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THE ROLE OF SOCIAL CAPITAL IN EMPOWERING HUMAN RESOURCES: ANALYTICAL RESEARCH IN SOME COLLEGES OF THE UNIVERSITY OF BAGHDAD

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ABSTRACT

The current research focuses on testing the role of social capital and the extent of its contribution to the effect to achieve the empowerment of human resources in the organization independently for a sample of the leaders of the University of Baghdad, as well as diagnosing the extent of the research sample's interest in the research variables and its dimensions, as the indicative variable consists of social capital consisting of three dimensions (The structural, relational, cognitive), and the responsive variable enable human resources from three dimensions (information sharing, knowledge possession, freedom and independence).) An individual from the senior leaders in the colleges of the University of Baghdad, and the main research tool (the questionnaire) was distributed to them to survey opinions about the variables, where the research community was (91), distributed (91) questionnaires, and we received (84) valid questionnaires for statistical analysis. Data using statistical programs V24- Amos and statistical analysis program SPSS- V24, with the adoption of descriptive and inferential statistics methods represented by a number of statistical programs that were extracted Some of these programs (arithmetic mean, standard deviation, coefficient of variation, simple correlation coefficient, simple linear regression (Pearson), frequencies and percentages, (Komogorove-Simirnov test), coefficient (Alpha Cronbach), confirmatory factor analysis to extract the results. To the existence of a correlation and impact of creative leadership in social capital.

Keywords: *social capital, human resource empowerment.*

INTRODUCTION: -

The concept of social capital is an important infrastructure in the life of an organization. It is a dynamic resource rooted in the relationships between working individuals because it is a mixture of flexible social trust, reciprocal codes of conduct, and diverse forms of commitment. Social capital often reflects the cooperation and trust on which members of a network depend. Relationships they make, directly or indirectly.

So, after what was mentioned, it can be said that social capital is a means for the development and progress of countries, just like the rest of the types of capital, and through it the organization can accomplish the required tasks and achieve the set goals.

On the other hand, the leadership is responsible for the failure or success of future goals and programs, and this has significantly increased the interest, management and motivation of the human being in a way that exceeds other resources or other properties because he has great intangible capabilities that are difficult to notice and measure. Therefore, among the topics related to the human dimension, the issue of empowerment appeared. As one of the administrative concepts, organizations have measured their strength through their stock of human

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resources, as the successful leader is the one who enables workers by expanding tasks and responsibilities, providing them with information and skills, and giving them freedom and independence that makes them feel the importance of the role they play.

The research relied on the descriptive analytical method in addition to the field study method using the questionnaire as a main tool for collecting the basic data for the research.

(FIRST AXIS) RESEARCH METHODOLOGY:

In this section, the research problem, its importance, objectives, model, hypotheses and tools will be addressed as follows:

First, the research problem:

The concept of human resource empowerment is one of the relatively recent topics that preoccupied researchers in the field of management in general and human resource management in particular, as this topic has become one of the most important human resources motivators towards better performance. Social capital with its dimensions (structural, relational, cognitive) has been chosen as a variable that can be linked and affect the achievement of human resource empowerment, and it is also a relatively

recent variable in the writings of administrative literature. , because of their characteristics of permanence and continuity, especially in the Iraqi environment, which witnesses the lack of such studies, and with emphasis the University of Baghdad and its colleges, which need a lot of research and analysis in these topics.

The research attempts to answer the following questions:

1- What is the level and nature of the relationship between the research variables (social capital, empowerment of human resources) in the research sample?

2- Does the social capital of the employees of the studied colleges affect the empowerment of human resources?

3- Is the empowerment of human resources enhanced by the impact of social capital?

Second, the importance of research

The importance of the research can be addressed through:

1- To highlight the role of social capital in improving the performance of human resources, as it is considered one of the necessities that achieve balance within the organization, and the goals it seeks.

2- Also the importance of the place of application, which is a group of colleges

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affiliated to the University of Baghdad and their role in society.

3- The importance of the research community and sample, who are university professors (Dean, Associate Dean, Head of Department).
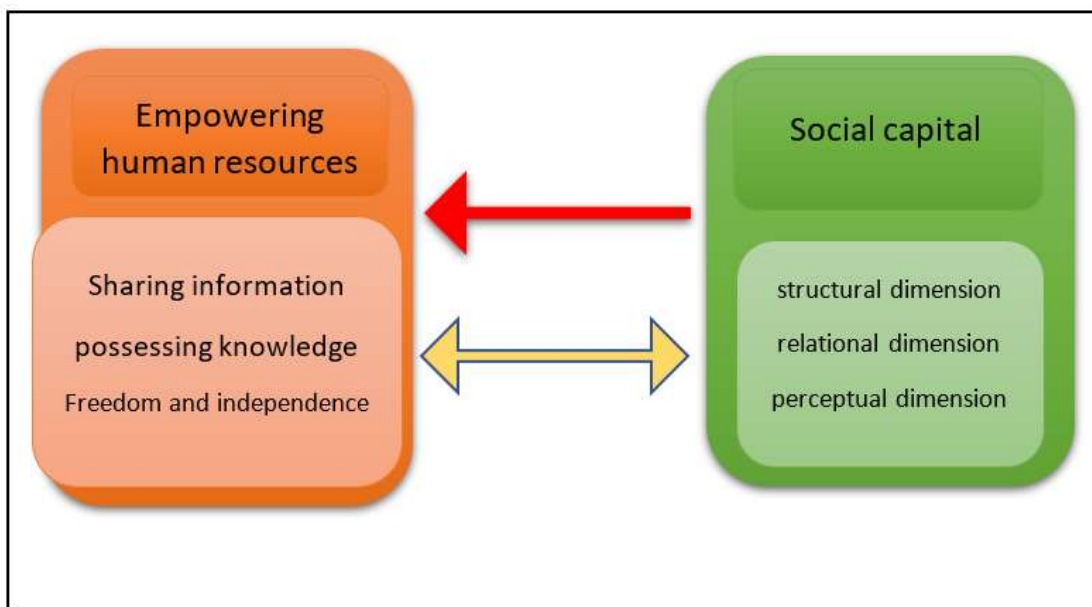
Third: Research objectives

The research aims to: -

1- Recognizing the conceptual framework of (social capital, human resource empowerment).

2- The extent of the impact of social capital on workers in the (research sample) in empowering human resources.

3- Identifying the relationship and impact between the research variables (social capital, empowerment of human resources,) in the research sample.

Fourth: the hypothesis of the research

The researchers propose a model that investigates social capital in human resource empowerment. The figure below shows the research model guiding this study, showing that the important variables for this research include social capital as an independent variable, and human resources empowerment as a dependent variable.

Hypothetical Diagram of the Body

Fifth: Research hypotheses

The formulation of the hypotheses of the current study was done in accordance with the problem and objectives of the research and its hypothetical scheme, as it tries to answer the questions contained in the problem, and that testing the hypotheses statistically later will determine the quality and level of the relationship between the research variables, and the research hypotheses can be clarified as follows:

The first main hypothesis: There is a significant correlation between social capital in its dimensions and the empowerment of human resources, and the following hypotheses emerge from it:

1. There is a significant correlation between the structural dimension and the empowerment of human resources.

2. There is a significant correlation between the relational dimension and the empowerment of human resources

3. There is a significant correlation between the cognitive dimension and the empowerment of human resources.

The main hypothesis: There is a significant effect of social capital in its dimensions in empowering human resources, and the following hypotheses emerge from it:

1. There is a significant effect of the structural dimension in empowering human resources.

2. There is a significant effect of the relational dimension in empowering human resources.

3. There is a significant effect of the cognitive dimension in empowering human resources.

Sixth: Research limits

1. Spatial boundaries: University of Baghdad - a group of Baghdad University faculties represented by (College of Pharmacy, College of Veterinary Medicine, College of Engineering, College of Agricultural Engineering, College of Languages, College of Arts, College of Education for Girls).

2. Human borders: The human borders are represented by a group of employees at the University of Baghdad, whose number is (91), and their job titles range between (Dean, Associate Dean, Head of Department), where 91 questionnaires were distributed, and 84 questionnaires were retrieved.

3. Temporal limits: The temporal limits are represented by the period starting from the date of distributing the questionnaire to the study community on 11/1/2021 -

31/8/2022, retrieval and unloading of data to the stage of completion.

4. Cognitive limits: It is represented in studying the relationship and influence between the research variables, social capital with its dimensions (structural, relational, cognitive "perceptual"), empowering human resources by removing them (sharing information, freedom and independence, possessing knowledge).

Seventh: search tools

In covering both sides of the theoretical and applied research, the researchers used a number of means to collect data and information that we can clarify according to the following:

1- The theoretical aspect: Relying on Arab and foreign sources in terms of books, periodicals, reports, letters and dissertations, and the Internet.

Applied side: The researchers relied on personal interviews, where a number of personal interviews were conducted with a number of sample members for the purpose of strengthening the vocabulary of the questionnaire. In order to serve the objectives of the study and its hypothesis based on the theoretical side and reference to previous studies and in a format that fits the concept of the variable to be measured, as well as fits the study environment to achieve its requirements.

Eighth: Statistical Methods

The researchers use the statistical methods that are extracted through the program (SPSS V24) and the program (AMOS V24) to reach the desired results.

	Statistical method or test
1	Notation for the Likert Scale
2	coefficient (Alpha Cronbach)
3	Komogorove-Smirnov. test
4	confirmatory factor analysis
5	Frequencies and percentages
6	Arithmetic mean, standard deviation, coefficient of variation
7	Simple Correlation Coefficient (Pearson)
8	Simple linear regression.

Ninth: Characteristics of the demographic sample of the study individuals

percentage	repetitions	variable and level	
27.4	23	Mention	Gender
72.6	61	Feminine	
100%	84	the total	
0	0	less than 30 years old	the age
25.0	21	30 under 45 years old	
75.0	63	More than 45 years old	
100%	84	the total	
2.4	2	Master's	Academic achievement
97.6	82	PhD	
100%	84	the total	

1.2	1	Less than 10 years old	Years of service
75.0	63	10 - 25 years	
23.8	20	More than 25 years	
100%	84	the total	
6.0	5	Dean	Career Title
20.2	17	Associate Dean	
73.8	62	Head of the Department	
100%	84	the total	
56.0	47	Thanks and appreciation books	Receiving prizes and books of thanks and appreciation
1.2	1	Awards	
42.8	36	Awards and books of thanks and appreciation	
100%	84	the total	
95.2	80	Yes	Participation in development courses
4.8	4	No	
100%	84	the total	

(SECOND AXIS) THEORETICAL ASPECT:

The concept of social capital

Social capital is a multidimensional phenomenon that includes a repertoire of social norms, values, beliefs, obligations, relationships, networks, friends, membership, civic engagement, information flows, and institutions that promote cooperation and collective actions

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for mutual benefit, which in turn contribute to Economic and social development (humnath, 2009:2), but there is a general recognition that social capital exists in group interactions, as social capital is one of the main determinants of well-being and overall quality of life (Iveniuk, & Gunaseelan, 2021:1), and it consists Social capital is one of the elements of tacit and explicit knowledge that provides us with a picture of all the things that the organization knows, and can do in order to improve the economic value that has been created from a qualitative and quantitative point of view.

Baker, 2000: 1) pointed out that social capital is one of the most important resources available in business networks,

and the resources include ideas, information, job opportunities, emotional support and cooperation.

Every working person has valuable relationships, or social capital, that can be built and used as a resource, and the social capital held by workers can be combined and used to achieve the goals of the group in which they work. Most workers go beyond their education and training to rely on others who will teach and help them. (Maye, & et al, 2020:2)

The researchers collected some of the definitions of social capital in the table below, according to the time period in which the concept emerged:

the definition	researcher	
A set of social values and morals that facilitate the processes of economic and political interaction and that constitute the basic structure of economic and political relations. These values and morals are embodied in social structures and structures that support its members, support their interests and consolidate their cohesion.	(Colman, 2009:17)	1
"It is the sum total of actual or potential resources connected with the possession of a permanent network of institutional relations based on mutual acquaintance and recognition—or, in other words, 'associated with membership of a group— and which provides each of its members with support among themselves.	(Jerabek, 2011 : 38)	2
It refers to the institutions, relationships, and norms that shape the quality and quantity of social interactions.	(Prasad et al., 2012:12)	3
It is an asset that is produced when individuals interact with each other and create relationships of trust and mutual understanding.	(Kiptot & Franzel, 2014:232)	4

The researchers defined social capital as "the relationships and links between employees within the organization, which enable them to work together to achieve common goals, that is, work within the team and the ability to continue interdependence with others."

Importance of Social Capital:

Social capital focuses on the personal relationships and networks that each of us has and how to use them, and (Gonzale, et al., 2006:1), (Bouzid, 2019: 16-17) and (Zaghal, 774: 2021) pointed out the importance of social capital through the following: -

1- It plays a vital role in the life of the organization by attracting qualified, skilled and experienced workers, generating new ideas, spreading knowledge among work networks, exchanging information and raising the level of workers.

2- Social capital allows individuals to solve their social problems easily, if these individuals cooperate well with each other, and each of them carries out his social responsibility, as this is an institutional mechanism and a collective strength to perform roles and solve problems.

3- Developing levels of social awareness among individuals, as social networks facilitate access to complete information, and facilitate access to goals, which contributes to improving the quality of individuals' social, cultural and psychological life.

4- Social capital plays an important role in the development of human capital within the group, thus expanding the cognitive horizons of employees, by eliminating psychological pressures, which leads to innovation, that is, finding an effective relationship.

Patterns of social capital

Putnam (2000: 22-23) pointed out three main types of social capital, which are:

1- Bonding social capital (SC): It refers to the relationships between relatively homogeneous groups, such as family members and close friends (Woolcock M., 2002:23), and people within this type have the same social characteristics as (social class, age, religion Education), which has a significant impact on strengthening and enhancing communication and interdependence to achieve common goals Y., 2006:08 (Nishide)

2- Bridging SC: It refers to relationships with distant friends and co-workers, people here differ in demographic characteristics, are more outward-oriented and civic engagement, work to narrow the gap between communities, and are necessary to

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support problems by knowing People interact with each other and form relationships in order to achieve common goals. Woolcock M.,2002:23))

3- Connective Social Capital: Linking SC - It refers to the relationships between individuals and groups in different hierarchical social classes in terms of power, social status and wealth by different groups, that is, social relationships with people who possess power (Gupta K.R.,2002:23).

Dimensions of social capital

1- Structural Dimension:

The structural dimension represents the ability of individuals to relate to others within the organization and emphasizes the links within the work network, the general pattern of communication between workers or who and how you can reach them (Davenports et al: 2011:57), i.e. creating a network of relationships that contribute to the process of knowledge exchange and transfer Information between actors (Carey et al:2011:278).

This dimension is studied through the network entrance, which shows the following:

1- The strength of the work network: - which shows the nature of the relationships and the extent of their

commitment to social ties, and it means the depth of the relationship between the members of the work network. They have a strong network of work, and such networks consist of exchange, emotional strength, and intimacy (kovanovic et al: 2014:2).

2- The business network scope, which describes the nature of the administrative levels that may be different for individuals working within the network, such as individuals and subordinates within the specific business network, which leads to the strengthening of widely differing relationships of agreement and consensus of opinion, achieving justice, trust and interest in work As a result of expanding the scope of the work network, which provides employees with building strong relationships with others.

3- Frequency Connection, i.e., workers' contact with each other by phone, interviews or e-mail, as the increase in interactions and communications between them leads to many opportunities and increases harmony and understanding among workers. (Lai et al., 2003:8-9)

The researchers believe that the structural dimension is the strength of the links between employees and the organization, which plays a major role in influencing the performance of the organization and in the

accomplishment of administrative tasks, by improving the relations of individuals working within the organization and acquiring knowledge by sharing information.

2- Relational dimension:

It is the dimension consisting of personal (informal) relationships that belong to working individuals, and it refers to a sense of true commitment, trust, mutual respect, and friendship, i.e. the type of personal relationship between individuals resulting from a set of situations that have a direct impact on the way people behave among themselves (Nhapiet & Ghoshal: 1998:244), and that the most important elements that enhance and support relationships between employees are commitment, trust and strong ties, as explained by (Fussell et al: 2006:150) as follows:

1- Obligation: It means that the individual is obligated to share knowledge, information and ideas, and to fulfill predetermined obligations, as commitment and participation with others leads to a strong sense of common purpose.

2- Trust: Trust is considered one of the important elements for the superiority and development of organizations, and it is difficult for competitors to realize, because

it leads to competitive advantage, which is impossible to imitate by competitors (Hitt et al: 2007:118), and it is one of the basic features of the Social money, and it is vital to the creative work in the organization, that trust is not in building relationships between two or more people, but can be a source of the reputation of organizations, groups and individuals as well, as it is based on good reputation and that is done through the mediation of a third party. (Field, 2003:63).

3- Strong ties: - that is, the strength of relationships between individuals, groups or organizations, which can be expressed by feelings of love and familiarity. It grows through the interdependence of relationships and building strong work networks that work on the harmony of individuals, through their participation in a specific field and their sharing of information as members of the group.

The two researchers believe that the relational dimension is the method of treatment between workers, where commitment, trust, honesty and mutual respect should prevail among them.

3- Cognitive dimension

The cognitive dimension refers to the common language, symbols, aspirations, beliefs, shared vision and values, and it

constitutes an influential type in social capital, that is, the extent to which workers can participate in their perceptions, viewpoints and goals, and that increased interaction leads to the symbols and the common language being more understandable and acceptable (Kuo-jen su et al 2005: 94). And that the presence of the cognitive dimension in a high percentage lead to a high rate of social capital stock, as the member of the group expects others to possess the same level of awareness, which leads to the possibility of participation, cooperation and exchange of experiences, and the result may be counterproductive if the group does not believe in the same perceptions. Especially with an awareness of unfairness, to generate a feeling of suspicion and hostility at times, which are the characteristics of disjointed and weak organizations. (Milani: 2006:7), meaning that the cognitive dimension of social capital refers to symbols, common language, beliefs, aspirations and culture, which are realized through the active interaction between members, and affects cases of understanding and participation, and that its presence in a high percentage lead to a high balance of its social capital.

The two researchers believe that the cognitive dimension is a set of common attitudes and values for employees, and is mainly related to trust and cooperation, and pushes workers to work as a team and results in mutual benefits.

The concept of human resource empowerment

Empowerment can be seen as administrative participation and granting authority to workers at lower levels to make and implement decisions (Robbins, 2004), or it can be seen in terms of the cognitive motivational concept, as it is based mainly on the following five tasks related to knowledge which are (Choice) i.e. the feelings of workers to choose the nature of the work on which they should focus their efforts, (meaning) i.e. giving meaning to the work, a comparison between the requirements of the work role and the individual's beliefs, (efficiency) i.e. confidence and self-belief in the workers' ability to complete the full tasks assigned to them (the right of personal will) That is, the worker's belief that he has the ability to control decisions about work-related activities, and (influence) the worker's belief that his actions can make a difference in the organization's strategies. (Kanooni, 2005: 5)

Empowerment was also considered a strategy aimed at liberating the potential energy of individuals and involving them in the organization's building processes,

considering that the success of the organization depends on the results and the compatibility of the individuals' needs with the organization's vision and long-term goals. (Qasemi, 2017: 297-298)

Empowering the employee does not mean making him absolute authority, but rather the extent or degree of responsibility and authority granted to the employee or to the team, which is the art of defining tasks for the employee and moving confidently independently. Senior management approval before commencing work. (ogden, 2007:403)

The researchers collected some of the definitions of human resource empowerment in the table below and according to the time period in which the concept emerged:

the definition	researcher	
The process of expanding the functions of employees and giving them authority and responsibility and transferring them to the lower levels of the organization.	Heizer&Render,2011:228	1
It is the process of delegating authority and responsibility to employees at the lowest level of the organizational hierarchy, and it means transferring authority from managers to their subordinates.	Ghosh:2013:65	2
A process by which employees are involved in organizations, such as involving them in work to improve their productivity, which ultimately leads to improving organizational performance.	Pradhan,2017:71	3
The process of granting, transferring or sharing authority from the boss or leader to employees, which is a basic administrative practice that enhances the efficiency of the organization, since human resources are always the most important factor for achieving development.	Pradhan,2019:3-4	4

The researchers define it as the process of giving workers greater responsibility and powers, i.e., liberating them from restrictions and censorship, and freedom to make the appropriate decision for the problem at hand, by strengthening their belonging and giving them confidence that they have the ability to be creative, play the roles assigned to them, and achieve the general goals of the organization in which they work.

The importance of empowering human resources:

The leadership in the organization must provide opportunities for all employees and contribute as much as possible to achieving the goals of the organization, and work to release the energies of workers at work, and be more

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productive, as indicated by (Cooney, 2008: 81-82), (Schermerhorn et al. , 2000: 312), (5: 2016 Choi et al.,) and (Twair, 2021: 129-130) indicate that the importance of human resource empowerment emerges in the following:

1- Contributes to establishing a culture of creativity and excellence in light of the involvement of workers in the decision-making process.

2- The use of self-managed work teams, as empowerment is based on relying on them because they are independent in the completion of work

3- The best use of human and technological resources.

4- The participation process provides workers with an atmosphere of trust with their leaders, and they become more creative and innovative.

5- Contributes to the removal of conditions that generate a feeling of vulnerability and enhances the feelings of self-efficacy of workers.

Objectives of empowering human resources:

The main objective of empowering human resources is to find a workforce with effective capabilities that meet or exceed the expectations of customers, and the

workers practice activities that exceed the standard rates specified for those dealing with the organization or the beneficiaries of its activities when (Ongori, 2009, 45) emphasized that empowerment achieves for the institution what Come:

1. Increasing the effective influence of workers and work teams by giving them more freedom to perform their tasks.

2. It focuses on the actual capabilities of individuals in solving work problems and crises.

3. It makes workers less dependent on management in managing their activities and gives them sufficient powers in the field of participation in decision-making and taking and considers them responsible for the results of their actions and decisions.

Types of empowerments

A group of researchers (Suominen, Savikko, Puukka, Irvine Doran, & Leino-Kilpi, 2005) indicated that empowerment is divided into three types:

1- Virtual Empowerment: It means the ability of workers to express their opinion and clarify their views on the work they do, and the main component of this type of empowerment is participation in the decision-making process.

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2- Behavioral empowerment: the ability of working individuals to work in the group in order to solve and identify problems, collect data about them and make proposals to solve them.

3- Empowerment of results-related workers: The ability of workers to identify the reasons that led to the occurrence of the problem, and the way to solve it, as well as change in working methods in order to achieve the basic objectives of the organization.

Dimensions of HR Empowerment:

1- Information Sharing: Information Sharing

(Blanchard, etal., 2001:29) pointed out that the main approach to implementing empowerment depends on the availability of information and how the business in the organization works in front of all its employees. Managers lose influence, as they share information even though everyone's participation means everyone's responsibility. (Abu Al-Nasr, 2007:83) The exchange of information depends on trust in the organization and allows workers to know the status and analysis of the organization and increase the traditional responsibility of workers. (GanjiNia etal., 2013:39) It must be noted that the success of empowerment depends on the ability of those who are being

empowered to access the appropriate information with the required speed, the appropriate accuracy and on time. Therefore, the ability to access the required information by making decisions based on prior information requires the availability of systems Effective communications make this happen. (Al-Molouk, 2002, 67). The availability of information is a basic indicator of effective empowerment, so that the empowered individuals achieve the following: (Al-Nouri, 2005: 63)

1- Employees possess the technical and administrative aspects necessary to obtain and exchange information with others. 2- Availability of information enables employees to answer all questions asked by customers.

3- Not withholding information from senior management and ensuring that it reaches the employees.

4- Confidence in the ability of workers to provide accurate information and holding them responsible for the validity of that information.

5- To act freely by the employees regarding the changes they face in the environment.

The researchers define information sharing as "the availability of necessary and

required information related to the objectives of the organization, which contributes to the employees' understanding of their role and raise their level of performance and increases the spirit of belonging and a sense of responsibility in order to achieve the general goals."

2- Having knowledge:

Organizations at the present time are not limited to capital, manpower and material resources, but rather rely on intellectual and knowledge capital, which is the basis for these organizations' launch towards innovation and creativity (Daft, 1992:257).

(Melhem, 2006:53) states that it is not possible to empower the inactive worker who does not have the skill, but rather a certain level of knowledge and skill must be available to start implementing the empowerment steps, by providing the individual with knowledge and skills that develop his abilities to perform his duties with high efficiency.

And (Maier, 2000:66) defines knowledge as "all perceived expectations and observations that are meaningfully organized, assembled and contained in a particular field through experience and communications that the individual and the organization use to translate situations and generate productions, behavior and solutions."

The two researchers define knowledge acquisition as "the skills and ideas of employees, which are the original capital of the organization."

3 - Freedom and Autonomy: Freedom & Autonomy

that the administration, when it wants to implement empowerment, must set limits on the freedom granted to empowered individuals, and this matter constitutes a dilemma for any administration, because it will need to create a kind of balance between guidance and empowerment, and thus it can set directions and instructions at the same time,

What is meant by freedom in empowerment is that individuals choose the appropriate means and method in performing work, and this means choosing the process and not necessarily choosing the goals and objectives; Because working individuals will be more committed and creative if they are given the freedom to make decisions about how they want to do the work. (Kings, 2002:68), as for independence, it means how much freedom team members have and what they think can be done Decisions commensurate with their point of view, as

the important decisions are made and implemented by the team. (Al-Tai, 2010:11)

The two researchers believe that the empowered individuals enjoy the independence of dividing tasks and setting improvement goals and may give work teams the responsibility of appointment, training and control of overtime working hours, ie giving workers wide powers to take action.

The two researchers define freedom and independence as "the ability of workers to act freely in the tasks entrusted to them,

and to instill confidence in them in the ability to complete work and face difficulties during work, without referring to the higher management on an ongoing basis."

(THIRD AXIS) THE PRACTICAL SIDE:

Presentation and analysis of the sample responses in the social capital variable:

The social capital variable was measured through three dimensions: the structural dimension, the relational dimension, and the cognitive dimension.

the direction of the answer	Availability	Variation coefficient	standard deviation	Arithmetic mean	VERTEBRAE	
I agree	1	16.66%	0.680	4.083	Senior management encourages employees to exchange information, skills and ideas among themselves.	33
I agree	2	22.41%	0.910	4.060	Senior management attracts scientifically and technically qualified human resources that contribute to enhancing the performance of employees.	34
I agree	3	20.04%	0.806	4.024	The administration gives freedom to participate with colleagues when performing the required tasks and in the style of work teams.	35
I agree	4	22.91%	0.892	3.893	The effort of the senior management to provide a comfortable and appropriate atmosphere for work is limited.	36

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Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	structural dimension	
19.70%	80.30%	16.30%	0.654	4.015		
I agree	1	17.02%	0.701	4.119	Senior management works to reduce the negative effects resulting from the conflict between employees in the organization.	37
I agree	3	23.01%	0.885	3.845	Individuals show a high level of cooperation to face the crises experienced by the organization.	38
I agree	2	23.80%	0.924	3.881	Senior management encourages the formation of good informal relationships that arise within the organization as an incentive to raise performance and progress.	39
I agree	4	28.65%	1.047	3.655	The top management focuses on achieving the goals of the organization regardless of the personal circumstances of the employees	40

Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	relational dimension	
22.50%	77.50%	17.01%	0.659	3.875		
I agree	2	19.75%	0.783	3.964	Senior management encourages high-level cooperation among its members to achieve the organization's goals.	41
I agree	3	29.86%	1.020	3.417	Workers easily adapt to modern systems and technologies.	42
I agree	4	32.11%	1.086	3.381	The reluctance of the senior management to conduct reconciliation between colleagues at work if a dispute occurred between them	43
I agree	1	21.07%	0.855	4.060	Effective communication is carried out by the senior management in completing the suspended work and quickly after holidays and interruptions.	44

Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	The cognitive dimension
25.89%	74.11%	15.18%	0.563	3.705	

The structural dimension came in the first rank among the dimensions of the social capital variable, and it was measured through four paragraphs of lsthe sequence (33-36) in the study questionnaire, and it had an arithmetic mean (4.015), that is, with high availability, and a relative coefficient of difference of (16.30%). Refers to agreement and homogeneity in the opinions of the sample about the

availability of the structural dimension in the researched university, as well as the convergence of the opinions of the sample, which was indicated by the standard deviation (0.654), and the size of the gap amounted to (19.70%).

The relational dimension came in the second rank among the dimensions of the social capital variable, and it was measured through four paragraphs of the sequence (37-40) in the study questionnaire, and it had an arithmetic mean (3.875), that is, with high availability, and a relative coefficient of difference of (17.01%). It indicates agreement and homogeneity in the sample's opinions about the availability of

the relational dimension in the researched university, as well as the convergence of the sample's opinions, which was indicated by the standard deviation (0.659), and the size of the gap amounted to (22.50%).

Presentation and analysis of the sample responses in the human resources empowerment variable:

The human resources empowerment variable was measured through three dimensions (sharing information, possessing knowledge, freedom and independence).

the direction of the answer	Availability	Variation coefficient	standard deviation	Arithmetic mean	VERTEBRAE	
I agree	1	13.91%	0.588	4.226	Encouraging senior management employees to take the initiative in assuming responsibility at work.	21
I agree	2	18.89%	0.760	4.024	Senior management urges employees to participate actively in the decision-making process related to their work.	22
I agree	4	26.59%	0.981	3.690	Senior management relies to a limited extent on discussions between employees to discuss the difficulties and challenges facing the organization.	23
I agree	3	23.76%	0.902	3.798	Employees get what they need from the information they need to be trusted by management.	24

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Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	After sharing the information	
21.31%	78.69%	14.09%	0.554	3.935		
I agree	1	13.91%	0.588	4.226	Senior management provides an information system that quickly meets the needs to make decisions and increase their knowledge.	25
I agree	4	22.86%	0.871	3.810	Senior management relies on intensive training programs for its human resources to develop their knowledge capabilities.	26
I agree	3	26.38%	1.008	3.821	Senior management encourages the policy of dialogue as a means of learning from the ideas of others.	27
I agree	2	18.38%	0.727	3.952	The top management withholds some information from the employees.	28

Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	After having the knowledge	
23.69%	76.31%	17.23%	0.658	3.815		
I agree	1	18.87%	0.766	4.060	Senior management discusses with employees to determine the requirements for them to perform their work efficiently.	29
I agree	4	20.97%	0.809	3.857	The top management gives the workers the freedom to act quickly to deal with emergency cases.	30
I agree	2	20.45%	0.803	3.929	Some policies and procedures followed at work need clarity and interpretation.	31
I agree	3	21.42%	0.839	3.917	Senior management employs ethical values and employee self-control.	32

Gap size	Availability	Variation coefficient	standard deviation	Arithmetic mean	After freedom and independence	
21.19%	78.81%	14.73%	0.580	3.940		

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After sharing the information, it came in the second place among the dimensions of the human resource empowerment variable, and it was measured through four paragraphs of the sequence (21-24) in the study questionnaire, and it obtained an arithmetic mean (3.935), that is, high availability, and a relative coefficient of difference of (14.09%)) indicates agreement and homogeneity in the sample's opinions about the availability of the dimension of participation in the researched university, as well as the convergence of the sample's opinions, which was indicated by the standard deviation (0.554), and the size of the gap amounted to (21.31%).

After possessing knowledge, it came in the third rank among the dimensions of the variable, empowerment of human resources, and it was measured through four paragraphs of the sequence (25-28) in the study questionnaire, and it obtained an arithmetic mean (3.815), that is, with high availability, and a relative coefficient of difference of (17.23%). It indicates agreement and homogeneity in the sample's opinions about the availability of knowledge after possessing the university in question, as well as the convergence of

the sample's opinions, which was indicated by the standard deviation (0.658), and the size of the gap amounted to (23.69%).

The dimension of freedom and independence came in the first place among the dimensions of the variable, empowerment of human resources, and it was measured through four paragraphs of the sequence (29-32) in the study questionnaire, and it obtained an arithmetic mean (3.940), that is, high availability, and a relative difference coefficient of (14.73%) It indicates agreement and homogeneity in the sample's opinions about the availability of the dimension of freedom and independence in the studied university, as well as the convergence of the sample's opinions, which was indicated by the standard deviation (0.580), and the size of the gap amounted to (21.19%).

Testing hypotheses of correlation and direct effect

Test the main hypothesis which states: (there is a significant correlation between social capital and its dimensions and the empowerment of human resources)

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Empowering human resources					
N	Morale P	critical ratio C.R	standard error S.E	correlation coefficient	variable Social capital
84	.005	10.44	.073	.762	
84	.005	11.21	.067	.751	structural
84	.007	6.02	.098	.590	relational
84	.005	9.60	.073	.701	perceptual

It is clear to the researchers that there is a strong positive (.751) positive significant correlation, with a significant level (.000), which is less than the significant value (0.05), and with the critical ratio value (11.21) which is greater than its tabular value (1.96) at the level of significance (0.05) between After the structural with the empowerment of human resources, when the organization is interested in strengthening the structural, it will automatically be interested in promoting the empowerment of human resources, and vice versa. Human Resources", the senior administration in the faculties of the University of Baghdad is working to attract human resources with scientific and technical capabilities that enable the educational institution to determine the necessary requirements in the efficient completion of their administrative and academic work.

And that the weakest positive direct correlation relationship is to the relational dimension, where it is clear to the researchers that there is a strong positive direct correlation (.590), and with a level of significance (.000), which is less than the value of the moral (0.05), and with the value of the critical ratio (6.02) which is greater than Its tabular value is (1.96) at the level of significance (0.05) between the relational dimension with the empowerment of human resources. Through the results that have been reached, it is clear that the second sub-hypothesis is accepted, which states that "there is a significant correlation between relationships and the empowerment of human resources." The senior administration in the faculties of the University of Baghdad encourages its employees, including university professors, employees and workers, to form good relations and enhance moral values. Which enables them to cooperate in the face of crises by cooperating with each other.

Test the main hypothesis which states: "There is a significant effect of social

capital with its dimensions in empowering human resources."

Morale	F	R^2	morale	t calculated	Form Parameters		Variable HR Empowerment
.000	113.844	.581	.000	4.713	1.202	α	Variable
			.000	10.670	.697	B	Social capital
.000	105.837	.563	.000	6.709	1.550	α	
			.000	10.288	.584	B	structural
.000	43.873	.349	.000	7.860	2.128	α	
			.000	6.624	.456	B	relational
.000	79.160	.491	.000	5.778	1.545	α	
			.000	8.897	.635	B	Perceptual

From the previous results, we conclude the acceptance of the main hypothesis which states that there is a significant effect of social capital with its dimensions (structural, relational, and cognitive) in empowering human resources.

(THE FOURTH AXIS) CONCLUSIONS AND RECOMMENDATIONS

Conclusions: -

1- The structural dimension achieved a higher application and availability than the two dimensions (relational, perceptual), in which the perceptual dimension was less

applied and available among all dimensions of social capital.

2- The least applied and available among the dimensions of human resource empowerment is after possessing knowledge, but after sharing information, it came second most applied and available among the dimensions of human resource empowerment, and the most widely applied and available among them is the dimension of freedom and independence.

3- The departments in the faculties of the University of Baghdad are working to form cooperative work teams that are characterized by the spirit of participation

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in the performance of their work in an appropriate manner that enhances their performance.

4- The departments of the faculties of the University of Baghdad are working to form good relations between the employees that keep away from the disagreement and conflict that may occur between them at work.

Recommendations -:

1. Increasing the interest of the studied colleges in the study variables, which are considered relatively recent, especially in the field of human resources empowerment, and deepening the understanding of the administration and its workers, of its importance at the level of the organization and improving its performance, through the establishment of its own workshops and scientific seminars.

2. Paying attention to the ideas, opinions and views of the employees and submitting them to the colleges and universities councils and benefiting from them, as they may share some of the university's goals, which lead to their achieving them more effectively.

3. Motivating and encouraging employees and taking care of them in the faculties of the University of Baghdad, financially and morally, on the work they perform in

addition to their regular work, and work on allocating resources and including them in the university budget, and this leads to their feeling of belonging to the organization and completing the work in the best way.1. Increasing the interest of the studied colleges in the study variables, which are considered relatively recent, especially in the field of human resources empowerment, and deepening the understanding of the administration and its workers, of its importance at the level of the organization and improving its performance, through the establishment of its own workshops and scientific seminars.

2. Paying attention to the ideas, opinions and views of the employees and submitting them to the colleges and universities councils and benefiting from them, as they may share some of the university's goals, which lead to their achieving them more effectively.

3. Motivating and encouraging employees and taking care of them in the faculties of the University of Baghdad, financially and morally, on the work they perform in addition to their regular work, and work on allocating resources and including them in the university budget, and this leads to their feeling of belonging to the organization and completing the work in the best way.

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