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The impact of organizational trust to developing human resources capabilities

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Abstract

The current study aims to measure the impact of organizational trust, with its following dimensions: (trust in competence, trust in management, trust in co-workers) as an independent variable, to developing human resources capabilities, whose dimensions consist of (knowledge, skills, practices) as a dependent variable, and determining the type of relationship between the variables. The study was conducted in the General Directorate of Najaf Province. In order to achieve the objectives of the study and answer its questions, the study was tested on a sample of employees. The sample included (45), but the number of questionnaires suitable for analysis was (40). It aimed to address the concerns pertaining to the present study's problem, test the sub-hypotheses about the effect linkages between the variables, and accomplish the predetermined goals. Statistical techniques were applied to the data analysis, and the findings were retrieved using the (SPSS-22) software. The study's key finding is that the General Directorate of Education at Najaf Al-Ashraf's cadres have faith in the administration's efforts to enhance employees' capabilities, which has a positive impact on the organization's ability to finish its work under a variety of conditions.

Keywords: Organizational trust, human resources capabilities

Introduction

The business environment has witnessed widespread changes that have positively and negatively affected organizations according to their responsiveness, harmony and competitiveness. Successful organizations have realized that their survival and success depend on acquiring human resources capable of adapting to the rapidly changing work environment. There is no doubt that employees differ in their thinking, views, and orientations because of how each of them perceives the reality around them. Employees seek trust through their mutual relationships with senior management in the organization. It is clear that employees' lack of trust in these relationships can lead to a state of distrust. Stress and dissatisfaction as well as a decrease in their efficiency, leading to a decrease in their overall productivity.

Human resources in Iraqi organizations face various challenges, linked to the external and internal environment, and the phenomena and behaviors that have occurred in them that have an impact on the organization, which affected the employees' abilities to achieve compatibility between the psychological and professional aspects and led to the crystallization of the phenomenon of organizational trust, which is one of the contemporary topics in the field of resource management. Humanity. From this standpoint came the researcher's interest in the subject of the study, which concerned two variables: perceived organizational justice and human resources capabilities. By elucidating the nature, kind, and strength of the correlation between the research variables and assessing the degree of effect of the independent variable (trust), the study aimed to solve and discover the link between them. organizational) on the capability of human resources, the dependent variable.

To achieve the objectives, a set of main and sub-hypotheses were developed that formed a hypothetical model that included the study variables, and were tested using statistical methods as tools for analyzing the data collected from the study sample. The current study was divided into four sections, through which coherence and consistency between them were achieved. The first section dealt with the methodological framework of the study. The introduction, significance, idea, and dimensions of each research variable were covered in the second portion, which also addressed the conceptual framework of the variables,

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organizational trust, and human resources capabilities. The third element, which covers the statistical description (presentation, analysis, and interpretation of the study data) and testing the study hypotheses, is focused on the practical framework of the research. The most significant findings and suggestions were covered in the fourth part.

The first topic

Scientific methodology

Introduction

The study methodology represents a path upon which the researcher relies. The study methodology consists of the study problem, its importance, its objectives, the hypothetical plan, the study hypotheses, the population and sample of the study, its boundaries, and the procedural framework, which includes (methods of data collection, indicators for measuring the variables of the study), and the statistical methods used in it, which are as follows:

First: The problem of the study

In the current business environment characterized by rapid developments that generate enormous pressures on organizations, organizations are faced with a set of many challenges, including those related to the external environment and others related to the characteristics of their internal environment that they must deal with. Hence, the problem of the study came to be consistent with the theoretical and practical framework, as The theoretical trend related to the development of contemporary studies of administrative thought and the trend towards discussing diverse and modern topics in an attempt to confront the requirements of the unstable organizations environment.

As a psychological condition, organizational trust offers insight into how staff members view issues when the organization is in risk. People who can adapt effectively to environmental problems, who don't mind sharing information, and who make an effort to comprehend their own and their colleagues' values are essential to organizations. Although these elements focus on empowerment and opening channels of communication, most employees report that their organizations do not support communication and sharing of knowledge and information.

Hence, the problem of the study was formulated to test the effect of organizational trust in enhancing human resources capabilities. On this basis, the problem of the study was embodied in a number of questions that can be summarized as follows:

1. Are the workers in the organization concerned with the study similar in their awareness of the dimensions of organizational trust?
2. From the perspective of the study sample, how much organizational trust exists in the Tribet Al-Najaf Al-Ashraf District?
3. What is the level of availability of human resources capabilities in the Tribet Al-Najaf Al-Ashraf District, according to the opinions of the research sample?
4. What is the level of correlation between the organizational trust variable and the human resources capabilities variable?
5. How much and in which direction does organizational confidence affect the competencies of human resources?

Second: The importance of the study

The variables of the study, represented by organizational trust and human resource capabilities, are among the contemporary topics in the field of human resources management, as it is noted that there has been an increase in interest in organizational trust, largely due to its association with many positive employee behaviors in order to raise their capabilities, experience, and skills in the organization. The importance of the study revolves around the following:

1. The importance of the study is demonstrated by the intellectual importance of the variables of the study, which are among the important concepts that clearly and greatly influence the course of work of the organization under study, as organizational trust plays a large and influential role in the work of the organization through its contribution to improving the organization's position in society and highlighting its service advantage compared to others. Other organizations, through the good capabilities, skills, knowledge and experience possessed by human resources managers to achieve their goals.
2. The importance of the study is also evident by highlighting the cognitive controversy related to the variables of the study in the Najaf Education Directorate, which is witnessing a major problem in understanding the level of organizational confidence for the purpose of raising the level of performance and raising the capabilities of human resources. The study seeks to achieve a high level of capabilities, skills and experience for workers to achieve the goals of the organization. .
3. This study is a modest contribution to paving the way for researchers in the future to research in other fields related to any variable of the study and its relationship to other variables.
4. The importance of the study is evident through the intellectual and field importance that the study variables occupy within the field of administrative thought and the necessity of studying these variables with other variables and in other environments and with diverse samples to clarify the intellectual importance.

Third: Objectives of the study

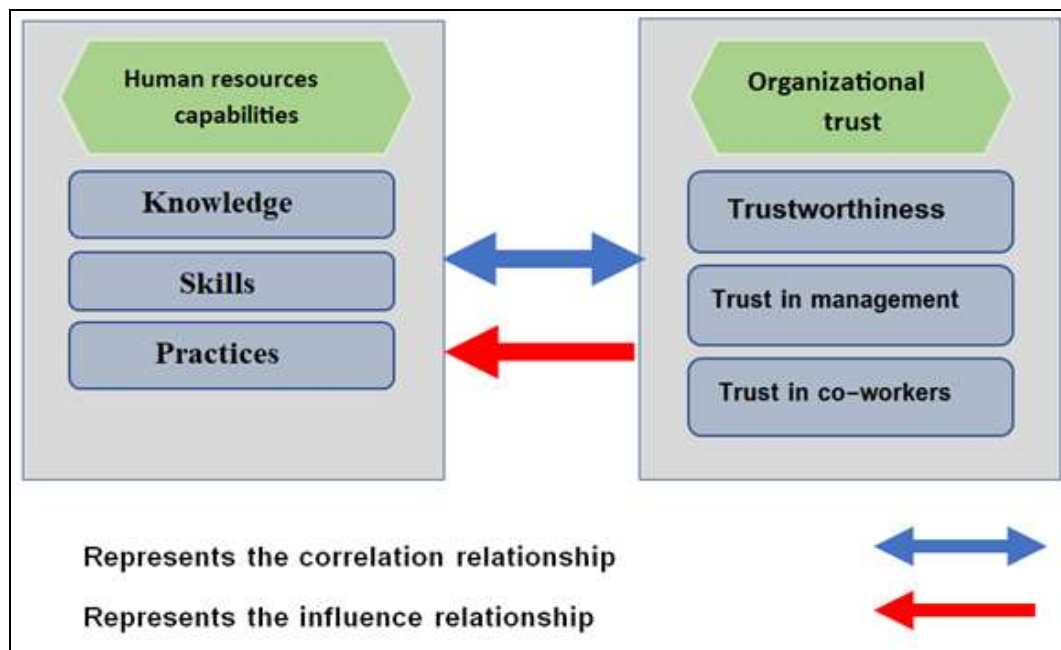
This study seeks to achieve the following objectives:

1. Measuring the extent of organizational trust in the Najaf Education Directorate.
2. Assessing the Najaf Education Directorate's capacity for human resources.
3. Determining how much the Najaf Education Directorate's human resources capabilities variable and organizational confidence relate to one another.
4. Outlining the ideas and academic components of organizational confidence and human resource skills, as well as the potential advantages by determining the key pillars of the research variables.
5. Measuring the extent of the impact of organizational confidence on the capabilities of human resources in the organization under investigation.
6. Determine the correlation and impact between organizational trust and its dimensions and the dimensions of human resources capabilities in the researched organization.

Fourth: Hypothetical outline of the study

A hypothetical research plan that illustrates the logical links between the study's variables was created in light of the

problem, the study's relevance and aims, and its theoretical and applied framework, as shown in Figure (1) below:



Source: Prepared by the researcher

Fig 1: Hypothetical diagram of the study

Fifth: Study hypotheses**A. Correlation hypotheses**

1. The skills of human resources and organizational confidence are positively and statistically significantly correlated.
2. There is a statistically significant relationship between the human resource capabilities and the trust in competence component.
3. There is a statistically significant relationship between the human resource skills and the management trust component.
4. There is a statistically significant relationship between the human resource skills and the dimension of confidence in coworkers.

B. Testing hypotheses of influence between study variables

1. The association between organizational confidence and the development of human resource skills is statistically significant.
2. The association between the dimension of faith in competence and the development of human resources skills is statistically significant.
3. The association between the dimension of management trust and the development of human resource skills is statistically significant.
4. The component of coworker trust has a statistically significant effect connection on the development of human resources capabilities.

Sixth: Limitations of the study

The boundaries of the study were represented by the Directorate of Education of Najaf Al-Ashraf in order to conduct the practical aspect in it, and this department was chosen because the researcher is one of its employees and the possibility of obtaining the required data, as well as

because this department possesses advanced administrative staff with extensive experience and capabilities that impose answers to the questionnaire's items, which numbered. (45).

The second topic**Theoretical framework****First: Organizational trust****The concept of organizational trust**

Within a healthy work environment, trust between organizational members is of utmost importance because it forms the foundational basis for developing a positive organizational culture (Aruoren & Tarurhor, 2023:20) [23]. Organizational trust is defined as positive expectations that individuals have about the intentions and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependence. Organizational trust is an assessment of the organization's credibility and the employer's perceived trust and support (Joo *et al.*, 2023:6) [22]. Although definitions of trust vary across disciplines, most conceptualizations of trust include an element of risk or vulnerability. Trust exists when parties are willing to make themselves vulnerable to the discretionary behavior of others. Trust is defined as a party's psychological willingness to be vulnerable to the actions of another party, an individual or organization, based on positive expectations regarding the other party's motives or behavior (Pearson & Malhotra, 2011:1088) [24]. (Lämsä & Pučėtėitė 2006:131) [25] Behavioral understandings of trust are utilized in a range of topics, which suggests the concept of trust as an attitude. According to this perspective, organizational trust is the extent to which managers see their staff members' dependability and honesty in high-risk circumstances favorably and vice versa. (Chory-Assad & Hubbell, 2005:3) [26] stated that actions that strengthen a relationship's trust; people get more self-assured by seeing how others behave. Positive expectations

about other people's conduct based on positions, connections, experiences, and interdependence are known as trust. The success of an organization greatly depends on the level of trust inside it. Since it may have major benefits for the business, trust is a crucial problem for most enterprises. The psychological condition known as organizational trust is described as offering insight into how staff members view issues when the organization is in danger. Positive organizational behaviors, such as organizational citizenship behavior, high level performance, and high levels of work satisfaction and organizational commitment are all predicted to follow from a high degree of trust (Bastug *et al.*, 2016:1419) [27].

The psychological condition known as organizational trust is described as offering insight into how staff members view issues when the organization is in danger. People in organizations need to be able to adapt well to changing conditions, be open to sharing information and expertise, and make an effort to comprehend their own and their colleagues' values. The majority of employees claim that their organizations do not encourage communication and the sharing of knowledge and information, despite the fact that these features are centered upon empowerment and establishing channels of communication. These factors are attributed to the failure of change management programs (Fard & Karimi, 2015:220) [28]. Thus, reliability, predictability and faith are essential to building trust within companies. Organizational trust typically gives employees a sense of confidence in a manager or supervisor's competence and credentials to guide their performance, which positively improves their perception of their work experiences and motivates them to behave in a way that benefits the organization. In organizations, organizational trust is known to predict important organizational variables such as employee job satisfaction, engagement, task performance, contextual performance, organizational commitment, and employee loyalty (Aruoren & Tarurhor, 2023:21) [23].

Second: The importance of organizational trust

Trust is important in almost all social domains, including the workplace (Lambert *et al.*, 2017:340) [29]. (Sarmawa *et al.*, 2020:3) [30] pointed out that trust is extremely important in every aspect of social life, and that understanding the position of trust makes it possible to conceptualize trust as a combination of cognitive and emotional components. Loss of trust makes organizations more difficult. For a company to grow, it requires the trust of society, and thus trust is very important to improve organizational performance. Organizational trust among employees also affects their individual performance (Ertürk, 2016: 46) [31]. In addition, (Lambert *et al.*, 2022:122) [32] feels that the long-term viability of the organization and the wellbeing of its members depend greatly on trust between individuals and groups. Employee confidence, increased productivity, and ultimately improved organizational performance may all be attributed to a trusting environment inside the company. Employees gain more from corporate trust as well as it improves their happiness and mental health.

(Sezer & Uzun, 2020:3) [34] characterizes organizational trust as a high degree of organizational commitment based on employee work ethics and trust. (Balyer, 2017) [33] asserts that building organizational trust is critical to helping individuals of the company perform better on the job and to

achieve the demanding demands of today's corporate settings. The value of trust extends beyond interpersonal relationships and may be important in interactions between individuals, organizations, systems, and environments (Bøe, 2018:3) [35].

Third: Dimensions of organizational trust

Researchers differ in presenting multiple dimensions of organizational trust, for example (Caldwell & Clapham, 2003) [36], (Renzi, 2008) [37], and (Straiter, 2005) [41], but the dimensions relevant to the current study, which serve the hypothetical model of the study, will be discussed as follows:

Trustworthiness

Trustworthiness is the trait of being reliable, honest, and dependable. It refers to the degree to which they are perceived as trustworthy based on their actions, words, and behavior. Trustworthiness is an essential aspect of interpersonal relationships, including personal and professional relationships (Caldwell & Clapham, 2003:350) [36].

Being trustworthy means keeping promises and commitments, telling the truth, being transparent and open in communication, and demonstrating competence and reliability in one's actions. Trustworthiness also includes being accountable for one's mistakes, taking responsibility for one's actions, and showing respect for others (Pearson, M., & Malhotra, 2011:1090) [24]. Trustworthiness is crucial in all areas of life, including personal and professional relationships, because it promotes a sense of safety and security. When people are perceived as trustworthy, others are more likely to depend on them, respect them, and feel comfortable dealing with them. To be trustworthy, individuals must demonstrate consistency in their actions, be transparent and honest in their communications, and show respect for others. Trustworthiness is not something that can be achieved overnight; It requires sustained effort, attention and consistency. Building trust takes time and effort, but it is worth it in the end, because it leads to stronger relationships and greater personal and professional success (Sankowska & Paliszkiwicz, 2016) [44].

Trust in management

The notion of confidence in management pertains to the conviction held by workers that the organization and its leaders can accomplish its objectives, and that their efforts will yield benefits for them. In an organizational context, management is mostly in charge of the incentives. Employees who share information must thus have faith that management will acknowledge and compensate them for doing so, either through incentives for sharing personally or through group benefits that sharing might bring about through enhanced performance. shows that management is confident in its capacity to analyze how it affects performance and to direct workers' attention toward the things that will make a difference for the business. It has been demonstrated that a wide range of organizational phenomena, such as job satisfaction, stress, organizational commitment, and productivity, are significantly impacted by trust in the workplace (Renzi, 2008:208) [37]. Trust in management is the degree to which employees believe that their managers are competent, honest, and reliable. It is a critical factor in employee engagement and job satisfaction,

and plays an important role in an organization's success. Trust in management can be built through effective communication, transparency, consistency, and accountability (Vidotto *et al.*, 2008) [38]. When employees trust their managers, they are more likely to be committed to their work and the organization, be willing to take risks and innovate, and feel loyalty and pride. On the other hand, when trust in management is low, employees may disengage, feel undervalued and unappreciated, and may be more likely to leave the organization (Latifi & Shooshtarian, 2014) [39]. To build trust in management, managers must communicate openly and honestly with their employees, demonstrate consistency in their actions and decisions, and hold themselves accountable for their actions. Managers must also create a culture of transparency by sharing information about the organization's goals, strategies, and performance. By doing so, employees will feel more informed and involved in the success of the organization, which may help build trust in management (Pološki *et al.*, 2021) [40].

Trust in Co-Workers

Trust in coworkers refers to the degree to which employees believe their coworkers are reliable, competent, and honest. It is an essential component of workplace relationships and plays a vital role in teamwork, cooperation and overall job satisfaction (Straiter, 2005:89) [41]. When employees trust their coworkers, they are more likely to share information, collaborate, and work together effectively. They are also more likely to feel a sense of belonging and commitment to their team and the organization as a whole. Trust in coworkers also promotes a positive work environment, which may lead to increased productivity, employee engagement, and retention (Mehmet & Inandi, 2018) [42]. To build trust in coworkers, employees should strive to communicate effectively, be open and honest in their interactions, and demonstrate reliability and competence in their work. Building relationships with coworkers through social interactions, team building activities, and shared experiences can also help build trust. In addition, managers can enhance trust in their colleagues by creating a supportive work environment, encouraging teamwork and collaboration, and promoting transparency and open communication among employees (Erden & Erden, 2009) [43].

Fourth: Human resources capabilities

An organization's capability, or its capacity to manage external conditions, is the framework in which it must employ its resources and capabilities. These resources, competences, knowledge, and skills can take many different forms. Although there are many different ways to define capabilities, they often include one or more of the following traits: The same goes for a capacity and resources. One of a capability's key components is its resources. A capacity is an ability to perform a task. A competence is a capability. A capacity is an element that influences a result or objective. The ability to manage corporate resources is a must for human resources (Taneo *et al.*, 2022:92) [2].

Mahajan (2016:68) [1] concurs that managers should manage workers' skills to the fullest extent feasible in order to enhance the performance of the firm. Outstanding performance might be influenced by great individual abilities. People who keep learning new skills can advance

in their careers and have an effect on how well they perform. Numerous studies have shown that a person with good job abilities will perform well; the more talents a person have, the more productive the performance will be. (Herman *et al.*, 2023:325) [3] reveals that there is an urgent demand for the capacity of human talents in human resources management. The science and art of managing the roles and relationships of the workforce to enable them to perform productively and successfully toward the objectives of companies is known as human resources management. A method of persuading people or groups that everyone can contribute successfully and imaginatively to accomplishing an organization's goals is human resource management.

A person's talents are a collection of their inclinations, behaviors, knowledge, and skills that distinctly affect how well they perform. This may be measured, compared to pre-determined performance levels, and reinforced through training and progress (Nguyen, 2020:450) [5]. Capabilities can be conceptualized in terms of the role that people can play in mobilizing, organizing, and directing the organization's resources to meet organizational and social needs, as well as the role that mediates the organization's policies and the means of implementing them (Yu *et al.*, 2022:4) [4].

Therefore, organizational, institutional, scientific, technical, human, and auxiliary resources are considered core competencies. It is an ongoing, long-term activity that seeks to improve management and staff capacities by fostering coordination and integration between administrative alternatives and real practices based on people's talents and expertise. Capability encompasses the abilities needed for efficient resource management and coordination since an individual's performance is based on and combined with the group's performance to accomplish the organization's performance. Capabilities and resources interact with organizational structure and control systems. This indicates that capabilities are developed via investments in organizational resources to meet the objectives of the business, rather than being limited to an individual's knowledge and skill set. By putting organizational skills inside a larger, more organized framework, competencies are developed (Peiró *et al.*, 2021:4) [6].

(Khdair, 2022:80) [7] asserts that information sharing and the growth of human capital are essential to the development of human resources capabilities. The development of core competency in one or more capability domains is a difficult-to-replicate strategic resource accumulation. This contributes to bolstering capacities, particularly those of the General Directorate of Education located in Najaf Al-Ashraf. All procedures that enhance practice, efficacy, efficiency, and well-being of people and organizations are included in capacity development.

Fifth: The importance of human resources capabilities

Organizations are under tremendous pressure to alter not just what they do but also how they do it due to a number of factors including technological advancements, the information explosion, shifts in the workforce's composition and attitudes, and intensifying local and international rivalry. Because of this, human resources management is becoming more and more crucial to the overall administration of all kinds and sizes of businesses, including public and private, for-profit and nonprofit ones. These days, organizational management places a strong emphasis

on human resources management. But the human resource development component hasn't gotten the attention it merits (Baniya, 2004:58) ^[8]. It is therefore not surprising that the primary topics of discussion in human resources management these days center on human resources capabilities and empowering the human resources involved in developing organizational strategy. The significance of human resources capabilities in organizations is demonstrated by their involvement in formulating business strategies, particularly in high-tech organizations (Karami, 2004: 1) ^[9].

(Hong *et al.*, 2014:14) ^[10] emphasizes the importance of developing, developing and building human resources capabilities in the organization so that employees can participate in developing and initiating strategies to meet challenges and achieve business goals, translate external business trends into organizational actions, and serve the organization such as social, technological, economic and political trends. And demographics, which it built directly on the organization's resources. Just as advanced technology alone cannot lead to improved performance unless the capabilities of human resources and their behavior lead to achieving goals and creating value, the main activities of human resources are directly related to building organizational capabilities by attracting individuals and developing their capabilities by building skills related to the organization's core competencies to meet the challenges presented. The ability of human resources is a rare value that cannot be ignored and is difficult to imitate. It is an important factor in creating competitive advantages for sustainable development and building relationships. Capabilities can also be imagined. They are classified as skills, training, core competencies, effective human resource development, organizational integration, strategic decision making, product development, building information and technology relationships and possessing the ability to strategic practices. Providing these resources and capabilities enables the organization to achieve better performance of individuals, so capabilities are an important element of organizational strategy (Ismail *et al.*, 2012:167) ^[11].

Sixth: Dimensions of human resources capabilities

The dimensions of human resources capabilities aim to develop the strategic capabilities of human resources to be able to achieve their development goals through processes that enable them to make changes. The variables are as follows: (skills, knowledge, and practices) and the compatibility of these dimensions with the reality of the organizations that are the focus of the study. Researchers will use them as dimensions for building human resources capabilities in this study, because they are more realistic in the sample population and are used by more researchers, as it is noted that there is agreement between (Dessler, 2013:113) ^[12] and (Chapagain, 2004:6) ^[13]. These dimensions will be addressed through detail interpretation as follows:

Knowledge

Organizations may accept, use, and learn from their organizational resources thanks to knowledge, which is a valuable asset. Within enterprises, knowledge management puts a crucial role in efficiency, competitiveness and productivity. information management is described as

systematic and purposeful efforts of an entity to extend, develop, and use accessible information in ways that provide value to the entity, meaning good results in attaining its goals or achieving its purpose. The fundamental components of an organization's knowledge management strategy and operations are implemented through a series of actions that together make up the process of knowledge management. To promote information sharing among staff members is the aim of knowledge management (Koochang *et al.*, 2017:523) ^[14].

A framework for assessing and integrating new experiences and information is provided by knowledge, which is defined as a flexible blend of contextual experience, values, contextual information, and expert vision (Gannon & Banham, 2011:19) ^[15]. Within the context of an organization, knowledge is described as follows: explicit knowledge is information that is available for access, acquisition, or transfer, while tacit knowledge is information that is personal to a person and is shared throughout the company. Information exchange amongst members of an organization is often the source of new knowledge. information sharing or generalization can offer a platform for human resources to translate tacit information that is difficult to articulate into explicit knowledge that can be written down. Knowledge generation is crucial since it improves learning and decision-making because there are more knowledge and experience bases in an organization's core knowledge store (Hall, 2002:15) ^[16].

Skills

Skills are an overlap between the two concepts of knowledge and skills, and knowledge is not related to performance, but skills are acquired through training, development and evaluation because they are closely related to performance (Salas *et al.*, 2001:20) ^[17]. Analyzing and identifying evaluation and intervention strategies is made simpler by limiting the definition of communication skills to a very small number of particular actions and circumstances. Specialized information, feelings, and, of course, sensorimotor behavior are linked to certain skills. Rickheit & Strohner (2008:25) ^[18] provide the following definition of talents in light of this idea: As a result, the broad consensus is that skills are expressions of an underlying ability, specifically the capacity for action. This skill is typically seen as a result of many motivations (such as self-assurance, objectives, opportunity for reinforcement, etc.) and information (such as familiarity, content and procedural understanding, etc.). Communication abilities are influenced by situations and functions much like any other social activity. Individuals frequently exhibit radically varied skill sets depending on the context, whether it is empathy, conflict resolution, or self-presentation.

Levasseur (2013:566) ^[19] thinks that a lot of the definitions of talents found in the literature refer to the same ideas. Soft skills, for instance, are thought of as a blend of social and personal talents. Conversely, soft skills like self-perception, self-regulation, motivation, empathy, and social skills are expressions of emotional intelligence, while hard skills like logic, analytical thinking, rigor, and strategic vision are examples of technical or managerial competence. markers of cognitive intelligence throughout the long run. Similarly, soft skills are related to motivation, behavior, and other facets of human interaction, whereas hard skills are related to intrinsic intellect.

Practices

It is a modern concept in human resources, which has constituted an important transformation in the present era because of its great importance in the practices of officials in public and private institutions, where the term (human resources practice) indicates the manner in which a group of different positions or a group of sites and units is practiced and applied. diversity in the organization, and the speed with which these adjustments are made, which indicates the practice of human resources. It can be defined as the many procedures and practices that the organization applies in human resources management to facilitate the development and training of employees' competencies and capabilities in order to achieve competitive advantage, continuity and sustainability of the organization and distinguish it from other organizations (Ketkar Sett, 2010:1117) [20].

A brief review of case-based and existing empirical studies conducted by scholars from different research fields (international HRM, innovation, strategy, business, etc.) on the relationship between HRM practices and knowledge-related outcomes can be used to identify HRM practices that can be used to help organizations achieve knowledge-related outcomes. It's crucial to manage human resources and different knowledge-related results. Knowledge-based HRM

practices are HRM strategies that companies may use to improve knowledge-related results. How Businesses Use Human Resources to Promote Creativity and Innovation (Minbaeva, 2005:126) [21].

The third topic

The applied aspect

First: Testing the correlations between the study variables

The purpose of this analysis is to reveal the extent to which the independent variable and its dimensions reflect the dependent variable and to test the hypotheses of the relationship. For this purpose, the correlation test was used, specifically the Pearson correlation, using the (SPSS) program. If the values of the correlation coefficient range between (+1) and (-1), then if its value is positive, this means a positive direct correlation, and if its value is equal to (+1) It is called a perfect direct correlation. If the value of the correlation coefficient is negative, it is called a negative inverse correlation, and if its value is equal to (-1), it is called a perfect inverse correlation. If the value of the correlation coefficient is equal to (0), this means there is no correlation.

Table 1: Correlation matrix for the study variables.

Correlation matrix						
Study variables		Trustworthiness	Trust in management	Trust in Co-Workers	Organizational trust	Human resources capabilities
Trustworthiness	Pearson Correlation	1	.448**	.606**	.825**	.490**
	Sig. (2-tailed)		.004	.000	.000	.001
	N	40	40	40	40	40
Trust in management	Pearson Correlation	.448**	1	.517**	.811**	.839**
	Sig. (2-tailed)	.004		.001	.000	.000
	N	40	40	40	40	40
Trust in Co-Workers	Pearson Correlation	.606**	.517**	1	.840**	.626**
	Sig. (2-tailed)	.000	.001		.000	.000
	N	40	40	40	40	40
Organizational trust	Pearson Correlation	.825**	.811**	.840**	1	.797**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	40	40	40	40	40
human resources capabilities	Pearson Correlation	.490**	.839**	.626**	.797**	1
	Sig. (2-tailed)	.001	.000	.000	.000	
	N	40	40	40	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Relying on computer outputs (SPSS program)

The main hypothesis states that

There is a statistically significant correlation between organizational confidence and human resources capabilities.

As can be seen from the above table, there is a connection between the dependent variable, human resources capabilities, and the independent variable, organizational confidence, with a relationship value of (0.797) at the morality level (0.000). This indicates that the Najaf Education Directorate is confident in its ability to create human resources, which lends credence to the argument..

There is a statistically significant correlation between confidence in competence and human resources capabilities

The correlation matrix data presented above indicates a noteworthy relationship between growing human resources skills and competence confidence. The first sub-hypothesis

is supported by the correlation coefficient between them, which was found to be (0.490) at a significant level (0.001).

There is a statistically significant correlation between confidence in management and human resources capabilities

The hypothesis is accepted because of the strong correlation and positive relationship between the independent variable, human capabilities development, and trust in management. The table above demonstrates that the correlation coefficient reached (0.839) and was significant at the (0.000) level.

There is a statistically significant correlation between trust in co-workers and developing human resources capabilities

The aforementioned table indicates that there was a link between the dependent variable, improving human resources skills, and the dimension of confidence in coworkers. The

relationship's value reached (0.626) at the significance level (0.000). This indicates that the directorate's ability to build human resources skills is directly correlated with the level of trust among coworkers. Najaf Al-education Ashraf.

Second: Testing the influence relationships of the study variables

Through this test, the extent of the influence of the

Table 2: The influence relationship of organizational confidence in developing human resources capabilities.

Independent dimensions	Dependent variable	Developing human resources capabilities			
	Beta	R Square	F calculated	T calculated	Sig level
Organizational trust	0.797	0.636	66.286	8.142	0.000

Source: Relying on computer outputs (SPSS program)

The findings presented in Table No. (2) indicate that there exists a positive effect link between organizational confidence in growing human resources skills and the relationship attained (0.797). This implies that a one-unit rise in organizational confidence will result in a corresponding increase in the growth of human resources' capabilities. Based on the significance level attained at (0.000), this impact association is similarly significant, and it is acceptable at the significance level (0.01). The table also demonstrates that the remaining variance in developing human resources skills is attributable to elements not covered by the research, with the coefficient of determination (R²) reaching (0.636) of the variance. Since

independent variable, organizational confidence, on the dependent variable, which is developing human resources capabilities, is identified. The main hypothesis and three sub-hypotheses are tested, as the main hypothesis states that there is a statistically significant influence relationship for organizational confidence in developing human resources capabilities.

the computed (F) value is higher than the tabulated number, it is ethically acceptable. Based on these findings, the research hypothesis is approved.

Testing sub-hypotheses

It was assumed that there is a statistically significant influence relationship for the dimensions of organizational trust (trust in competence, trust in management, trust in co-workers) in developing human resources capabilities. This means that developing human resources capabilities is a function of the dimensions of organizational trust, and any change in the dimensions of organizational trust is followed by a change. In developing human resources capabilities.

Table 3: The influence relationship of organizational confidence in developing human resources capabilities:

Independent dimensions	Dependent variable	Developing human resources capabilities			
	Beta	R Square	F calculated	T calculated	Sig level
Trustworthiness	0.026	0.755	36.971	0.248	.8060
Trust in management	0.699			7.107	0.000
Trust in Co-Workers	0.249			2.255	0.030

Source: Relying on computer outputs (SPSS program)

The results of Table No. (3) showed that the coefficient of determination (R²) reached (0.755). This means that the dimensions of organizational trust explain an amount of (0.755) of the variance occurring in the development of human resources capabilities, and the rest is due to factors that the study did not examine. It is morally acceptable because the calculated (F) value is greater than its tabulated value, and the sub-effect relationships will be tested as follows:

The first sub-hypothesis: According to this hypothesis, the growth of human resources skills and trust in competence have a statistically significant effect link. There is an influence relationship that reached (.026), which is a good influence relationship, based on Table No. (3) data. Based on the achieved significance (.806), this is rejected at the significance level (0.05) and is not significant. Based on these findings, the hypothesis is disproved at the level of this investigation.

The second sub-hypothesis: The hypothesis posited that a statistically significant association exists between the growth of human resources skills and trust in management. The influence relationship has reached (0.699), which is a favorable influence relationship, based on Table No. (3) data. Based on the obtained significance (0.000), which is

acceptable at the significance level (0.05), this influence link is significant, and in light of these findings, the hypothesis is supported at the level of this investigation.

The third sub-hypothesis: The hypothesis posited that a statistically significant association exists between the growth of human resources competencies and confidence in colleagues. The influence relationship that reached (0.249), which is a positive influence relationship, is shown by Table No. (3) findings. This is acceptable at the significance level (0.05) and significant based on the attained significance (0.030). These findings support the theory at the level of this investigation.

Fourth topic

Conclusions and recommendations

First: conclusions

1. The General Directorate of Education's cadres in Najaf Al-Ashraf have faith in the administration's efforts to enhance the skills of its staff, which has a beneficial impact on the organization's ability to do its task under a variety of conditions.
2. Developing the capabilities of the employees of the General Directorate of Education in Najaf Al-Ashraf adds value to the directorate by being responsible for their work and reducing work pressures through

effective time management.

3. The Najaf Education Directorate is equipped with an information base that helps it enhance the hearing and listening skills of the General Directorate of Najaf Education's staff.
4. There is a demand among employees for collective work teams and benefiting from previous mistakes to avoid them occurring in the future, alleviating work pressures and providing assistance and assistance to their colleagues.

Second: Recommendations

1. There must be continuous development for all public education employees in Najaf Al-Ashraf, so that they are able to accomplish their work under any circumstances.
2. Emphasis on effective time management, which leads to reducing work pressures and exercising responsibility in the Najaf Education Directorate.
3. The Najaf Education Directorate must update its information base in order to enable it to develop the capabilities and skills of its employees and all its cadres, male and female teachers.
4. Emphasis on encouraging employees to work together because this expands and develops the capabilities, experiences, and skills of employees through the exchange of experiences and ideas.

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