

The impact of the effective recruitment strategy in enhancing the core capabilities of human resources: an analytical study

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تأثير استراتيجية التوظيف الفعال في تعزيز القدرات الجوهرية للموارد البشرية : دراسة تحليلية

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المستخلص

يهدف البحث الحالي إلى تسليط الضوء على العنصر البشري في المنظمات باعتباره أحد أهم مواردها الحالية والمستقبلية وذلك من خلال الإجابة على تساؤلات المشكلة التي انطلقت من وجود تفاعلات فكرية بين متغيرات البحث (استراتيجية التوظيف الفعالة والقدرات الأساسية للموارد البشرية) بهدف بلورة مفهوم الموارد البشرية وتحقيق الأهداف والرؤى التي تسعى المنظمة إلى تحقيقها واختبار الفرضيات الرئيسية والفرعية المتعلقة بعلاقات الارتباط والتأثير. تم اختيار عينة هادفة مكونة من ٣٠٠ مستجيب من العاملين في بعض كليات جامعة المستنصرية. جُمعت إجاباتهم باستخدام استبيان خاص بالبحث وخلصت البيانات باستخدام برنامج SPSS الإحصائي. أظهر البحث نتائج تحليل عملي تُبين الأثر الكبير لإستراتيجية التوظيف الفعالة في تعزيز القدرات الأساسية للموارد البشرية وتحقيق مكاسب ومزايا تنافسية تُمكن المنظمة من المنافسة في بيئة أعمالها. الكلمات المفتاحية : استراتيجية التوظيف الفعالة القدرات الأساسية للموارد البشرية.

Abstract

The goal of the current research is to focus on the human element in organizations as one of their most important current and future resources by answering the questions of the problem that started from the fact that there are intellectual interactions for the research variables (effective recruitment strategy, the core capabilities of human resources) to crystallize the human resource and achieve the goals and visions that The organization seeks to achieve it, and to test the main and subsidiary hypotheses with regard to relationships of correlation and influence. A purposive sample of (300) respondents was selected from workers in some of the colleges of Al-Mustansiriya University. Their responses were collected using a questionnaire form specific to the research, the data of which was analyzed using the statistical program (SPSS). The research presented results from practical analysis that demonstrated the significant impact of the effective recruitment strategy in enhancing the core capabilities of human resources and achieving competitive gains and advantage that enable the organization to compete in its business environment. Keywords: effective recruitment strategy, core capabilities of human resources.

1-Introduction

The human resource is a fundamental element for the success and survival of the organization and the continuation of its work, and it is a pillar for carrying out various works due to its various fundamental capabilities. Therefore, many studies have focused on building and developing these capabilities of its human resources out of belief in its important and effective role in bringing about changes that reflect positively on organizations, as it represents The organization's real wealth is that it lives in an environment characterized by high uncertainty The core capabilities of human resources are extremely important in spreading a culture that encourages creativity, entrepreneurship, and risk-taking through the use of practices based on learning and development, as they directly contribute to developing the organization's competitive ability. It is necessary to form efficient elements in the organization and includes effective communication, negotiation, teamwork,

problem solving, and interpersonal skills. It is a decisive and important factor that enables organizations to reach the strategic goals planned to achieve the required performance and desired results, as well as improving the chances of long-term success [1]. Therefore, organizations have increased interest in the recruitment strategy to enhance their core capabilities in a focused manner, as it is one of the activities that has a significant impact on the future of the organization and its level of performance, as the organization may make the mistake of selecting and appointing unsuitable individuals or rejecting others suitable to fill a specific job, which reflects negatively on the performance and satisfaction of employees. . The responsibility of human resources management is to recruit and retain individuals, through strategic employment policies that contribute to maintaining employee satisfaction while working and increasing their skill levels, in addition to the organizations' need for talented individuals who have the necessary skills to maintain the organization's sustainable competitive advantage and aspire to seize opportunities. To develop and develop their level of competencies [2]. Employment decisions that are not based on strategic plans have negative effects in the long term, including high training costs, poor performance, high turnover, low employee morale, and thus a loss of the organization's competitiveness [3]. While employment based on successful planning of effective human resources and linked to the organization's strategy in an integrated manner constitutes an essential element in developing the organization and achieving organizational excellence. Taking into account that working individuals bring their own viewpoints and values that transcend organizational life, and when recruitment is managed effectively, these values and qualities can bring great benefits to organizations, the importance of using a recruitment strategy lies in supporting and enhancing the organization's main operations, as it contributes to activating activities. By feeding the organization with individuals with innovative skills to achieve growth and profitability, in addition to that the organization maintains its balance in the internal and external environments and accommodates emerging changes. The more recruitment has clear plans and effective implementation, the more effective the organization is in achieving its organizational goals and increasing its organizational performance capacity [4]. In an effort to achieve the objectives of the research, it included sub-sections to explain (its theoretical frameworks and practical applications leading to conclusions) while presenting the sources that enhanced its content.

2- Core Capabilities Of Human Resources:

A-The concept and objectives of the core capabilities of human resources: The core capabilities of human resources are defined according to [5] as an appropriate and harmonious combination of different resources and skills, and they have the ability to distinguish human resources in the organization and are the basis of its competitiveness. Because it expresses the organization's competitive strength and the extent of its development in the long term, and includes motivations for developing creative and innovative products, it works to reduce costs, enhance production speed, and meet market requirements compared to competitors, as it exceeds the boundaries of departments and spreads throughout the organization and enhances the organization's internal strategic strength and eliminates the need to seek help from suppliers. External [6] . While [7] referred to it as an integrated and diverse group of distinct skills, capabilities, resources, activities and processes in the hands of the organization's human resources, which distinguishes it from its competitors in order to provide a benefit of additional value to the customer in order to achieve its goals. Based on this, the concept of core capabilities focuses on the types of knowledge and skills that individuals possess, as well as the psychological, behavioral, and physical qualities that enable them to accomplish work. The main goal of the organization's endeavor to possess the core capabilities lies in the following [8] :

- **Strategic focus:** That is, focusing on the comprehensive vision of the capabilities and resources available in the organization's internal and external environment, and the organization's ability to employ those resources in a way that achieves strategic success.
- **B Infrastructure:** Establishing infrastructure in an integrated manner with the organization's resources through building integrated procedures.
- **Efficient time management:** by investing capabilities and resources at the right time and at a speed that exceeds its competitors.
- **Achieving a sustainable competitive advantage:** It directly contributes to producing or reproducing new types of core human resources capabilities.
- **Diagnosing the organization's viability:** This enables it to conclude strategic partnerships and alliances with other organizations, as human resources are the driving force for its business activities to achieve its ultimate goals for the benefit of the organization and the working individuals [9] .

B- Dimensions of the core capabilities of human resources: identified three dimensions of the core capabilities of human resources, represented by (knowledge, skills, attitudes), and the following is an explanation of those dimensions[10] :

- **Knowledge:** The essence of using knowledge practically in the organization is its ability to form and practice its knowledge processes and focus on the accumulation and knowledge experience within the organization through the use of knowledge interactions possessed by employees in organizational processes. Knowledge is a resource that is difficult to imitate or imitate by competitors, especially tacit knowledge among individuals. It is one of the organization's strategic assets, as the organization's success depends on its ability to invest in that knowledge[11] .
- **Skills:** They express an individual's ability and ability to apply the knowledge he possesses to a proficient and efficient degree commensurate with the level of knowledge necessary to accomplish a specific job, which cannot be accomplished unless those skills are available[12] .
- **Attitudes:** For a clearer understanding, we must take into consideration three basic components of attitudes that are linked to each other, as follows[13]:
 - ❖ The cognitive component: It refers to the individual's rational thinking and logic processes, as it includes the individual's awareness and beliefs.
 - ❖ Emotional component: It relates to the feelings and emotions of employees in the organization.
 - ❖ Behavioral component: It expresses the individual's tendency to behave in a certain way towards a specific individual or situation. The individual may act friendly or aggressively towards others.

3- Results and discussion

Reliability and validity tests for the questionnaire and the normal distribution of the study variables and their sub-dimensions are as follows:

3.1 . Internal consistency of the scale (half split):

The internal consistency of the scales is an indicator that expresses the homogeneity of the components of the scale that measures a particular concept or theory, as the questions must be interconnected with each other as a group that measures a specific concept. It is summed up by finding the correlation coefficient between the scores of the odd and even questions in the questionnaire, and the correlation coefficient is corrected using the Spearman equation. Corrected Spearman-Brown Coefficient. If the value of the reliability coefficient is (0.67) according to the equation, it is considered acceptable for research in which the questionnaire was used as a tool. When applying this method, it was found that the correlation coefficient reached (0.867), which means that it has high stability with its various standards and can be adopted at different times and for the same individuals and gives the same results.

3.2. Consistency between the scale's components (Cronbach's Alpha)

By extracting the Cronbach's Alpha coefficient shown in Table 1, consistency was confirmed between the components of the scale at the dimensional level and all subvariables, as it was confirmed that the values of the correlation coefficients (Cronbach's Alpha) exceeded the acceptable minimum (0.70) except for the attitudes dimension, which It ensures consistency between the components of the scale and then the stability required if the test is repeated

Table (1) Consistency Results Between The Scale Components And Their Main And Sub-Variables					
The Scale	Cronbach's Coefficient	Alpha Of	The Scale	Cronbach's Coefficient	Alpha Of
Polarization Strategy	٠,٨٦٧		Knowledge	٠,٨١٥	
Selection Strategy	٠,٩١٠		Skills	٠,٨٥٠	
Recruitment Strategy	٠,٨١٧		Attitudes	٠,٦٢٠	

Source: Prepared by the researcher based on the outputs of (SPSS V.28).

4-Factor Analysis Test Confirmatory

4-1 Confirmatory factor analysis The independent variable is recruitment strategy Table (2) shows the results of applying the confirmatory factor analysis (CFI) method to the employment strategy model according to the model indicators and goodness of fit indicators. As Figure (1) shows, the factor saturation values of the latent variables for each item, as the results indicated that all items of the independent variable, recruitment strategy, were within the standards required for the model. It is clear from Table (2) that all items are greater than the critical standard value (CR) of (1.96), this indicates the significance of the paragraphs, the truth of the statements, and that the extracted goodness of fit indicators are identical to the standard goodness of fit indicators. It should be noted here that the model was modified by creating a correlation between random errors with common variance The high one

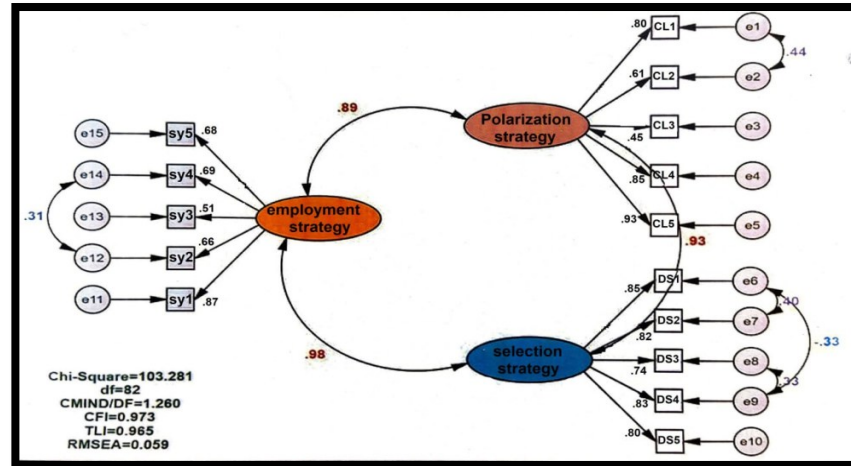


Figure (1) Saturation chart of the latent factors for each element of the employment strategy variable using Amos V.26 confirmatory factor analysis.

Table (2) Regression weights, standard error, critical ratio, significance level, and goodness of fit indicators for the dimensions of the independent variable (recruitment strategy).

I path	Dimensions	Standard Regression weights	Regression weights	Standard Error	Critical Ration CR	Significat ion level	The Result Of The Signifi cance
---> CL1	Polarization strategy	.797 [•]	1.000				Indicate
---> CL2		.612 [•]	.837 [•]	.119 [•]	7.045	***	indicat ed
---> CL3		.451 [•]	.590 [•]	.151 [•]	3.920	***	indicat ed
---> CL4		.846 [•]	1.326	.159 [•]	8.341	***	indicat ed
---> CL5		.930 [•]	1.419	.150 [•]	9.467	***	indicat ed
---> Ds1	Selection strategy	.851 [•]	1.000				indicat ed
---> Ds2		.818 [•]	1.095	.096 [•]	11.395	***	indicat ed
---> Ds3		.743 [•]	.865 [•]	.114 [•]	7.553	***	indicat ed
---> Ds4		.827 [•]	.909 [•]	.117 [•]	7.798	***	indicat ed
---> Ds5		.799 [•]	.845 [•]	.100 [•]	8.474	***	indicat ed

---> Sy1	Recruitment strategy	.875 [•]	1.000				indicat ed
---> Sy2		.661 [•]	.503 [•]	.077 [•]	6.488	***	indicat ed
---> Sy3		.505 [•]	.333 [•]	.072 [•]	4.595	***	indicat ed
---> Sy4		.687 [•]	.674 [•]	.098 [•]	6.857	***	indicat ed
---> Sy5		.677 [•]	.794 [•]	.118 [•]	6.721	***	indicat ed
Indicators of quality of conformity							
Chi-square = 103.281 Degrees of freedom = 82		CMIN/DF< 5	IFI> 0.90	TLI>0.9 0	CFI>0.90	RMSEA= 0.08	

Source: Output of the results of conformity indicators for confirmatory factor analysis, Amos V.26 program

4-2 Confirmatory factor analysis of the responding variable, the core capabilities of human resources.

Table (3) shows the results of applying the confirmatory factor analysis (CFI) method to the model of the core capabilities of human resources according to the model indicators and goodness of fit indicators. As Figure (2) shows, the factor saturation values of the latent variables for each item, as the results indicated that the goodness-of-fit indicators were within the standards required for the model, as is evident from Table (3), that all items are greater than the critical standard value (CR) of (1.96) This indicates the significance of the paragraphs, and this indicates the truthfulness of the statements and that the extracted goodness of fit indicators are identical to the standard goodness of fit indicators.

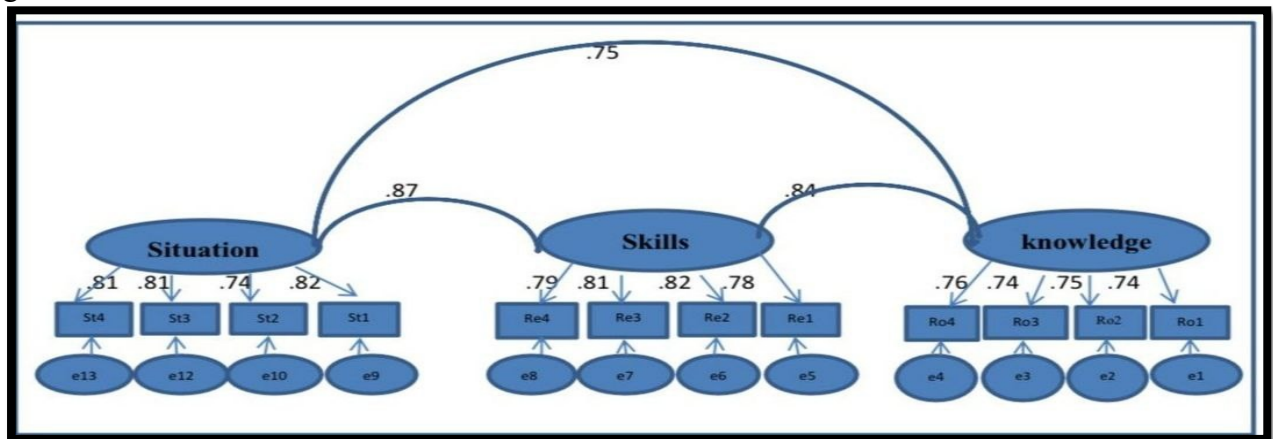


Figure (2) A saturation chart of the latent factors for each element of the human resources intrinsic estimator variable using Amos V.26 confirmatory factor analysis. Table (3) Regression weights, standard error, critical ratio, significance level, and goodness of fit indicators for the dimensions of the responding variable, the core estimators of human resources

Path	Dimensions	Standard Regression weights	Regression weights	Standard Error SE	Critical Ratio CR	Significance level	The Result Of The Significance
---> Ro1	Knowledge	0.748	1.000				Indicated
---> Ro2		0.759	1.353	.168 [•]	8.047	***	Indicated
---> Ro3		0.745	.629 [•]	.153 [•]	4.102	***	Indicated
---> Ro4		0.764	.692 [•]	.097 [•]	7.138	***	Indicated

---> Re1	Skills	0.784	1.000			***	Indica ted
---> Re2		0.821	1.018	.077,	13.175	***	Indica ted
---> Re3		0.812	.423,	.103,	4.115	***	Indica ted
---> Re4		0.793	.688,	.103,	6.687	***	Indica ted
---> St1	Attitudes	0.825	1.000			***	Indica ted
---> St2		0.788	1.217	.155,	7.873	***	Indica ted
---> St3		0.812	.728,	0.122	5.958	***	Indica ted
---> St4		0.819	1.104	.098,	6.857	***	Indica ted
Indicators of quality of conformity							
Chi-square = 205.584 Degrees of freedom = 90	CMIN/DF<5	IFI=>0.9 0	TLI>0.90	CFI>0.9 0	RMSEA= 0.08		

Source: Output of the results of conformity indicators for confirmatory empirical analysis, Amos V.26 program

5-Describe and diagnose the research variables, analyze the sample answers, and interpret the results.

In order to determine the best level of response of the sample members, the researcher relied in diagnosing the level of variables on five categories in the light of which the values of the arithmetic mean are interpreted based on the five-point Likert scale, as shown in detail in Table (4), noting that the length of the category in the response strength matrix was calculated according to the equation Which is equal to dividing (the highest value taken by the scale used in the research, minus one integer) by (the highest value taken by the scale), which equals (0.8) when adopting a five-point Likert scale in the research

Table (4) shows the weighted average and response level		
Weighted average	Answer scale	Answer level
From 1 to 1.80	I strongly disagree	Very weak
From 1.81 to 2.60	I do not agree	weak
From 2.61 to 3.40	neutral	middle
From 3.41 to 4.20	I agree	good
From 4.21 to 5	I strongly agree	very good

Source: Nakapan, W. & Radsiri, S. (2012) "Visual training in a virtual world: A comparative study between traditional learning versus learning in a virtual world Proceedings of the 17th International Conference on Computer-Aided Architectural Design Research in Asia,, p.573 In the process of descriptive analysis of the data, the researcher relies on the measures of weighted means, standard deviations, and relative importance applied to the independent variable and its sub-dimensions (the effective recruitment strategy and the core capabilities of organizational human resources (the responding variable). The results of the analysis were as shown in Table (5) as follows.

Table (5): Statistical measures for the variables and dimensions of the study. 300=n

Source: Results of statistical analysis using the statistical program SPSS v.28

Dimensions Of The Variables Of Research	Arithmetic Mean	Standard Deviation	Coefficient Of Variance	Relative Importance	Ranking Level
Polarization Strategy	3.٨	0.52	13.6	76.6%	First
Selection Strategy	3.٧٨	0.54	14.3	75.7%	Second
Recruitment Strategy	3.٦٦	0.59	16.3	73.2%	Third
Recruitment Strategy	3.76	0.50	13.4	75.2%	
Core Capabilities Of Human Resources	3.87	0.502	12.9	77.4%	

5-1Description and diagnosis of paragraphs effective recruitment strategies.

Table (5) indicates the arithmetic means, standard deviations, coefficients of variation, and relative importance related to the studied sample's point of view on effective recruitment strategies and its sub-dimensions. The aforementioned table reflects a general arithmetic mean that is higher than the standard arithmetic mean of (3), as it reached (3.76), with a standard deviation. (0.50), with a coefficient of variation of (0.13.4), and the relative importance reached (75.2%), which confirms that effective recruitment strategies have attained a high level of importance based on the responses of members of the research sample. Table (5) shows the order of the sub-dimensions of the variable Effective recruitment strategies based on the relative importance achieved.

5-2Description and diagnosis of the paragraphs(core capabilities of human resources:

Table (5) indicates the arithmetic mean, the standard deviation, the coefficient of variation, and the relative importance related to the point of view of the sample studied regarding the fundamental capabilities of human resources. The aforementioned table reflects a arithmetic mean that is higher than the standard arithmetic mean of (3), as it reached (3.87), and the standard deviation reached (3). 0.502), with a coefficient of variation of (12.9), and the relative importance reached (77.4%), which confirms that the core capabilities of human resources have reached a high level based on the responses of the members of the sample studied.

6-Testing research hypotheses

6-1Testing correlations between research variables

Table(6)Person rank correlation coefficients to examine the existence of the relationship between effective recruitment strategy and the core capabilities of human resources

Source: Results of statistical analysis using AMOS V26 statistical program

n=300

Table (6) indicates that there is a significant correlation between the effective recruitment strategy and the core capabilities of human resources at the aggregate level, as the value of the Pearson correlation coefficient was (0.861), and this relationship is significant based on the probability value (P-value), which was (0.014), which

Variables		Pearson's Simple Correlation Coefficient	Confidence Interval 95%		P-Value	Direction Of The Relationship
Independent	Respondent		Lower	Upper		
Polarization Strategy	Core Capabilities Of Human Resources	0.663	0.549	0.757	0.013	<-->
Selection Strategy	Core Capabilities Of Human Resources	0.785	0.689	0.864	0.011	<-->
Recruitment Strategy	Core Capabilities Of Human Resources	0.758	0.647	0.839	0.019	<-->
Recruitment Strategy	Core Capabilities Of Human Resources	0.861	0.790	0.916	0.014	<-->

is less From (0.05), in addition to the similarity of the signs of both the (Lower) and (Upper) limits of the confidence limits (Confidence Interval 95%) at a significance level (0.05). Therefore, the first main hypothesis is accepted, which states (there is a significant, statistically significant correlation between the effective recruitment strategy and the core capabilities of human resources at significance level ($\alpha \leq 0.05$)).

The following is an analysis of the sub-relationships between the effective recruitment strategy and the core capabilities of human resources at the level of sub-hypotheses.

6-1-1 Analyze the relationship between the recruitment strategy and the core capabilities of human resources.

In Table (6), we notice that the value of the correlation coefficient between the recruitment strategy and the core capabilities of human resources reached (0.663), which is a significant correlation based on the probability value (P-value), which was equal to (0.013), which is less than (0.05). In addition to the similarity of the signs of the (Lower) and (Upper) limits of the confidence limits (Confidence Interval 95%), this result supports the first sub-hypothesis of the research emanating from the first main hypothesis, and this means accepting this hypothesis, that is, there is a statistically significant correlation between the strategy Polarization and the core capabilities of human resources are at a significance level ($\alpha \leq 0.05$)

6-1-2 Analyze the relationship between the selection strategy and the core capabilities of human resources.

In Table (6), we notice that the value of the correlation coefficient between the selection strategy and the core capabilities of human resources reached (0.785), which is a significant correlation based on the probability value (P-value), which was equal to (0.011), which is less than (0.05). In addition to the similarity of the signs of the (Lower) and (Upper) limits of the confidence limits (Confidence Interval 95%), this result supports the second sub-hypothesis of the research emanating from the first main hypothesis, and this means accepting this hypothesis, that is, there is a statistically significant correlation between The selection strategy and the core human resources estimators are at a significant level significance level ($\alpha \leq 0.05$).

6-1-3 Analyze the relationship between the recruitment strategy and the core capabilities of human resources.

In Table (6), we notice that the value of the correlation coefficient between the recruitment strategy and the core capabilities of human resources reached (0.758), which is a significant correlation based on the probability value (P-value), which was equal to (0.019), which is less than (0.05). In addition to the similarity

Variables		Estimate (β)	SRW	Confidence Interval 95%		P- Value	Dire cion Of Impa ct	Impac t force
The Independent	Respondent			Lower	Upper			
Polarization Strategy	Core Capabilities Of Human Resources	0.578	0.663	0.388	0.709	the third	←	third
Selection Strategy	Core Capabilities Of Human Resources	0.938	0.785	0.733	1.165	the first	←	first
Recruitment Strategy	Core Capabilities Of Human Resources	0.787	0.758	0.593	0.999	the second	←	second
Recruitment Strategy	Core Capabilities Of Human Resources	1.156	0.861	0.954	1.561	0.010	←	

of the signs of the (Lower) and (Upper) limits of the confidence limits (Confidence Interval 95%), this result supports the third sub-hypothesis of the research emanating from the first main hypothesis, and this means accepting this hypothesis, that is, there is a statistically significant correlation between The recruitment strategy and the core capabilities of human resources are at a significance level ($\alpha \leq 0.05$).

6-2 Testing the influence between the research variables

The content of this analysis reflects the testing of the effect of the independent variable, effective recruitment strategies, on the responding variable, the core capabilities of human resources, and the results were as in Table (7) below:

Table (7) shows the relationship between effective recruitment strategy and the core capabilities of human resources

Source: Results of statistical analysis using AMOS V26 statistical program n=300

Table (7) shows the presence of a direct and statistically significant effect of effective recruitment strategies on the core capabilities of human resources, in terms of the value of the regression coefficient Estimate (β), which reached (1.156) and a probability value of (1.010), which is less than (0.05), in addition to the similarity The (Lower) and (Upper) limits of confidence are set at a significance level (0.05). This result supports the main research hypothesis, which states that there is a statistically significant effect of recruitment strategies in enhancing the core capabilities of human resources at a significance level ($\alpha \leq 0.05$).

The following is an analysis of the sub-effects of recruitment strategies and their dimensions separately on the core capabilities of human resources.

6-1-1Analyze the impact of the recruitment strategy on the core capabilities of human resources.

Table (7) shows the presence of a direct, significant and statistically significant effect of recruitment strategies on the core capabilities of human resources, in terms of the value of the regression coefficient Estimate (β) of (0.578) and a probability value of (0.026) which is less than (0.05), in addition to the similarity of the sign of the binomials. (Lower) and (Upper) confidence limits at a significance level (0.05). This result supports the first sub-research hypothesis emanating from the second main hypothesis, which states that there is a statistically significant effect of the recruitment strategy in enhancing the core capabilities of human resources at a significance level ($\alpha \leq 0.05$).

6-1-2 Analyze the impact of the selection strategy on the core capabilities of human resources

Table (7) shows the presence of a direct and statistically significant effect of selection strategies on the core capabilities of human resources, in terms of the value of the regression coefficient Estimate (β) amounting to (0.938) and a probability value of (0.014) which is less than (0.05), in addition to the similarity of the sign of the two terms. (Lower) and (Upper) confidence limits at a significance level (0.05). This result supports the second sub-research hypothesis emanating from the second main hypothesis, which states that there is a statistically significant effect of the selection strategy in enhancing the core capabilities of human resources at a significance level ($\alpha \leq 0.05$).

6-1-3 Analyze the impact of appointment on the core capabilities of human resources.

Table (7) shows the presence of a direct and statistically significant effect of recruitment strategies on the core capabilities of human resources, in terms of the value of the regression coefficient Estimate (β) of (0.787) and a probability value of (0.020), which is less than (0.05), in addition to the similarity of the sign of the binomials. (Lower) and (Upper) confidence limits at a significance level (0.05). This result supports the third sub-research hypothesis emanating from the second main hypothesis, which states that there is a statistically significant effect of the recruitment strategy in enhancing the core capabilities of human resources at a significance level ($\alpha \leq 0.05$).

Conclusions

1- There is a good understanding and understanding of most of the interactions of the variables investigated, based on the principle that attracting and selecting the correct human resources helps in obtaining the best human competencies to enhance their core capabilities. However, the researched colleges do not have an annual plan for recruitment stemming from the reality of their actual needs due to the central appointment of the Ministry.

2-The investigated colleges are interested in providing trust between management and working individuals and meeting their needs, and this reflects their continuous endeavor to provide a stimulating environment to enhance the core capabilities of human resources.

3- There is a clear interest among decision-makers in the colleges investigated in translating their ideas into creating healthy work climates to enhance core capabilities, and this is reflected in the variation in correlations and influence between the sub-variables of the effective recruitment strategy on the core capabilities of human resources.

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