competition and mutual development) [11] and agreed with him [12], and [13] on the existence of three main dimensions of organizational proficiency represented:

1. Looking for new opportunities [14] stresses that the organization must mobilize its efforts to obtain new opportunities. The organization monitors trends, identifies future demands for existing clients and anticipates changes in demand. [15] noted that the search for new opportunities represents the organization's ability to move quickly towards new opportunities and prepare for adaptation to future markets. [16] emphasizes that the organization must seek opportunities and connect them through supply and demand. And its variation.
2. The flexible structures [17] argue that flexible structures are different but complement each other in enhancing the organization's performance. The ingenuity requires the creation of separate structures for each of their own strategies. Structures and cultures indicating the importance of maintaining congruence between organizational structures and important design demands and the environment.
3. Exploiting and exploiting new opportunities [4] indicates that the exploitation of opportunities includes all the opportunities in the organization's work environment that represent potential for growth and access to the advantages. On a competitive advantage, Miles [18] added that there are opportunities that appear outside the organization's strategy or have nothing to do with the organization's current strategy, but actively evaluating opportunities outside the strategy on the basis of opportunities may represent market combinations to identify future opportunities for being the strategic resources of the Organization increase with the

objectives and move towards the trend of balancing expansion and integration initiatives.

The concept of Human Capital Investment, Theories and Constraints

Alfred Marshall emphasized the importance of investing in human capital as a 'national' investment. In his view, the highest types of capital are the capital that invests in the individual. It is through the individual that nations advance, and the economy itself is of limits which contribute to improving its productivity and thus increasing the benefits and benefits of its work [6] He explained that it is the current spending on the composition and education of the human resource, value if it is not exploited for the sake of progress by human resources that transfer wealth from mere quantities to various technological energies that achieve the desired progress. Investment in human capital has been defined as a set of concepts, knowledge and information on the one hand, skills, experiences and performance elements on the other, attitudes, behaviors, ideas and values on the one hand, which the individual obtains through formal and informal education systems. In order to reap the results of learning in adding new and continuous value to the organization through excellence, creativity and innovation in production or service delivery, and this resource is inexhaustible but is in a constant tender. [8], and was used to denote part of the savings of society or individuals in developing the abilities, skills, information and behaviors of the individual in order to raise the productive capacity and thus the capacity of the total society to produce more goods and services that bring prosperity to the community as well to prepare to be a 'good' citizen in his community [9].

Theories of Investment in Human Capital Theories

Many theories of human investment used to improve the skills and productivity of the individual, and to assess the value of human capital to determine the economic importance of human resources stocks have confirmed that this expression and the determination of the economic value of individuals. For the society as well as determining the economic profitability of human capital resulting from labour migration. From these theories [5]

1. Investment in Education According to Schultz's theory of investment in human capital, Schultz focused his attention on the education process as an investment necessary for the development of the human resource and it was a form of capital and then called education as the name of human capital as long as it becomes part of the individual who receives. Schultz has raised two important points in the field of investment in education which are:

A - Ignore and neglect the study of human capital.

B - moral or psychological factor related to the treatment of education as an investment in the individual.

2. Investing in Becker's Training in Investing in Human Capital Training can be as an investment in the individual and his intelligence becomes at the heart of the process of change. This position makes him new responsibilities. This deals with training with the

investment logic The cost of turnover is associated with a 'significant' cost of specialized training, and due to the high cost of specialized training, leaving the trainee individual increases the amount of the organization's capital loss rather than the loss of general training. Therefore, the organization has a willingness to 'pay a higher wage to the individual so that he can maintain his job in the

organization so that he will not suffer a great loss by leaving him to work.

Limitations on Investment in Human Capital

The following are the constraints that the Organization must consider when applying the concepts of investment in human capital [5].

- Different characteristics of human capital from the characteristics of physical capital, For example, the owner of human capital does not associate himself with human investment. Although an individual can rent an investment to the employer, he can not sell it and the organization sells a machine.
- Lack of data and methodological approaches to applying capital theory In the area of human resources such as difficulty in obtaining cost data or obtaining sufficient sample size for individuals attached to training programs to reach specific and final cost calculations.
- It is difficult to determine the proportion of the cost allocated to both consumption and investment. The individual spends on food, clothing, housing and healthcare, which is a necessary cost to sustain human investment.
- It is difficult to evaluate and measure the benefit of human investment, due to the fact that this benefit contains non-material factors that are not subject to market conditions, Such as a literary centre and self-realization.

The Applied Framework Description and Diagnosis of the Research Sample and Test of the Research Hypotheses

First: The distribution of the questionnaire in the field, the sample of the study included (39) head of department i.e. 31.45. The valid forms were 39 form of the distributed forms (46) Where (84.78) as follows

Table 1: distribution of the questionnaire form

Heads of department	forms
46	Distributed forms
39	valid
84.78	%

Table 2 Description of sample according to personal variables (gender, age)

gender	number	percentage
male	35	0.89
female	4	0.11
total	39	100

Table (2) shows that the majority of the study sample is male in the management of organizations in the surveyed field. The percentage of males is about 0.89, while the percentage of females is 0.11.

Table (3) Distribution of Study Sample by Age

age	number	percentage
30 and less	-	-
40-39	3	0.07
49-40	18	0.46
59-49	16	0.41
60 and more	2	0.05

As shown in Table (4), the age group (40-49) represented the largest percentage among the respondents (0.46). It was found that the age group (60) or more represented the lowest. II. Description and diagnosis of the views of the

Table (4) Description and diagnosis of respondents' opinions

Response degree	Variation factor	Standard deviation	mean	dimensions
83.4	0.21	0.876	4.17	Exploitation of opportunities
80.9	0.30	0.801	3.82	Opportunities for search
78.1	0.26	1.06	3.21	structures Flexible
79.8	0.25	0.912	3.73	organizational dexterity
0.611	0.21	1.066	3.10	Investment of human capital

research sample on the variables of the research The research attempts within the paragraph to indicate the ratios of agreement or not Of respondents (on organizational skill in their dimensions and their agreement whether or not to invest in human capital), through Table (4).

Table (4) shows that the organizational skill reached its weighted mean (3.98), which is greater than the mean of (3), and the standard deviation (0.866), which confirms the homogeneity of the data, And extreme response intensity (79.8), and This indicates that the respondents' opinions confirm their interest, which is reflected positively. We note that the response is greater than (50), while the opinions of the respondents regarding human capital reached its mean (3.1) and its standard deviation (1.066), which confirms their divergent views about . This is supported by the response rate of (0.611).

Testing the hypotheses

In order to verify the hypotheses of the research and as stated in the methodology, the current axis deals with the analysis of the results of field research and discussion at the macro level, so analysis and discussion of the results will take the following points first. The correlation between organizational dexterity and the investment of human capital in order to identify the nature and direction of the correlation between organizational excellence and investment of human capital in the organization in question T

In order to provide detailed indicators of the relationship between the dimensions of organizational dexterity and human capital investment, and in the light of the sub-hypothesis arising from the first main hypothesis, the correlation between each dimension of organizational dexterity alone and capital investment as follows:

Table (5) which indicates a positive correlation between organizational skill and capital investment in organizations

Capital investment in organizations	Dependent Variable	Independent Variable
0.981*	Exploiting new opportunities	Organized superiority
0.841*	Find new opportunities	
0.764*	Structured flexible	
0.966*	aggregate index structures	

1. Linkages between the exploitation of new opportunities and the investment of human capital in the organization investigated Table (5) shows that the relationship between

the after-exploitation of new opportunities as one of the dimensions of organizational skill and investment in human capital is positive, The correlation coefficient (0.981 *) indicates that increasing the interest of the organization's leadership in exploring the new opportunities as one of the dimensions of organizational excellence will contribute to the development of human capital investment. The correlation coefficient (0.841 *) indicates that increasing the interest of the organization's leadership in seeking new opportunities as one of the dimensions of organizational skill will contribute to the development of human capital investment.

2 - The relationship between the component structure of flexible organization and investment Table 5 shows that the correlation between a flexible organizational structure as one of the dimensions of organizational skill and investment in human capital is positive, and the correlation coefficient is 0.764 * This result indicates that the increasing interest of the organization's leadership, Which is characterized by a flexible organizational structure as one of the dimensions of organizational dexterity, will contribute to the development of human capital investment. The relationship between organizational dexterity and human capital investment

Table (6) shows that organizational proficiency combined has a significant effect on enhancing human capital investment as a supported variable. This is supported by the calculated value of F (524,755) which is a calculated value that is greater than the tabular value which is equal to (4.09) at the levels of freedom (1.37) and moral level (0.05). The value of R2 (0.932) indicates that (93.2) of the explained differences in human capital investment in the organization investigated are due to ingenuity. The rest is due to random variables that can not be controlled or are not included in the regression model. By following the value of β and the T-Netin test, the calculated T value was (22.908), which is greater than the tabular value of (1.684) at the freedom level (1.38) and the moral level (0.05). We do not accept the second main premise and accept the alternative hypothesis.

Table (6) The Effect of Regulatory Skill in Human Capital Investment in the Organization in question

F		Human Capital Investment			Dependent
		R2	β_1	β_0	
tabular	calculated	0.932	1.021 (22.908)*	0.084	Independent Organizational dexterity
4.09	524.755				

In order to provide detailed indicators of the effect of organizational skill in human capital investment, Table 7 is presented.

Table (7): Effect of organizational dexterity components alone in the investment of human capital of the organization

F	tabular	calculated	R2	Organizational dexterity			β_0	Dependent/Independent
				Flexible organization structures	Looking for new opportunities	Take advantage of new opportunities		
			β_3	β_2	β_1			
2.53		372.06	0.982	0.193 (5.97)*	0.248 (5.96)*	0.448 (5.102)*	0.09	investment of human capital of the organization

It is clear from Table (7) that there is a significant positive effect for each component of organizational dexterity combined as independent variables in the investment of human capital as an independent variable. This effect is supported by the value of (F) of 372.06, which is greater than the value of (2.53) (R2) (0.982). This means that (2) of the explained differences in human capital investment are explained by the components of organizational skill and the rest are due to random variables that can not be controlled or are not included in the regression model (B) and (T) tests showed that the highest effect of these components was due to the exploitation of the new opportunities as the value of (β_1) (0.448), followed by secondly by the effect of the search for new opportunities, the value of (β_2) 0.248), the component effect of flexible organization structures came at third rank with a value of (β_3) (0.193).

CONCLUSIONS

Based on the results of the statistical description and the results of the hypothesis test, it is concluded that,

- The organizational skill has been instrumental in investing in human capital in the Nineveh Directorate of Education.
- The adoption of organizational dexterity by the Directorate is one of the characteristics of modern management, because it is a contemporary administrative approach that is suited to the requirements of the current era, through the purpose of the exploitation of new opportunities, as well as the search for new opportunities to contribute investment Directorate of human capital, Despite the divergence shown by the results between dimensions.
- There is a significant correlation between the dimensions of organizational dexterity and investment of human capital.
- The results of the statistical analysis revealed a positive and moral impact of organizational skill in exploiting new opportunities for capital investment.

RECOMMENDATIONS

Based on the above conclusions, the researcher presents a set of recommendations commensurate with the conclusions reached.

- Introducing the scientific concept of organizational skill when preparing plans for the investment of human capital in the Directorate.
- The Directorate should take the sample of the study when considering the investment process is the organizational importance of the dimensions of organizational dexterity.

- The Directorate in question is seeking and seeking the possibility of adopting flexible organizational structures to contribute and realize its investment in its human capital.
- The Directorate should investigate ways to exploit and invest new opportunities are better than they currently are.
- Seeking to create a culture of the search for modern administrative methods and trends, so as to facilitate and enhance their investment in human resources.

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