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THE IMPACT OF PROFESSIONAL CAPITAL ON HIGH PERFORMANCE: ANALYTICAL RESEARCH AT THE IRAQI MINISTRY OF LABOR AND SOCIAL AFFAIRS

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ABSTRACT

This research aims to show the extent of the impact of professional capital in achieving high performance in the research sample, and to diagnose the relationship between the research variables and their dimensions, and based on the basic problem by asking the extent of the impact of professional capital as an independent variable represented by its three dimensions (human capital, social capital, decision capital) in achieving high performance as a responsive variable represented by its four dimensions (management quality, openness and orientation towards work, long-term orientation, continuous improvement and renewal), and on the basis of which a hypothetical scheme was designed that shows the relationship between the main variables, including its dimensions, and deduced from them. A set of main and sub-hypotheses, and for the purpose of reaching the results, the descriptive analytical approach was used in presenting and interpreting the research information. In the center of the Iraqi Ministry of Labor and Social Affairs, which numbered (578), and the sample of the research was (231), which was determined based on the Thompson equation, where and (240) questionnaires were distributed and (235) were retrieved from them, and the good ones were (231) representing the research sample. The statistical analysis of the research concluded a number of results, the most prominent of which was the presence of a significant effect of professional capital on high performance, and this indicates that professional capital has an active and influential role in achieving high performance, that is, whenever the Ministry of Labor and Social Affairs seeks to adopt capital Professional, this will constitute a major and effective factor to reach high levels of performance.

Keywords: *professional capital, high performance.*

INTRODUCTION

The concept of professional capital and high performance is one of the important and vital topics that positively affect public organizations by achieving their requirements and objectives, as professional capital is one of the modern entrances to human resource management and a basic concept that includes a group of capital together in a harmonious manner to achieve high quality and performance. Distinguished organizations in all areas of professional practice, which contribute to improving the performance levels of

service organizations in particular. Where professional capital represents one of the types of capital invested in the improvement and development of employees in the organization through the development, integration and systematic interaction of three types of capital: "human, social and decision-making", which is a basic pillar for any organization seeking to achieve high performance, which refers to the organization's ability to perform more efficiently and achieve much better results compared to other organisations. In light of the accelerating pace of global changes and developments

and the effects of globalization in all aspects of economic, social and technological life, the emergence of new forms of organization and ways of working, new characteristics in jobs and workers, the emergence of new qualifications for the concept of a job and the concept of a profession without borders, and in light of developments in issues such as knowledge, skills and talents Experience, creativity and innovation, and the impact of the Corona epidemic at the beginning of the second decade of this century, increased the need and interest of organizations for new methods and techniques for work systems and to bring about a qualitative shift in the characteristics of the workforce, enabling them to face threats and challenges and achieve high levels of performance.

THE FIRST TOPIC: THE METHODOLOGICAL FRAMEWORK OF THE RESEARCH

First: The Research Problem:

All organizations today seek to adopt modern administrative systems, especially in light of the increased intensity of competition in performance, which prompted organizations to search for methods and means that would enable them to keep pace with developments and adapt to changes in order to improve their

performance in general and achieve high performance in particular. Based on the urgent need for Iraqi public organizations to identify the obstacles that prevent access to high levels of performance and to address them by developing appropriate solutions to them, the research problem emerges, which indicates the shortcomings in achieving high performance, as well as the weak levels of professional capital for workers in public organizations, including the research community. On this basis, the problem of the current research crystallized, as several problems were observed in the aspects of performance in the researched ministry, from here this research emerges to highlight the active and important role that the independent variable “professional capital” can play in improving and enhancing the responsive variable “high performance”. Thus, the main research problem is manifested through the following main question: (The extent of the impact of professional capital in achieving high performance)? From which emerge some sub-questions that, in their entirety, reflect the main question and my agency:

- 1- What is the nature and level of interest in research variables and their sub-dimensions in the ministry under study?
- 2- What is the level of adoption of high performance in its sub-dimensions? In the research ministry?

- 3- What is the level of professional capital adoption? And what dimensions get the most attention? In the research ministry
- 4- Does professional capital affect the high performance in the ministry under study?

Second: The Importance of the Research: The importance of the research is reflected in the following two aspects:

A - The aspect of cognitive importance:

which is represented by the scarcity of studies that dealt with the variables and dimensions of research, which can be considered as a contribution and a modest addition to enriching the Iraqi, Arab and international knowledge library in the field of public administration science. The cognitive importance also lies in the statement of the intellectual and philosophical foundations through a theoretical framework that reviews the most important opinions mentioned in the recent literature from researchers to deepen understanding of the role of variables and their sub-dimensions of research, and knowledge of the relationship and intellectual overlap between them.

B - The aspect of practical importance:

which is represented by the following:

- 1- Adopting modern standards used in international environments and testing

them for the first time in the Iraqi environment.

- 2- Diagnosing the aspects that support enhancing the dimensions of high performance, as well as providing information on how to invest and develop professional capital to serve the ministry, the research sample.

- 3- An attempt to draw the attention of officials to focus on developing the capabilities and skills of workers by adopting the dimensions of research variables, which contribute to the improvement and development of performance levels and human resource capabilities in the researched ministry.

- 4- To benefit from the conclusions and recommendations of the research in contributing to the development of proposals for officials in the researched ministry in order to take appropriate decisions, to overcome the difficulties that stand in the way of achieving high performance as well as to develop the capabilities and skills of workers by focusing on the professional capital of the ministry in question.

Third: Research Objectives : The research attempts to achieve the following objectives:

- 1- Providing an integrated theoretical framework that deepens awareness of the contents of the research and gives a clear

vision of its main and subsidiary variables, providing the concerned in the researched ministry with theoretical and practical information that shows the objectives and importance of the variables and their dimensions in contributing to solving problems, overcoming difficulties and improving performance.

2- Determining the level of adoption of the main variables, and the availability of their dimensions according to the perceptions of the workers (managers and employees) in the ministry under study.

3- Clarify the nature of the relationship and influence between the independent variable “professional capital” with its dimensions, and the responsive variable

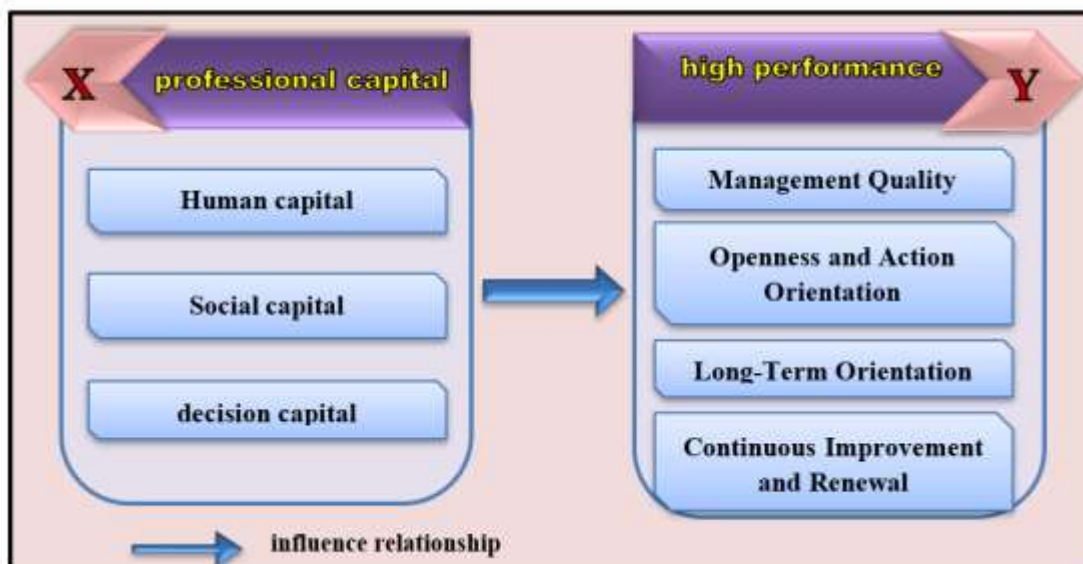
“high performance” with its dimensions, at the field level.

4- Diagnose the causes of low levels of high performance and professional capital, identify the strengths and weaknesses of each, and work to find solutions to address the shortcomings.

5- Providing a set of solutions and proposals based on the findings of the research to serve the public organizations and the investigated ministry in particular, and open the way for subsequent studies of these variables and an attempt to add other variables as an endeavor that contributes to progress, development and positive impact on our public organizations.

Fourth: The hypothesis of the research:

Figure (1) Hypothesis Research Model



Source: Prepared by the researcher

Fifth: Research Hypotheses :

The research hypotheses were formulated in the light of the research problem and its questions, and to achieve the objectives of the research, and in line with the proposed hypothesis model into a main hypothesis from which sub-hypotheses emerge, which are as follows:

The main hypothesis: (there is a significant effect of professional capital on high performance) and the following sub-hypotheses emanate from this hypothesis:

- 1- The first sub-hypothesis of research (there is a significant effect of the dimension of human capital in high performance).
- 2- The second sub-hypothesis of research (there is a significant effect of the dimension of social capital in high performance).
- 3- The third sub-hypothesis of research (there is a significant effect of the decision capital dimension in high performance).

Sixth: Research Methodology :

The current research relied on the (descriptive-analytical approach), which is one of the most famous methods used in various scientific research, as it is characterized by its ability to investigate and monitor phenomena as they are in reality and study facts about phenomena

and events through data and information collection, analysis, interpretation and conclusion of its implications, and to reach a conclusion. Results contribute to understanding reality, and therefore this method has the advantage of being used in this research.

Seventh: The research community and its sample :

The research community represents all workers in the center of the Ministry of Labor and Social Affairs, who number (578), as the researcher used the random sample, where (managers and employees) were chosen to represent the research community, and the sample size amounted to (231) and was determined based on (Stephen's equation) Thompson), and to ensure the fulfillment of the research requirements, the researcher worked on distributing (240) questionnaires to the research sample, from which (235) were retrieved, and when they were separated, the number of valid questionnaires for statistical analysis was (231) questionnaires that represented the total number of the research sample.

Eighth: Methods of data collection:

In covering the research, the researcher relied entirely on two aspects, as follows:

1- The theoretical side: In covering the theoretical side, the researcher relied on what was mentioned in Arab and foreign sources of books, theses, letters, research, articles, publications of conferences and periodicals, and making use of the web (Internet) in obtaining modern foreign sources and studies published on academic websites and in international journals.

2- The practical aspect: It included the following:

A- The questionnaire: It represents the main source that the researcher relied on collecting the necessary information in order to complete the requirements related to the practical aspect of the research. It consists of a set of questions, the format of

its paragraphs based on foreign standards characterized by modernity. The questionnaire included two important parts:

The first part included the personal information of the research sample (gender, age group, educational qualification, length of service, job position, training courses).

As for the second part, it targets the overall level of the ministry under study and includes questions related to the research variables (professional capital, high performance), and it consists of (31) questions. Table (1) shows the reliable sources adopted in preparing the questionnaire paragraphs.

Table (1) The main and sub-variables of the research, their paragraphs, and the approved scale

main variables	sub-dimensions	number of paragraphs	Paragraph sequence	Source (standard scale)
Professional capital (independent variable)	Human capital	5	34 - 38	Liu , et al , 2020
	Social capital	5	39 - 43	
	decision capital	5	44 - 48	
high performance (responsive variable)	Management Quality	4	18 - 21	De Waal & De Bono, 2020
	Openness and Action Orientation	4	22 - 25	
	Long-Term Orientation	4	26 - 29	
	Continuous Improvement and Renewal	4	30 - 33	

Source: prepared by the researcher

B- Interviews and field visits: through the researcher making a number of field visits to the center of the ministry under study, and conducting personal interviews with a number of sample members, which included (10) individuals, to clarify the objectives of the research, its importance and the possibility of its application in the ministry, and in order to strengthen the vocabulary of the questionnaire, and to listen to the destinations Multiple considerations, and taking notes to benefit from them when analyzing the practical aspect of our current research.

THE SECOND TOPIC : THE THEORETICAL FRAMEWORK

This topic deals with the theoretical framework of professional capital in terms of concept, importance and dimensions represented by (human capital, social capital, decisional capital), and the theoretical framework for high performance in terms of concept, importance and dimensions represented by (management quality, openness and orientation towards work, orientation long-term, continuous improvement and renewal) and as follows:

First: Professional capital:

Professional capital is a function of the interaction between three components:

human capital (the talent of individuals), social capital (the collaborative strength of the group), and decision-making capital (the wisdom and experience to make sound judgments), which are developed over many years. This paragraph includes (the concept of professional capital, the importance of professional capital, dimensions of professional capital), as follows:

1/ The concept of professional capital:

Professional capital refers to the professional value of an individual or group that enables it to achieve its goals, and the professional capital that accumulates in workers comes from investing human and material resources through communication channels between employees (Edkins, 2013: 123), and from the perspective of professional capital, competence is The professional development of employees or their ability to achieve their goals and the organization's goals is a type of capital, and investing in the professional development of employees is a type of capital investment, which will bring benefits to both employees and the organization through the growth of professional capital (Liu, et al, 2020: 81), where professional capital is one of the types of capital invested in improving and

developing workers in the organization, through the development, integration and systematic interaction of three types of capital: “human, social and decision-making” (Tarnowski,2021:29).

Professional attributes and value of professional workers in the organization, where human capital refers to the value of each individual worker, social capital refers to the quality of interactions between workers, and decisional capital refers to the ability of workers to make judgments and decisions. Ratt (Goos & Beswick, 2021:350), and this was confirmed by Hargreaves and Volan, who pointed out that the concept of occupational capital is a trilogy of capitalist ideologies that work hand in hand to improve the quality of workers and increase their efficiency, thus positively affecting the quality and performance of the organization as expressed The two researchers are looking for professional capital with the following equation:

$$PC = (HC + SC + DC)$$

Where (PC) professional capital represents professional capital, (HC) human capital, (SC) social capital, and (DC) Decisional capital (Hargreaves, 2021:1850).

2/ The importance of professional capital:

The importance of professional capital is highlighted as it enables workers to acquire sound knowledge, know how to carry out their duties, cooperate in the exchange of experiences, and maintain a high level of performance. (Tong & Razniak, 2017:38) sees the importance of professional capital in the following points:

1- Professional capital contributes to the development of new ways of working and responding to changes in the surrounding environment

2- It is useful in enriching professional management decisions, as it helps to know where to focus their efforts.

The researcher (Visone, 2018:2-3) adds that the importance of professional capital comes from the following:

1- The three types of professional capital add value to the jobs of employees

2- Achieving a balance between personal life and work, especially that achieving it is an important component of professional success

Also (Sell, 2021: 56-57) sees the importance of professional capital in the organization, which is reflected in the following:

1- The building of professional capital in the organization will positively affect the employees, as the higher the level of the

professional capital in the organization, the greater the career opportunities for the employees, and the organization will enjoy the increased professional capacity due to the wide links.

2- Increasing the level of professional capital for employees leads to an increase in individual and collective professional competence, and that increasing professional competence builds professional confidence in a constructive response to external pressures and unfamiliar contexts.

3/ Dimensions of professional capital:

1- Human capital :

Refers to the group of individuals working in the organization with distinct capabilities and abilities, which the organization can, through their efforts, reach its goals effectively and efficiently because of the possession of these individuals with the experience, skill and competence necessary to accomplish the tasks entrusted to them (Arvan et al, 2016: 3), as human capital indicates. To work-related skills, knowledge, and an understanding of what is required to ensure good job performance, by developing and acquiring broad skills that can be transferred across organizational boundaries. An individual with a high level of human capital is open to new

opportunities and professional experiences. Being human capital provides Employees with competence, unique knowledge and skills, and achieving success in their professional lives (690: Jarlstrom et al, 2020). Human capital depends on several main components, the first of which is “knowledge” which means possessing and understanding the principles, facts, processes and interactions between them, and knowledge tends to be valuable. Greater when they are field-specific (Marvel et al, 2016:18), and second, "professional competence" refers to skills and abilities, where skills represent capabilities and behaviors that depend on experience and practitioner As for capabilities, they refer to special qualities related to human instinct (Bilan et al, 2017:211), and finally “experiences” refer to the intangible human capital assets that have been acquired from previous or current practice and work (Lagakis et al, 2012:24).

2- Social capital :

Social capital is an organizational resource that stems from relationships between working individuals and between groups that are driven by common goals, trust, a sense of friendship and cooperation at the organization level, which leads to the sharing of information and knowledge, and thus enables the creation of a competitive

advantage for the organization (Hador, 2017:4, as pointed out by Ras Social money refers to the interchangeable resources that exist between workers through social networks and contacts in the organization, and that contribute to productive and service activities. These resources include information, ideas, opportunities, shared emotions, and even trust and understanding (Liu et al, 2020: 82), and social capital belongs to The resources that were formed under the influence of social, economic and scientific development on the one hand, and psychological and emotional ties on the other hand, as it is based primarily on cooperation, which is a prerequisite for acquiring the necessary competencies (Dolinska, 2020:97). Researchers have identified three main components of social capital, The first is structural social capital and refers to the links between employees and represents who is associated with whom, and the pattern of structural relationships of social networks for employees in the organization (Sr. irama et al, 2020: 5, and secondly, relational social capital, and it refers to informal “personal relationships” between workers, which are based on shared values, trust, commitment, and reciprocity (Ganguly et al, 2019: 1111, and finally capital). Cognitive refers to the compatibility resulting from shared language and symbols, cultural and social

beliefs, concepts, values, memories, and shared narratives of workers (Rezaei et al, 2020: 488).

3- Decision capital :

The concept of decisional capital refers to the ability of professional workers to issue discretionary judgments, as judgments sometimes require decisions that are not based on confirmed evidence, which requires the issuance of discretionary decisions, and this is what gave decision capital its importance as it relates to developing decision-making capabilities (37: Hargreaves & Fullan, Decisional capital is also defined in practice as “the reflexive implementation of human and social capital to improve the organization” (Watts & Richardson, 2020: 169), also refers to the capital gradually accumulated by workers through structured and unstructured experience, and professional practice. , and thinking, where decision-making in complex and ambiguous situations is an important part of workers’ professionalism (Liu et al, 2020: 82), and decision capital is acquired and developed over time through practice and experience, without diminishing the importance of the process of forming professional competence for it, It also requires specialists to understand and know the values of their professional community, and to do this they need qualified human

capital and influential social capital in the organization (Dolinska, 2020:98). previous data, cognitive qualifications, age, individual differences, personality traits, values and beliefs, and the extent of independence available to workers” (Walker, 2017: 32).

Second: High performance:

The interest in the concept of high performance began due to the need to name the organizational, technical, social and administrative aspects of work that can provide high efficiency, especially since the main pillar in building a high-performance work system is the involvement of workers, as the essence of the high performance system is to create a system that makes the people working in the organization They feel responsible for their existence and their future. This paragraph included (the concept of high performance, the importance of high performance, dimensions of high performance). As follows:

1/ The concept of high performance:

The concept of high performance is one of the contemporary intellectual concepts that emerged at the end of the last century and the beginning of the new century. Organizations of all sizes and types of ownership were interested in adopting it in

order to improve their internal operations, in addition to the researchers’ interest in the concept as a scientific field still in its early stages (Al-Taie, 2008: (99, The first attempt to identify high performance was made by Peters et al. (1982) in their book (The Search for Excellence), as the authors state that high performance organizations maintain a strong culture and alignment between leadership, strategies, structure, and employee competencies (Do & Mai, .2020:4). High performance is seen as a system of human resource practices designed to enhance employee skills and commitment so that workers become a source of sustainable competitive advantage for organizations (Obeidat, 2017: 5), and high performance refers to a range of human resource management practices, including performance pay, outreach programs Various employee, training and team-based work, when used in combination, are able to generate superior organizational performance (Huang et al, 2018:2), and researchers have extensively demonstrated the effects of The positive results of high performance systems on employee job satisfaction, organizational commitment, performance, well-being, and organizational business performance (Hu et al, 2019:1-2). Their skills, developing their innovations, and then improving organizational performance in order to reach superior

institutional performance (Al-Ghazawi, 44:2021), and high performance includes practices such as comprehensive selection of recruitment procedures, intensive training programs, fair rewards, and evaluation of developmental performance. Thus, these practices indicate the organization's intention to build A supportive organizational environment for its employees (Liu & Lin, 2021:5).

2/ The importance of high performance:

The importance of high performance in achieving a variety of outcomes and benefits for organizations and workers alike. High-performance workplaces provide workers with greater freedom to decide how to achieve their goals, the ability to learn, the generation of new ideas, and a greater appreciation for their opinions and experiences (Bohlander & Snell, 2015: 700) And researchers have proven the positive effects of high performance on employees' job satisfaction, organizational commitment, performance, well-being, and organizational work performance (Hu et al, 2019:1-2). Also (De Waal, 2012: 287) mentions that high performance contributes to achieving many benefits for organizations, the most important of which are the following:

1- It makes the organization better, as the organization has a unique strategy compared to competitors.

2- It creates better behavior for employees, and they take more responsibility for improving the organization's products and services.

3- Provides better cooperation inside and outside the organization, whether with colleagues, or externally with suppliers and customers.

4- It achieves better financial results, which makes the productivity of the high-performing organization increase with lower costs.

5- It provides a competitive advantage, represented by resources or competencies that enable the organization to provide the service better than competitors and is difficult to imitate.

3/ Dimensions of high performance:

1- Management Quality:

The quality of management is the first and most important factor in a high performance organization, which has been in the spotlight at least since Peter Drucker paid attention to it (Stefan & Thorgeir, 2017:21). Management in a high performance organization maintains trusting relationships with employees at all organizational levels, By showing appreciation for their loyalty, treating them

with care and respect, and developing and maintaining a good relationship with them (Miriam & de Waal, 2011), the quality of management emerges in its ability to create conditions in the workplace that motivate workers to achieve the organization's goals, by enhancing knowledge, skills and abilities Employees and their commitment and providing them with the information and discretion necessary to take advantage of these skills and commitment in completing their jobs (Leggat & Balding, 2013:315). Performance will improve continuously, leading to high performance (Pattanasing et al, 2019:382).

2- Openness and action orientation:

This characteristic is not limited to creating a culture of openness, but rather focusing on describing it to achieve results, and it encourages workers to take a kind of calculated risk, develop their dynamic capabilities and personal participation to manage these organizations in this process (Al-Hasnawi et al., 2016: 19), as well as pay attention to It also provides a network for the exchange of knowledge, both internal and external, to promote new ideas to improve the performance of the organization more efficiently by focusing on the participation of workers (Pattanasing et al, 2019 :383), and from the culture of high-performance organizations

is the administration's openness to its workers by paying attention and listening to their suggestions, and directing them to effective guidance that serves the organization and its employees and raises its level of performance (Al-Hamiri and Hamash, 42: 2020), and to increase openness and practical orientation in organizations, discussions must be organized Continuous and open dialogues, interest in building work teams, engaging employees more, organizing training sessions, especially on-the-job, and learning from feedback from employees and management (de Waal & De Bono, 2020: 398).

3- Long-Term Orientation:

The management of high performance organizations is committed to working to enhance the long-term orientation, achieve organizational goals, motivate employees, provide opportunities, and work to create a safe work environment that gives employees job security and stability (Abujarad and Abu Hajeer, 941: 2018), in addition to encouraging employees to assume leadership roles and this encourages promotion Managers from within the organization, which helps to nurture the organizational culture and appreciate good and long-term relationships with all parties that deal with the organization (Stefan & Thorgeir,

2017:21), and high performance organizations are keen through a long-term orientation to respond to the requests and desires of their customers while providing its services, by knowing what he wants by making direct contact with him (Abdul Karim, 2017: 174), and the long-term orientation in the high performance system gives more attention and focus to long-term benefits, and also emphasizes the management of human capital and the necessary adjustments to the environment surrounding human capital development. That is, the main focus is on employees, attracting, encouraging and retaining talent and maintaining a balance between work, workers and workgroups (Pattanasing et al, 2019:383).

4- Continuous Improvement and Renewal :

Continuous improvement and renewal in high performance organizations usually begins with the organization adopting strategies that distinguish it from others, simplifying, improving and aligning all its processes to improve its ability to respond to events efficiently and to eliminate unnecessary procedures and information overload (Miriam & de Waal, 2011) as well as attention With knowledge and bringing it to the organization and taking into account innovation in terms of products and services, the high-performing

organization reports on everything that is important and necessary for its performance in terms of financial and non-financial terms not only for management but for all employees of the organization (Stefan & Thorgeir, 2017:22), as well as the advantages of Continuous improvement and renewal It reduces redundant jobs, adapts operations to align with its products and services, and contributes to creating competitive advantages to respond to rapid changes and continuously strive to achieve the best results (Goedegebuure & de waal, 2017:433). Either in content (what the organization wants to achieve) or in implementation (how the organization does things) or (ideally) in both (d e Waal & De Bono,2020:405).

THE THIRD TOPIC: THE PRACTICAL FRAMEWORK

First: Presentation and analysis of the descriptive results of the research variables

1: Presentation, analysis and diagnosis of the independent variable professional capital:

From the table (2) below, we note the arrangement of the importance of the sub-variables of professional capital and their arrangement according to their importance and using the coefficient of variation, where the employees' answers about the

variables of professional capital appeared higher and more important than the managers' answers to them, and this is primarily due to the increase in the number of members of the sample of employees compared to the number of individuals. The sample of managers, on the other hand, we note that the professional capital variable achieved a total arithmetic mean (2.89) at a level close to the weak, which indicates that there is a clear decline in the levels of professional capital and in all its dimensions in the Ministry of Labor and Social Affairs, especially in the most important dimension of the capital Professional money, which is human capital, which was declining from the point of view of employees and more importantly from the point of view of managers as well, that is, managers are diagnosed with this problem and there are no solutions for the purpose of preparing this research. Table (2) also shows the following results:

- The results showed that the highest value was at the dimension (decisional capital) with an arithmetic mean (3.159) from the point of view of managers and at an average level, and the lack of dispersion of their answers with a standard deviation (0.748), meaning that there is a decline in the levels of decisional capital, as the senior management does not give great

authority. Nor the independence and empowerment necessary for employees, and there is no serious approach to developing their capabilities and abilities, which would enable them to take decisions, especially important decisions in complex situations facing them.

- As for the lowest value, it came in the dimension (human capital) with an arithmetic mean (2.812) from the employees' point of view and at an average level and with a standard deviation (0.805), from the employees' point of view, as the results showed in general that the level of the ministry's interest in the human capital it owns and the pursuit of To develop and develop it, which would raise the level of services and performance in general.

- The results that appeared at the general total level of the sample as a whole for this variable also confirmed the previous results that had been reached from the point of view of managers and from the point of view of employees.

- Finally, the results showed that the most agreed dimensions from the point of view of the employees and at the overall level were for the dimension of "decisional capital", which indicates that the most agreeable, clear and tangible dimensions by the research sample were for decisional

capital, meaning that most of the practices, activities and procedures that you undertake The ministry with regard to the decision capital was clear and known by

all employees compared to the rest of the dimensions, which were slightly high in terms of the coefficient of variation.

Table (2) Summary of the dimensions of the occupational capital variable

Statistical indicators		Dimensions of the professional capital variable			
		decision capital	Social capital	Human capital	professional capital variable
Statistical indicators	Arithmetic mean	3.159	3.039	2.957	3.051
	standard deviation	0.748	0.822	0.875	0.748
	Variation coefficient	23.678	27.048	29.591	24.517
	Relative importance	1	2	3	Second
	the direction of the answer	Average	Average	Average	Average
From the point of view of the staff	Arithmetic mean	2.886	2.834	2.812	2.844
	standard deviation	0.666	0.756	0.805	0.631
	Variation coefficient	23.077	26.676	28.627	22.18
	Relative importance	1	2	3	the first
	the direction of the answer	Average	Average	Average	Average
Total	Arithmetic mean	2.947	2.94	2.89	2.89
	standard deviation	0.693	0.774	0.822	0.663
	Variation coefficient	23.515	26.327	35.601	22.941
	Relative importance	1	2	3	
	the direction of the answer	Average	Average	Average	Average

Source: SPSS V.25

2: Presentation, analysis and diagnosis of the high performance responsive variable:

From the table (3) below, we note the arrangement of the importance of the sub-variables of high performance and their arrangement according to their importance

and using the coefficient of variation, where the employees' answers about the high performance variables appeared higher and more important than the managers' answers to them, and this is primarily due to the increase in the number of employees in the sample of employees compared to the number of members in the

managers' sample On the other hand, we note that the high performance variable achieved a total arithmetic mean (2.981) at an average level close to the weak, and the consistency and convergence of the sample answers with a total standard deviation of (0.742), which indicates that the Ministry of Labor and Social Affairs did not rise in its performance to the levels of high performance, as it was It has a regression and certainly by managers as well as employees, especially in the dimension of openness and orientation towards work, which was regressing from the point of view of employees and most importantly from the point of view of managers as well, that is, managers are diagnosed with this problem and there are no solutions for the purpose of preparing this research. Table (3) also shows the following results:

- The results showed that the highest value was at the dimension (management quality) with an arithmetic mean (3.282), a mean level and a standard deviation (0.862), from the point of view of managers, and this indicates a decrease in the levels of management quality, a result diagnosed by managers as well as employees who find that Senior management is not interested in a well-studied and clear way in providing adequate conditions and support for workers so that they can work with high levels of sincerity, commitment and

integrity by showing appreciation for their loyalty and treating them with care and respect, encouraging faith and trust in themselves and others, as well as weak relationships and lack of interest in developing them with workers and not focusing on achieving The results through the speed of decision-making and procedures, which negatively affects the levels of management quality, and thus the desired results and objectives of the ministry in question.

- As for the lowest value, it came in the dimension (openness and orientation towards work) with an arithmetic mean (2.872), an average close to the weak and a standard deviation (0.883), and from the employees' point of view, this indicates a decrease in the levels of interest in the aspect of openness and orientation towards work, where we did not find The actual interest and orientation to create and adopt a culture of openness or dialogue in order to use it to achieve the desired goals by the ministry. Therefore, we also find that the ministry is not interested in developing the skills and capabilities of workers or informing them of the extent of their importance and their role within the ministry by giving them the opportunity to participate in new ideas and listen to their suggestions and initiatives, As a result, this culture affected the decline in levels of openness and orientation to work.

- The results that appeared at the general total level of the sample as a whole for this variable also confirmed the previous results that had been reached from the point of view of managers and from the point of view of employees.
- Finally, the results showed that the most agreed dimensions from the point of view of the employees and at the overall level was the dimension of "management high in terms of the coefficient of variation.

quality", which indicates that the most agreeable, clear and tangible dimensions by the research sample were for the dimension of management quality, meaning that most of the practices, activities and procedures that you undertake The ministry with regard to the quality of management was clear and known by all employees compared to the rest of the dimensions, which were slightly

Table (3) summary of the dimensions of the high

Statistical indicators		Dimensions variable high performance				
		Continuous improvement and renewal	long-term orientation	Openness and work orientation	management quality	High performance variant
Statistical indicators	Arithmetic mean	3.199	3.154	2.994	3.282	3.157
	standard deviation	0.843	0.904	0.925	0.862	0.804
	Variation coefficient	26.352	28.662	30.895	26.264	25.467
	Relative importance	2	3	4	1	Second
	the direction of the answer	Average	Average	Average	Average	Average
From the point of view of the staff	Arithmetic mean	2.911	2.909	2.872	3.03	2.93
	standard deviation	0.803	0.843	0.883	0.821	0.717
	Variation coefficient	27.585	28.979	30.745	27.096	24.471
	Relative importance	2	3	4	1	the first
	the direction of the answer	Average	Average	Average	Average	Average
Total	Arithmetic mean	2.976	2.964	2.932	3.15	2.981
	standard deviation	0.819	0.861	0.892	0.835	0.742
	Variation coefficient	27.520	29.049	30.423	26.508	24.891
	Relative importance	2	3	4	1	
	the direction of the answer	Average	Average	Average	Average	Average

Source: SPSS V.25

Second: To test the research hypothesis :

In order to accept or reject the research hypotheses of the direct impact relationship, we will discuss in this paragraph the test of the main impact hypothesis and the sub-hypotheses that emerged from it, which were previously identified.

Test the main hypothesis :

To test the main hypothesis that stipulates the following (there is a significant effect of professional capital on high performance), the analysis will be conducted according to a simple linear regression model, as follows:

$$\text{High Performance} = 0.298 + 0.969 \text{ (Professional Capital)}$$

It is evident from Table (47) that:

The calculated value of (F) achieved a value of (506.000). It is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of professional capital on high performance), which indicates the existence of a significant effect between the capital Professional in high performance, meaning that the researched ministry, whenever it seeks to increase interest in the application of professional

capital, both in terms of developing human capital by developing the skills and capabilities of workers, motivating and encouraging them to work, as well as developing social capital by paying attention to the behavioral aspect of workers and working to strengthen bonds. The relationship between the upper and lower management, as well as the development of decision-making capital through their delegation and their ability to make decisions, as this will constitute a strong and effective element in increasing the Ministry's capabilities to achieve high performance. As it is evident from the value of the Adjusted Coefficient of Determination (R^2) of (0.687) that the professional capital explains 69% of the variables that occur on high performance, while the remaining percentage (31%) is due to other variables not included in the research model. Where the calculated value (t) of the marginal slope coefficient for the variable of professional capital was recorded (22.494), which is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates that the marginal slope coefficient of the variable of professional capital is significant. It is also shown by the value of the marginal slope coefficient (β) of (0.969) that an increase in the professional capital by one unit will lead to an increase in high performance by (97%), and the

value of the constant (α) was recorded in the equation (0.298), meaning when the capital is Professional money is equal to zero, the high performance will not be less than this value.

1. Testing the first sub-hypothesis:

To test the hypothesis that stipulates the following (there is a significant effect of the dimension of human capital in high performance).

$$\text{High performance} = 0.945 + 0.716 (\text{human capital})$$

It is evident from Table (47) that:

The calculated (F) values were (389,057).

It is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of the dimension of human capital in high performance). That is, there is a significant effect between the dimension of capital.

Human resources in high performance, meaning that whenever the Ministry of Labor and Social Affairs seeks to pay attention to its human resources and to believe in their abilities and their role in advancing the general performance levels of the Ministry, this will have an effective impact on achieving high performance. Through the value of the adjusted determination coefficient (R^2) of (0.628), it

is clear that the dimension of human capital explains 63% of the variables that occur on high performance, while the remaining percentage (37%) refers to other variables that are not included in the model. The research recorded the computed value (t) of the marginal slope coefficient for the dimension of human capital (19,725), which is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient for the dimension of human capital. It is also shown by the value of the marginal slope coefficient (β) of (0.716) that an increase in the dimension of human capital by one unit will lead to an increase in high performance by (72%). The value of the constant (α) was recorded in equation (0.945), meaning When the human capital dimension is zero, the high performance will not be less than this value.

2. Second sub-hypothesis test :

To test the hypothesis that stipulates the following (there is a significant effect of the dimension of social capital in high performance).

$$\text{High performance} = 1.157 + 0.633 (\text{social capital})$$

It is evident from Table (47) that:

The calculated (F) value recorded its value (177.725). It is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of the dimension of social capital in high performance), which indicates that there is an effective influence between social capital and performance. Higher, that is, when the ministry works on paying attention to social and behavioral relations and strengthening the bonds of relationship among workers as well as workers and senior management, this will have an effective impact on achieving high performance. From the value of the Adjusted Coefficient of Determination (R^2) amounting to (0.435), it is clear that the social capital dimension explains (43%) of the variables that occur on high performance, while the remaining (57%) is due to other variables that are not included in the research model. The value of (t) calculated for the marginal slope coefficient of the dimension of social capital was recorded (13.331). It is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient for the dimension of social capital. Social capital by one unit will increase high performance by (63%).

The value of the constant (α) was recorded in equation (1.157), meaning when the dimension of social capital is equal to zero, the high performance will not be less than this value.

3. Third sub-hypothesis test :

To test the hypothesis that stipulates the following (there is a significant effect of the decision capital dimension in high performance).

$$\text{High performance} = 0.765 + 0.752 \text{ (decisional capital)}$$

It is evident from Table (47) that:

The calculated value of (F) achieved a value of (222,892). And it is greater than the tabular value (F) of (3.94) at the level of significance (0.05), so the hypothesis was accepted, which states (there is a significant effect of the dimension of decision-making capital in high performance), that is, there is a significant effect of decision-making capital in achieving High performance, and therefore the possibility of taking responsibility and making decisions by delegating and empowering employees, this will constitute a strong incentive for the Ministry to reach advanced levels of high performance. From the value of the Adjusted Coefficient of Determination (R^2) amounting to (0.491), it is clear that the

decision capital dimension explains (49%) of the variables that occur on high performance, while the remaining percentage (51%) refers to other variables that are not included in the research model. Where the value of (t) calculated for the marginal slope coefficient of the decision capital dimension was recorded (14,930). It is greater than the tabular value (t) of (1.984) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient for the

dimension of the decision capital, as shown by the value of the marginal slope coefficient (β) of (0.752) that an increase in the dimension of The decision capital by one unit will increase the high performance by (75%). The value of the constant (α) was recorded in the equation (0.765), meaning when the decision capital is zero, the high performance will not be less than this value.

Table (4) Significant indicators to analyze the impact of the dimensions of professional capital on high performance

indicat ion	Sig	(t)	(F)	Adjusted (R ²)	(R ²)	Dimensions of the professional capital variable			responsive variable
signify	0.000	19.725	389.057	0.628	0.629	0.945	(α)	Human capital	high performance
						0.716	(β)		
signify	0.000	13.331	177.725	0.435	0.437	1.157	(α)	Social capital	
						0.633	(β)		
signify	0.000	14.930	222.892	0.491	0.493	0.765	(α)	decision capital	
						0.752	(β)		
signify	0.000	22.494	506.000	0.687	0.688	0.298	(α)	professional capital	
						0.928	(β)		

Tabular value (F) = 3.94
 Tabular value (t) = 1.984
 Sample size = 231

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First : The Conclusions:

1- The results of the research showed that there is a decline in the levels of interest in human capital from the point of view of managers and employees, and as we did not find interest in capacity development

for creators, and therefore the focus by the ministry is only on the official, routine side, which will not reach the ministry to high performance levels .

2- There is a decline in the levels of social capital, as the ministry does not have an effective focus of attention or activating the social aspect among workers within the ministry.

3- There is a decline in the levels of decisional capital from the point of view of managers as well as employees. This decline came due to the ministry's policy that does not work to raise the levels of decision capital for employees.

4- The results showed through the confirmation of the senior management as well as the employees that the ministry has a decline in the levels of interest in professional capital, especially in human capital, which is one of the basics of the existence of professional capital.

5- The quality levels of management in the Ministry of Labor and Social Affairs did not rise to a good level as a result of a decline in support capabilities and confidence in workers, which negatively affected the quality levels within the ministry.

6- There is some regression in the long-term planning process and openness towards work, i.e. there is no strategic direction about the future of the ministry and how to advance its levels by paying attention to workers and developing their skills or strengthening their relations.

7- The results showed that the managers and employees were in agreement in their answers that the ministry did not reach the levels of high performance, as there is a decline in all its dimensions, especially in the dimension of openness towards work, and the researcher believes that the main

reason for this decline is the weakness of interest in human resources and their active role As a key driver in leading the ministry towards climbing the ladder of high performance.

8- The results showed that there is an ability to influence high performance by activating professional capital in a studied manner, and this was confirmed by the influence relationship of professional capital to high performance. In other words, when the ministry in question seeks attention and focus on effectively activating professional capital, this will reflect positively on the ministry's leadership towards good levels of high performance.

Second: Recommendations:

1- The necessity of providing adequate conditions and support for workers so that they can work with high levels of sincerity, commitment and integrity by showing appreciation for their loyalty and treating them with care, respect, encouragement and confidence in themselves and others.

2- Relationships with employees should be developed and attention should be paid to the behavioral and moral aspect at all administrative levels, which positively affects the level of management quality, which is one of the basic dimensions of achieving high performance.

3- Emphasis should be placed on adopting and creating a culture of openness, dialogue and continuous communication with all stakeholders through their participation in more important decisions and processes.

4- The administration must develop plans and programs that contribute to modifying the processes and procedures followed in the researched ministry on an ongoing basis to simplify and improve services, activities and the level of performance.

5- Encouraging initiatives, proposals and new ideas that support creativity and innovation and that represent important drivers of continuous improvement and renewal in line with the desired goals and results of the investigated ministry.

6- New and unique plans and strategies should be adopted that clearly distinguish the researched ministry from other ministries by developing many modern strategic options and choosing the best of them to replace the previous traditional strategies.

7- Conducting training courses in order to advance human resources in light of the results of identifying training needs, and motivating and encouraging creators within the ministry through rewards and prizes.

8- Empowering and delegating powers to workers more broadly, especially in the field of decision-making, by enhancing

confidence and belief in the capabilities and capabilities of workers, in a way that contributes to the development of the decision-making capital of workers.

9- Attention to strengthening social relations inside and outside the ministry under study, especially between senior management and workers, through holding periodic meetings, and forming work teams, which consequently supports improving the level of social capital for the ministry.

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