



The moderating of job tenure in human capital framework for organizational employee's commitment and performance: a case study in BCF

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Abstract

Human capital, are designed to improve the effectiveness and productivity of employees. In addition, the utilization of this system can reduce costs for the organization, while still creating value for employees. Organizations benefit from creating human resource (HR) systems that increase value to all stakeholders. Factors of Human capital, investigated are Job tenure, Organizational Commitment and Performance, Employees self-actualization, creativity, and self-affirmation. The purpose of this study was to examine the relationship between Human capital, Job tenure, Organizational Commitment and Performance, Employees self-actualization, creativity, and self-affirmation, and its impact on employees and organizational performance. The researcher applied quantitative research questions; the data was gathered from web-based surveys emailed to 120 employees which 107 surveys questionnaires were returned. Subsequently, random selection of fully completed surveys was selected to be analyzed. The study establishes the existence of correlations between Human capital, Job tenure, Organizational Commitment and Performance, Employees. This shows that application of Human capital would enhance Job tenure, Organizational Commitment and Performance.

Keywords: Human capital, Job tenure, Organizational Commitment and Performance, Employees

1. INTRODUCTION

A survey, focus groups, a Job tenure, and an Organizational Commitment were all ordered to gather information for our work by the Task Force, which was assisted by Barzani Charity Foundation (BCF) employees. The Task Force examined the existing Human Capital and Job tenure before deliberating on the plan's design and contribution/benefits levels, receiving advice from the BCF Performance. The Barzani Charity Foundation was established in Erbil, Iraq's Kurdistan Region capital, in 2005 as a non-governmental, non-political, and non-profit organization. Barzani Charity Foundation has been named after the Kurdish leader Mustafa Barzani (1903–1979). The working philosophy of the foundation is based on a statement by Barzani where he says "It is a privilege to serve one's own people".

As a result of its prominence in HR literature over the last two decades, strategic human resource management has shed light on the critical role that human resources play in businesses. Human capital management is based on the premise that the systems or groupings of human capital present in any organization have a major impact on the organization's ability to fulfill its commitment to its mission. Human capital is the name given to these systems. Different titles like high engagement or high-commitment work systems have been used to describe the same HRM system techniques. In general, all of these studies agree on one thing: the most essential strengths of any corporation is its people, and the appropriate use of these people can lead to excellent employees' self-actualization, creativity, and self-affirmation. Human capital can be used to describe these kinds of systems because of the breadth and depth of the notion. Job duration has been linked statistically significantly to business commitment performance in the human capital domain. Also, the turnover decreases as a result of this. It is assumed that human capital has a managerially relevant impact on organizational commitment performance. Employees' self-actualization, creativity, and self-affirmation have been bolstered by the Human capital link research stream's efforts over the years. The foundation of Human capital has been laid down on numerous ideas, such as resource-based theory, behavioral perspective, and institutional perspective, by various researchers. Human capital may be linked to employees' self-actualization, creativity, and self-affirmation through the use of three separate ways. The employees or best practices approach is the first of these approaches. Human capital best practices can help a business achieve its goals, according to this theory. The contingency strategy is the second of the aforementioned strategies.

Organizational Commitment, Employees' Self-actualization, Creativity, and Self-Affirmation, will be realized if the organization's major external factors are related to its Human capital practices in accordance with the contingency method. Human capital's value is said to be tied to an organization's characteristics, according to this theory. The contingency approach informs the third strategy, known as the configurational approach. Organizational commitment

performance can only be improved if these practices are put in a standardized configuration or array and show both the external and internal vertical fit. This is what is known as the "configurational approach." Despite the large amount of Human capital research, numerous critical theoretical and methodological concerns remain unresolved, admitting that Human capital is not a settled body of thought but a theoretical ferment. When it comes to gross domestic product (GDP), many developed and developing economies now look to the service sector as the primary source, but the vast majority of academic literature focuses almost exclusively on human capital (HC), job tenure (JT), and R&D in manufacturing firms, leaving the service sector out entirely (LS). The author concluded that findings from the industrial sector can only be extended to a limited amount to the service sector because of the vast differences between the two industries. It has been shown that long-term employment has a positive impact on an organization's performance, contrary to popular opinion that this is not the case in the service industry. Human capital and job duration were found to be more closely linked in low capital-intensive manufacturing businesses than in high capital-intensive manufacturing industries, according to the study. In many studies, researchers have concluded that human capital should be examined in service sectors, which are more labor intensive, and that these studies may yield stronger moderators such as job permanence, organizational commitment performance, and employees' relationships. An increasing interest in Human capital research is centered on how organizations in the service sector might employ moderators like Job tenure, to gain a competitive edge as a result of this long-running debate in the past. Consequently, policymakers and scholars in the field of Organizational Commitment Performance have centered their attention on human capital and have sought to understand what makes for good or bad commitment performance. Given the lack of study, it is necessary that the role of Human capital in this key labor-intensive Organization be rigorously appraised.

1.1 The Research Purpose

The research purpose is to study how employees' self-actualization, creative thinking, and personal affirmation are linked to their organizational commitments and performance. Human capital research is summarized in this study with a look at noteworthy researchers' potential gaps and a methodology for conducting Employees' self-actualization, creativity, and self-Affirmation in organization by taking into account unique mediating and contingent elements.

1.2 The Research Problems

The absence of human capital has been generally overlooked by organizations in the service sector. A few organization have acknowledged the importance of this sector in Human capital study by focusing on the use of human capital to boost the achievements of employee's self-actualization, creativity, and self-affirmation. As a result, there is a lack of an integrated Job tenure conceptual framework for employees' personal development (Self-actualization, Creativity, and Self-affirmation). Management tenure faces new administrative expectations to produce by raising employee achievement and preparing their employees for a successful future.

1.3 The Research Important

Theoretical issues are very important in this research. According to the findings of this study human capital and job, tenure is subject to public accountability in the same way that other corporations are held accountable by stockholders for their commitment and performance. Employees are under additional pressure to perform and to bridge the

accomplishment gap because of the increasing focus on responsibility. The research shows that the workforce is taken as abstractly as the researchers assess detailed replies to a given set of assumptions.

1.4 The Research Questions

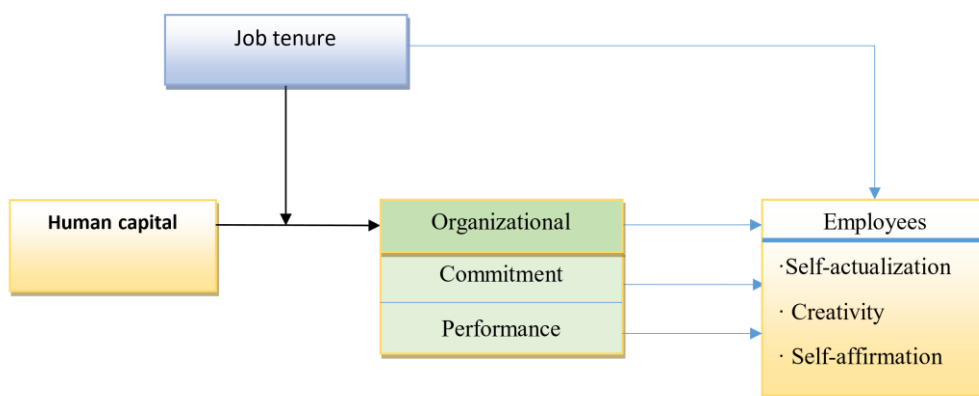
(1). Does reconcile the relationship between Human capital, and Job tenure theories? (2). Does Human capital, have a straight impact on Employee self-actualization, creativity, and self-affirmation? (3). Does the Organizational Commitment and Performance contribute to Human capital? (4). what is the correlation between Human capital and Employee self-actualization, creativity, and self-affirmation? (5) Does Human capital moderated by the Job tenure?

1.5 The Research Objectives

To expressing power in building a relationship between Human capital and Job tenure. To clarify the impact of the Job tenure on Human capital. To determine the correlation between Human capital and Employee self-actualization, creativity, and self-affirmation. To demonstrate that Human capital have a straight impact on Job tenure. To determine the impact of Human capital on Organizational Commitment and Performance.

1.6 The Research Model:

This model provides a strong side to the versatility of independent Human capital and the development of infrastructure, viewed by the dependent Employees, and mediators in the Organizational Commitment and Performance. It thus adds additional self-actualization, creativity, and self-affirmation, and Commitment and Performance to employees. The moderator of job tenure from a positive Organizational such as Commitment and Performance.



Model: Human capital, Job tenure, Organizational Commitment and Performance, Employees self-actualization, creativity, and self-affirmation.

In addition, the study included a positive partnership with Human capital and the development of infrastructure and, Job tenure as a moderator. It also led to more promotion of Organizational Commitment and Performance with moderator Job tenure in the Human capital.

2.7 Hypotheses

Based on core study about the effect of Human capital and moderator of Job tenure and Employees of infrastructure, The hypotheses have been formulated to investigate and study the current research's main issues:

Hypothesis 1: Human capital is positively related to the mediator Organizational Commitment, performance, (H1a), and dependent, Employees, such as, (self-actualization, creativity, and self-affirmation), (H1b).

Hypothesis 2: The moderator Job tenure, and is positively related to independent Human capital, (H2a), and the mediator Organizational Commitment, performance, (H2b), has a direct relationship with the outcomes, dependents Employees, such as, (self-actualization, creativity, and self-affirmation). (H3c).

Hypothesis 3: Employees is affirmatively related to the moderator Job tenure, (H3a), and the independent Human capital (H3b), and is positively related to the mediator Organizational Commitment, performance, (H3c).

Hypothesis 4: The independent of Employees of infrastructure, is related to the moderator Job tenure, (H4a), and is positively related to the mediator of Organizational Commitment, performance,, (H4b), and is related to the outcomes; Employees, such as, (self-actualization, creativity, and self-affirmation). (H4c).

2. LITERATURE REVIEW

2.1 Human Capital

Individual employee knowledge, skills, and expertise are commonly referred to as human capital (Salamon, 1991; Youndt & Snell, 2004). Investing in human capital is critical to the success of organizations and the success of businesses (Huselid, 1995; Hsu, Lin, Lawler & Hwawu, 2007). For example, firms that use HR focus on rigorous selection and extensive development opportunities, resulting in an increase in the human capital of their personnel (Way, 2002; Huselid, 1995). An organization's performance is mostly determined by its human capital, according to SHRM literature, which states that human capital is the primary factor influencing employee contributions to an organization's success (Wright & Snell, 1991; Pennings, Lee & Van Witteloostuijin, 1998; Hatch & Dyer, 2004; Coff, 1999; Barney, 1991; Carpenter, Sanders & Gregersen, 2001).

2.2 Job Tenure

The amount of time a person has worked for his or her present employer is measured by their tenure. Employers utilize employment as a condition for hiring new employees since employee longevity is so important to their business. It could be long or short term (MBASKool 2019). The length of time a person is employed by a company will be known as their "tenure". Companies, customers, and employees all benefit from long-term relationships. Some employees, on the other hand, prefer to often switch locations in order to avoid becoming fatigued, stressed, or otherwise unhappy at work (Neil Kokemuller, 2018). Long-term employees are preferred by the majority of businesses due to the wealth of collective knowledge and experience they bring to the table. Establishing long-term ties and connections with established staff is also beneficial to the customer base. Longer tenures at a corporation are frequently rewarded with higher salaries. For further information, please visit Neil Kokemuller's website. In academia, tenure is awarded to researchers who have published and taught over a long period of time. In the organized career, "employment for life" is the operative phrase.

2.3 Organizational Commitment

Although various studies have attempted to explain the mediating role of specific components in Human capital, empirical research studies rarely examine the effects of workforce attitudes on the mediating role of these factors (Chow, 2003). Attitudes have an important role in determining the level of engagement and demeanor of employees in the workplace since they include behavioral as well as intuitive and intellectual components (Fishbein & Ajzen, 1972). A meta-analysis shows that good attitudes among employees are associated with a variety of favorable outcomes for organizations (Harter, Schmidt & Hayes, 2002). The term "organizational commitment" refers to an employee's sense of loyalty to their employer (Porter, Steers, Mowday & Boulin, 1974). A "good work environment" can be created through increasing employee engagement, according to a 2003 study by Wright, Gardner, and Moynihan (2003). Organizations with completely devoted workers will be more productive, they said.

2.4 Organizational performance

Organizational performance can be judged by comparing its actual outputs to the ones it had originally planned to produce (or goals and objectives). When it comes to measuring a company's success, financial performance (earnings, return on assets, return on investment, etc.) is just one part of the equation. Another part is how well its products are selling and how much of that success can be attributed to the company's shareholders (total shareholder return, economic value added, etc.). Pierre J. Richard; Timothy M. Devinney; George S. Yip; and Gerry Johnson (2009-02-06). As a result, the phrase "organizational effectiveness" (Upadhaya, Munir, Blount, 2014) encompasses more. Strategic planners, operations, finance, legal, and organizational development are all concerned with organizational performance.

2.5 Employees

Employer Involvement Human resources literature defines participation as "taking part" (Vroom & Jago, 1988). According to research, participation has a direct impact on the quality and productivity of an organization, for example (Banker, Field, Schroeder & Sinha, 1996). Other studies have demonstrated the positive connection between employee participation and happiness, performance, and output (Wagner, 1994; Pfeffer, 1994; Verma, 1995). Teachers' performance in schools is also boosted as a result, which in turn improves school results (Conley, 1991).

2.6 Self-actualization

Maslow's hierarchy of needs places self-actualization at the pinnacle of psychological growth, when one's full potential is reached once one's physical and ego requirements have been met. According to the organismic theorist Kurt Goldstein: "the desire to achieve one's potential as fully as possible is a fundamental driving force for the drive of self-actualization." "Self-actualization" is defined by Goldstein and cited by Arnold H. Modell in *The Private Self* (Harvard 1993) as "the full development of one's capacities and enjoyment for life." People who have achieved self-actualization have learned to love and accept themselves for who they are, flaws and all, and have gained enough life experience to be inspired to be innovative in every part of their lives. When it comes to psychotherapy, it's said that "the curative

force is a man's inclination toward self-actualization, becoming his potentialities, to express and activate his entire organism." Carl Rogers is a well-known psychologist (1961).

2.7 Employee Creativity

For workers, creativity is about coming up with new and helpful ideas on how they may improve their products, strategies, and procedures. It's vital to keep in mind that researchers study innovation by focusing on (Knippenberg, D.V., & Knippenberg, J. 1995). Rules like these can be the result of internal forces, such as people's desire to participate in a particular activity. Because these desires have no external motivators, they are fueled solely by one-on-one beliefs (Knippenberg, and sleebos. 2009). Extrinsic factors such as competitiveness, recognition, or avoiding criticism can also influence people. Keep in mind that foreign considerations can be divided into active and passive methods, meaning those that pursue favorable judgments and those that avoid adverse judgments, as previously stated. Organizations have long sought to foster employee innovation as a means of improving performance. As a result, they shifted their focus to designing organizational structures and team structure features to encourage innovation (Drazin et al, 1999). When it comes to improving employee productivity and the quality of their work product, management innovation has evolved over time to include not only what companies can do to attract and retain the most creative workers, but also what managers themselves can do to enhance their own personal creative output (Mumford, 2000). Recent years have seen a shift in the way that creative achievement is viewed as a dynamic and multi-faceted process including interactions across corporate, management, and employee elements.

2.8 Self-affirmation

Individuals adjust to information or events that threaten their self-concept through self-affirmation hypothesis, a psychological theory. Steele, C. M., Cohen, G. L., and Sherman, D. K. (1988) first popularized self-affirmation theory in the late 1980s (2007). And it has been extensively researched in the field of social psychology. Sherman, D. K., & Cohen, G. L. (2006), McQueen, A., & Klein, W. M. (2007), are the authors of this study (2006). Personal values that are important to the individual are less likely to cause distress and a defensive reaction when confronted with material that challenges or threatens their sense of self. Evidence from experiments based on self-affirmation theory suggests this strategy may be helpful in lowering defensiveness while also enhancing academic achievement and health. Geoffrey Cohen and David K. Hoffman are two of the most prominent researchers in their field (2014).

3. METHODOLOGIES

3.1 Participants and Procedure

The Human Capital Director of the Barzani Charity Foundation (BCF) in Kurdistan, Iraq, was surveyed along with all other BCF workers and Managers to establish the theoretical model for

this research. When we explained the study's goals and survey requirements, a subset of respondents consented to participate. We were able to get departmental recommendations from their assistance. It's important to stress that everyone who joins in is doing it voluntarily. It took us one month to gather all of our data. We sent out 120 surveys and only received 107 completed ones. On-site distribution and collection of all questionnaires.

4. Results

4.1 Correlation Analysis

Distribution of respondents according to personal information:

Table (1) was relied upon, which represents the distribution of respondents according to age groups, gender and scientific level, where it became clear to the researcher the following:

1. With regard to the distribution of members of the researchers according to age groups, it was found that the majority among them were within the age group (26-45) years, and their participation rate reached (86.92%), and the second ranks came in the sample members who are within the age group (18-25) A year with a participation rate (7.48%), and finally the participation rate was very few for the age group, which were greater than 45 years with a participation rate (5.61%). From the previous information, we conclude that the majority of the participants, who were distributed to them, were somewhat aged ones, and this leads to balanced and reasonable results and can be taken relatively. It is worth noting here that the results extracted from the current study are more due to the mentioned category.

2. It was found through the aforementioned schedule that the majority of the research sample members were male with a participation rate (78.50%) against the females, as the participation rate had (21.50%). We conclude from this that the results and conclusions, as well as the recommendations that are extracted from this field study belong to the male category because it is considered one of the participating majorities.

3. Finally, with regard to the distribution of the respondents according to the scientific situation, it turned out that the majority were a holder of a degree (Bachelor's degree), where their participation rate was (75.70%), as it came first in terms of the participation rate, and it was also found that those who had a degree (diploma) were occupied The second rank is of importance, as their participation rate reached (19.63%), As for the participation of the degree holder (Master) and (Doctor), it was noted that the percentage of their participation was small and almost not mentioned, as it reached (3.74%) and (0.93%) and consecutive. Depending on the previous information, it becomes evident that the majority of the participants in the study concerned were good degrees from the Certificate of Certificate (Bachelor's degree), as the results of this study are due to the opinions of the speakers of the aforementioned category, which is considered one of the majority, and this reflects the maturity and accuracy of opinions of the research sample and therefore it is possible to trust and rely on The results and conclusions that are deduced from the current study as well as taking it.

Table (1): Distribution of the respondents according to personal information

personal information	Categories	Frequency	Percent
Age	18-25	8	7.48%
	26-45	93	86.92%
	>=46	6	5.61%
	Total	107	100%
Gender	Female	23	21.50%
	Male	84	78.50%
	Total	107	100%
the level of education	Diploma	21	19.63%
	Bachelor's degree	81	75.70%
	Master's degree	4	3.74%
	Doctorate	1	0.93%
	Total	107	100%

prepared by the researchers based on the Statistical Program (SPSS)

4.2 Distribution of respondents according to the duration of tenure in the job:

Based on Table (2), which includes the distribution of respondents according to the period who were continuing and still in the current job, it was shown through the table that:

With regard to the number of years of service in the current job, it became clear that the majority continues to serve and the number of years of service ranges between 4 years to 8 years with a participation rate (67.29%) and the second rank came from these participants from the respondents and whose years of service ranged from one to three years, As for the third rank, it was for a category from 9 years to 13 years of years of continuous service in the institution concerned with the case study, as their participation rate reached (13.08%) of the respondents. Finally, the very low percentage of participation was due to the group with years of experience greater than or equal to 14 years. We conclude from this that the majority of the results are due to the one who was the majority of the participants in the current field study. As for the distribution of the sample members according to the status of taking vacations within the years of their service in the institution concerned with the current field study, it was found that the majority of the respondents did not take vacations during their service by (86.92%) compared to (13.08%) of the participants who had taken vacations during their years of service in the institution concerned.

Table (2): Distribution of the respondents according to Job Tenure

Job Tenure	Categories	Frequency	Percent
Working duration at the agency?	1-3	20	18.69%
	4-8	72	67.29%
	9-13	14	13.08%
	>=14	1	0.93%
	Total	107	100%
Have you received any unpaid leave during your service?	No	93	86.92%
	yes	14	13.08%
	Total	107	100%

Distribution of respondents according to the question 'If the positions in the institution are distributed into five levels, which levels do you think suits you': In order to distribute the respondents according to the aforementioned question, it was found that the majority of the sample members had their opinions that the positions with senior levels of management are suitable for them by (68.22%) of the opinions, and came in second place those respondents who consider that the very high levels of positions are the ones that forget them, according to the opinions of the sample and their percentage was (15.89%) and the same percentage was for the opinions that are considered that the middle positions are appropriate for them, as shown in Table (3).

Table (3): Distributing the individuals of the respondents according to the question, "If the positions in the institution are distributed to five levels, in your opinion, any of the levels that suit you"

#	Categories	Frequency	Percent
Level of positions (JT1)	the middle level	17	15.89%
	High levels	73	68.22%
	Highest level	17	15.89%
	Total	107	100%

4.3 Distribution of respondents according to the levels of technical ability of the employee:

It was based on Table (4) for the purpose of distributing the respondents' individuals according to the levels of technical capabilities, where it was found that the majority, which comes in the first place of participation, were their technical abilities with high levels by (42.99%) of the members of the research sample. In second place were those respondents who were medium levels for their technical abilities, where the participation rate was (36.45%), and in third place were those participants who could not be set a level for their technical abilities, with a participation rate of (10.28%) and Finally, the two categories, which were very high and low levels, had a very low participation rate, which was (3.74%) and (6.54%) respectively. From the aforementioned information, it was found that the majority of the participants in the field study had medium and high levels of technical abilities, according to the members of the research sample in the researched institution.

Table (4): Distribution of the respondents according to the employee's technical ability levels

#	Categories	Frequency	Percent
employee's technical ability levels (JT2)	can't be set a level	11	10.28%
	Basic Level	7	6.54%
	the middle level	39	36.45%
	High levels	46	42.99%
	Highest level	4	3.74%
	Total	107	100%

4.5 Search Variables Description:

The data indicates (2) tables for the repetitive distributions and percentages related to the search variables, and the following shows: The Human Capital (HC) indicates that (82.24%) of the sample members agree with this variable, while the average incompatible reached (17.76%) and in the midst of my account and a standard deviation of (3.94), (1.06), respectively, which means The sample members agree with this variable, as the mathematical milieu exceeded the hypothesis (3) according to the approved five -year Likart scale. It was also found that the relative importance of the mentioned variable had reached (78.88%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraphs contained in the variable concerned. The variable (Organizational Commitment (OC)) indicates that (85.51%) of the sample members agree with this variable, while the rate of non-agreement (14.49%) with an arithmetic mean and standard deviation of (4.04), (0.87) respectively, which means that the sample members agree with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the approved five-year Likart scale. It was also found that the relative importance of the mentioned variable had reached (80.75%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraphs contained in the variable concerned. The variable (Organizational Performance (OP)) indicates that (89.72%) of the sample members agree with this variable, while the rate of non-agreement (10.28%) with an arithmetic mean and standard deviation of (4.21), (0.57) respectively, which means that the sample members agree with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the approved five-point Likart scale. . It was also found that the relative importance of the mentioned variable had reached (84.16%),

which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraphs included in the variable concerned. The variable (Organization (Org)) indicates that (88.32%) of the sample members agree with this variable, while the rate of non-agreement (11.68%) and the arithmetic mean and standard deviation of (4.12), (0.61) respectively, which means the agreement of the sample members with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the adopted five-point Likart scale. It was also found that the relative importance of the mentioned variable had reached (82.40%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraphs contained in the variable concerned. The variable (Employee Self-Actualization (EA)) indicates that (72.90%) of the sample members agree with this variable, while the rate of disagreeing (27.10%) with an arithmetic mean and a standard deviation of (3.75), (1.33) respectively, which means that the sample members agree with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the approved five-point Likart scale. It was also found that the relative importance of the mentioned variable had reached (74.95%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraph concerned. The variable (Employee Creativity (EC)) indicates that (94.39%) of the sample members agree with this variable, while the rate of non-agreement (6.61%) and the arithmetic mean and standard deviation of (4.44), (0.84) respectively, which means that the sample members agree with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the approved Likart five-point scale. It was also found that the relative importance of the mentioned variable had reached (88.79%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraph concerned. 7) The variable (Employee Self-Affirmation (EF)) indicates that (81.62%) of the sample members agree with this variable, while the rate of disagreeing (18.38%) with an arithmetic mean and standard deviation of (3.95), (0.80) respectively, which means that the sample members agree with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the approved five-point Likart scale. It was also found that the relative importance of the mentioned variable had reached (79%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraphs included in the variable concerned. The variable (Employee _Emp) indicates that (82.43%) of the sample members agree with this variable, while the rate of non-agreement (17.57%) and the arithmetic mean and standard deviation of (4.01), (0.79) respectively, which means the agreement of the sample members with this variable where the arithmetic mean increased from the hypothetical mean (3) according to the adopted five-point Likart scale. It was also found that the relative importance of the mentioned variable had reached (80.15%), which confirms the agreement of the sample members on the mentioned variable, depending on the value of the arithmetic mean of the paragraphs contained in the variable concerned.

Table (5):Description of research variables

Questions	#	Strongly Disagree	Disagree	agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	4	5			
HC1	Frequency	4	10	46	47	4.14	1.07	82.80%
	%	3.74%	9.35%	42.99%	43.93%			
HC2	Frequency	10	14	52	31	3.75	1.27	74.95%
	%	9.35%	13.08%	48.60%	28.97%			
Human Capital (HC)	Frequency	14	24	98	78	3.94	1.06	78.88%
	%	6.54%	11.21%	45.79%	36.45%			
OC1	Frequency	3	10	46	48	4.18	1.03	83.55%
	%	2.80%	9.35%	42.99%	44.86%			
OC2	Frequency	3	15	61	28	3.90	1.04	77.94%
	%	2.80%	14.02%	57.01%	26.17%			
Organizational Commitment (OC)	Frequency	6	25	107	76	4.04	0.87	80.75%
	%	2.80%	11.68%	50.00%	35.51%			
OP1	Frequency	3	13	49	42	4.07	1.07	81.31%
	%	2.80%	12.15%	45.79%	39.25%			
OP2	Frequency	3	11	62	31	4.00	0.98	80.00%
	%	2.80%	10.28%	57.94%	28.97%			
OP3	Frequency	1	3	27	76	4.63	0.72	92.52%
	%	0.93%	2.80%	25.23%	71.03%			
OP4	Frequency	1	9	61	36	4.14	0.86	82.80%
	%	0.93%	8.41%	57.01%	33.64%			
Organizational Performance (OP)	Frequency	8	36	199	185	4.21	0.57	84.16%
	%	1.87%	8.41%	46.50%	43.22%			
Organization (Org)	Frequency	14	61	306	261	4.12	0.61	82.40%
	%	2.18%	9.50%	47.66%	40.65%			
Employee Self-Actualization (EA)	Frequency	8	21	39	39	3.75	1.33	74.95%
	%	7.48%	19.63%	36.45%	36.45%			
Employee Creativity (EC)	Frequency	2	4	40	61	4.44	0.84	88.79%
	%	1.87%	3.74%	37.38%	57.01%			
EF1	Frequency	4	24	46	33	3.75	1.22	74.95%
	%	3.74%	22.43%	42.99%	30.84%			
EF2	Frequency	6	17	51	33	3.82	1.20	76.45%
	%	5.61%	15.89%	47.66%	30.84%			
EF3	Frequency	4	4	49	50	4.28	0.94	85.61%
	%	3.74%	3.74%	45.79%	46.73%			
Employee Self-Affirmation (EF)	Frequency	14	45	146	116	3.95	0.80	79.00%
	%	4.36%	14.02%	45.48%	36.14%			
Employee (Emp)	Frequency	24	70	225	216	4.01	0.79	80.15%
	%	4.49%	13.08%	42.06%	40.37%			

4.6 Testing research hypotheses:

First hypothesis:

Hypothesis 1: Human capital is positively related to the mediator Organizational Commitment, performance, (H1a), and dependent, Employees, such as, (self-actualization, H1a):

There is a positive and direct relationship between the variable (Human Capital (HC)) and the variable of the median (Organization (Org)) aggregated, depending on the level of statistical significance, where it had reached (0.000), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.485), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (49%) in the same direction.

There is a positive and direct relationship between the variable (Human Capital (HC)) and the variable of the median (Organizational Commitment (OC)) depending on the level of statistical significance, where it had reached (0.000), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.427), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (43%) in the same direction.

3. There is a positive and direct relationship between the variable (Human Capital (HC)) and the variable of the median (Organizational Performance (OP)), depending on the level of statistical significance, as it

had reached (0.000), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.402), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (40%) in the same direction.

Table(6): Correlation Matrix

		HC	OC	OP	Org
HC	Pearson Correlation	1			
	Sig. (2-tailed)				
OC	Pearson Correlation	.427**	1		
	Sig. (2-tailed)	.000			
OP	Pearson Correlation	.402**	.437**	1	
	Sig. (2-tailed)	.000	.000		
Org	Pearson Correlation	.485**	.801**	.889**	1
	Sig. (2-tailed)	.000	.000	.000	

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

H1b:

Table (7) represents the matrix of correlation coefficients between the research variables that relate to the hypothesis in question, where the researcher found the following:

There is a positive and direct relationship between the variable (Human Capital (HC)) and the dependent variable (Employee (Emp)) aggregated, depending on the level of statistical significance, where it had reached (0.000), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.493), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (49.3%) in the same direction.

There is a positive and direct relationship between the variable (Human Capital (HC)) and the variable (Employee Self-Actualization (EA)) depending on the level of statistical significance where it had reached (0.002), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.302), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (30.2%) in the same direction.

There is a positive and direct relationship between the variable (Human Capital (HC)) and the dependent variable (Employee Creativity (EC)) depending on the level of statistical significance, where it had reached (0.000), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.450), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (45%) in the same direction.

There is a positive and direct relationship between the variable (Human Capital (HC)) and the dependent variable (Employee Self-Affirmation (EF)) depending on the level of statistical significance, where it had reached (0.000), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that the correlation coefficient between the two variables was (0.487), which means that whenever the levels of one of the two variables change, the levels of the other variable change by (48.7%) in the same direction.

Table(7): Correlation Matrix

		HC	EA	EC	EF	Emp
HC	Pearson Correlation	1				
	Sig. (2-tailed)					
EA	Pearson Correlation	.302**	1			
	Sig. (2-tailed)	.002				
EC	Pearson Correlation	.450**	.548**	1		
	Sig. (2-tailed)	.000	.000			
EF	Pearson Correlation	.487**	.582**	.597**	1	
	Sig. (2-tailed)	.000	.000	.000		
Emp	Pearson Correlation	.493**	.808**	.760**	.931**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

4.8 Second Hypothesis:

Hypothesis 2: The moderator Job tenure, and is positively related to independent Human capital, (H2a), and the mediator Organizational Commitment, performance, (H2b), has a direct relationship with the outcomes, depends Employees, such as , (self-actualization, creativity, and self-affirmation). (H2c).

H2a:

Table (8) represents the matrix of correlation coefficients between the research variables that relate to the hypothesis in question, where the researcher found the following:

There is a positive and direct relationship between the rate variable (Job tenure (JT1)) and the independent variable (Human Capital (HC)) depending on the level of statistical significance, where it had reached (0.042), which in turn was less than the level of statistical significance assumed by the research, which amounted to (0.05), It is worth noting that we find that the correlation coefficient between the two variables was (0.197), and this means that the more the levels of one of the two variables change, the other levels of the variable change by (19.7%) in the same direction.

There is no statistically significant relationship between the modified variable (JOB Tenure (JT2)) and the independent variable (HC), depending on the level of statistical significance, as it had reached (0.123), which in turn was greater than the level of statistical significance from Before the research, which is (0.05), and this means that any change in the levels of the two variables does not lead to a change in the levels of the other variable.

Table(8): Correlation Matrix

		JT1	JT2	HC
JT1	Pearson Correlation	1		
	Sig. (2-tailed)			
JT2	Pearson Correlation	.232*	1	
	Sig. (2-tailed)	.016		
HC	Pearson Correlation	.197*	.150	1
	Sig. (2-tailed)	.042	.123	

*. Correlation is significant at the 0.05 level (2-tailed).

H2B

Table (9) represents the correlation coefficient between the search variables that relate to the relevant hypothesis, where the researcher shows the following:

A statistically significant relationship between the two variables (Job tenure (JT2)) and (Job tenure (JT2)) and the intermediate variable (Organization (Org)) combined, depending on the level of statistical significance, where it had reached (0.703) and (0.538) respectively, which in turn was greater than the level of statistical significance assumed by the research, which amounted to (0.05), and this means that any change in the levels of one of the two variables does not lead to a change in the levels of the other variable.

A statistically significant relationship between the two variables (Job tenure (JT2)) and (Job tenure (JT2)) and the intermediate variable (Organizational Commitment (OC)) depending on the level of statistical significance where it had reached (0.768) and (0.538) respectively, which in turn was greater than the level of statistical significance assumed by the research, which amounted to (0.05), and this means that any change in the levels of one of the two variables does not lead to a change in the levels of the other variable.

There is a statistically significant relationship between the two variables (Job tenure (JT2)) and (Job tenure (JT2)) and the intermediate variable (Organizational Performance (OP)) depending on the level of statistical significance where it was (0.702) and (0.697) respectively, which in turn was greater than the level of statistical significance assumed by the research, which amounts to (0.05), and this means that any change in the levels of one of the two variables does not lead to a change in the levels of the other variable.

Table(9): Correlation Matrix

		JT1	JT2	Org	OC	OP
JT1	Pearson Correlation	1				
	Sig. (2-tailed)					
JT2	Pearson Correlation	.232*	1			
	Sig. (2-tailed)	.016				
Org	Pearson Correlation	.037	.060	1		
	Sig. (2-tailed)	.703	.538			
OC	Pearson Correlation	.029	.060	.910**	1	
	Sig. (2-tailed)	.768	.538	.000		
OP	Pearson Correlation	.037	.038	.771**	.437**	1
	Sig. (2-tailed)	.707	.697	.000	.000	

*. Correlation is significant at the 0.05 level (2-tailed).

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

H2C:

For the purpose of testing the hypothesis in question, Table (10) was relied upon, which represents the analysis of the effect of the rate variable represented by two variables (JT1) and (JT2) in the dependent variable (Employee) with its three dimensions (Employee Self-Actualization, Employee Creativity, Employee Self-Affirmation), Through the results, it was found that the modified variable does not affect the dependent variable in its three dimensions, based on the values of the level of statistical significance of the regressive weights of the effects, where it became clear that all values of the level of significance were greater than the level of significance assumed by the field study concerned.

Table(10) : Path Coefficient between Job tenure and Employees

Relationship	Estimate	sig.	Decision
JT1→Emp	0.0388	0.7797	Not Sig.
JT2→Emp	0.0342	0.6616	Not Sig.
JT1→EA	0.0387	0.8551	Not Sig.
JT1→EC	0.0769	0.5601	Not Sig.
JT1→EF	-0.0568	0.6551	Not Sig.
JT2→EA	0.0529	0.6899	Not Sig.
JT2→EC	0.1003	0.2243	Not Sig.
JT2→EF	0.0172	0.8284	Not Sig.

4.9 Fourth Hypothesis:

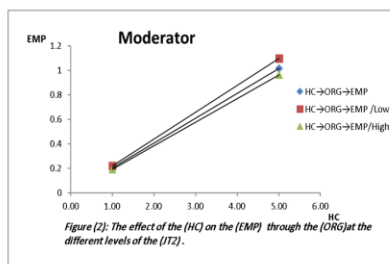
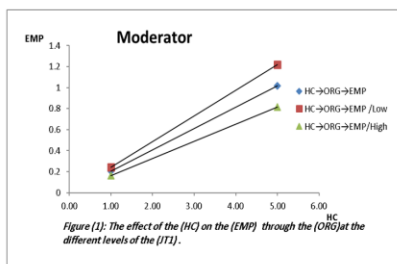
Hypothesis 4: The independent of Human capital of infrastructure, is related to the moderator Job tenure, (H4a), and is positively related to the mediator of Organizational Commitment, performance,, (H4b), and is related to the outcomes; Employees, such as, (self-actualization, creativity, and self-affirmation). (H4c).

In order to test the above hypothesis, tables (11), (12) and (13) were relied upon, which represent the analysis of the relationship between the independent variable (Human capital) and the dependent variable (Employees, (self-actualization, creativity, and self-affirmation) by the mediator variable (Organizational Commitment, performance) with the presence of the upper and lower levels of the modified variable (JT1, JT2) or not, according to the hypothesis in question, and it became clear the following:

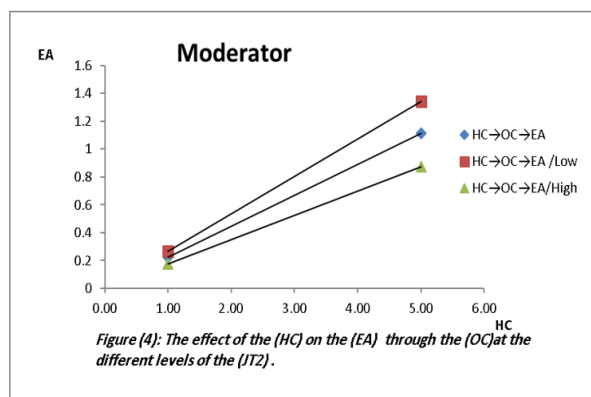
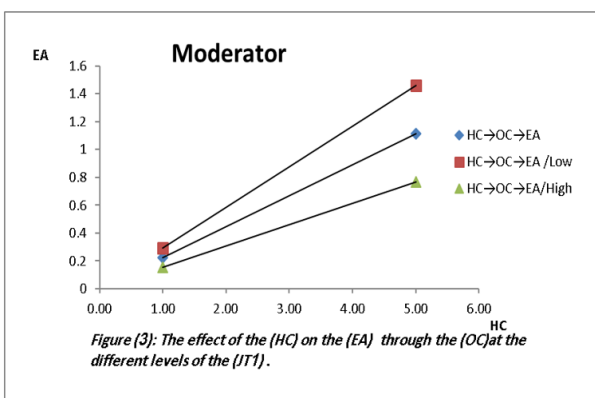
The rate variable represented by (JT1, JT2) and at its upper levels make the relationship between the independent variable represented by (Human capital) and the dependent variable represented by (Employees) weak (negatively affect any weakening of the relationship) and vice versa through the variable of the mediator represented by (Organizational Commitment, performance), In other words, based on the results extracted from the analysis of the data, we note that the regressive weight at the upper levels of the independent variable has made the relationship between the two variables decrease, i.e. weaken, and at its lower levels make the mentioned relationship strong, as shown in Figure (1) and (2), and therefore concluded that the modified variable has a role in changing the relationship between the two variables represented by (Human capital) and (Employees), according to the opinions of the research sample. As shown in Table 11.

Table(11) : Moderating Path Coefficient

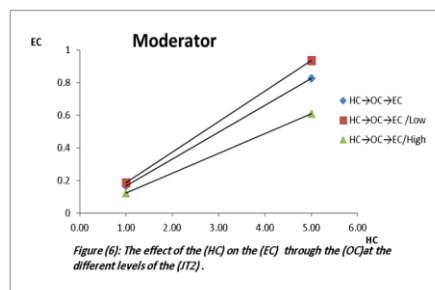
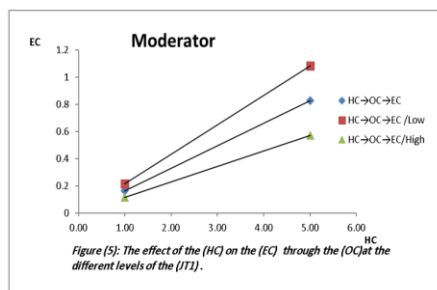
Relationship	Moderator	Estimate	sig.	Decision
HC→ORG→EMP	-----	0.203	0.001	Sig.
	JT1 /Low	0.244	0.003	Sig.
	JT1 /High	0.163	0.007	Sig.
	JT2 /Low	0.220	0.001	Sig.
	JT2 /High	0.193	0.010	Sig.



The rate variable represented by (JT1, JT2) and at its higher levels make the relationship between the independent variable represented by (Human capital) and the dependent variable represented by (self-actualization) weak (negatively affect any weakening of the relationship) and vice versa through the variable of the mediator and represented by (Organizational Commitment), In other words, based on the results extracted from the analysis of the data, we note that the regressive weight at the upper levels of the independent variable has made the relationship between the two variables decrease, i.e. weaken, and at its lower levels make the mentioned relationship strong, as shown in Figure (3) and (4) respectively, and therefore concluded that the modified variable has a role in changing the relationship between the two variables, represented by (Human capital) and (self-actualization), according to the opinions of the research sample. As shown in Table 12.



It is represented by (Human capital) and the dependent variable represented by (creativity) weak (negatively affecting any weakening of the relationship) and vice versa, through the mediator variable represented by (Organizational Commitment) and In other words, based on the results extracted from the analysis of the data, we note that the regressive weight at the upper levels of the independent variable has made the relationship between the two variables decrease, i.e. weaken, and at its lower levels make the mentioned relationship strong, as shown in Figure (5) and (6) respectively, and therefore concluded that the modified variable has a role in changing the relationship between the two variables, represented by (Human capital) and (creativity), according to the opinions of the research sample. As shown in Table 12.

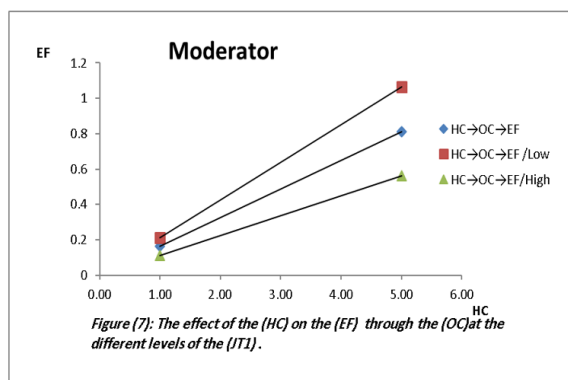


The rate variable represented by (JT1, JT2) and at its upper levels make the relationship between the independent variable represented by (Human capital) and the dependent variable represented by (self-affirmation) weak (negatively affect any weakening of the relationship) and vice versa through the variable of the mediator and represented by (Organizational Commitment) In other words, based on the

results extracted from the analysis of the data, we note that the gradient weight at the upper levels of the independent variable has made the relationship between the two variables decrease, i.e. weaken, and at its lower levels make the relationship mentioned Strong and therefore concluded that the modified variable has a role in changing the relationship between the two variables represented by (Human capital) and (self-affirmation) according to the opinions of the research sample. As shown in Table 12.

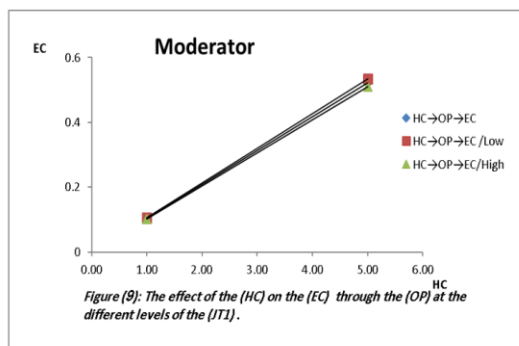
Table(12) : Moderating Path Coefficient

Relationship	Moderator	Estimate	sig.	Decision
HC→OC→EA	-----	0.223	0.001	Sig.
	JT1 /Low	0.2923	0.003	Sig.
	JT1 /High	0.1538	0.029	Sig.
	JT2 /Low	0.2686	0.001	Sig.
	JT2/High	0.1747	0.041	Sig.
HC→OC→EC	-----	0.1654	0.000	Sig.
	JT1 /Low	0.2168	0.003	Sig.
	JT1 /High	0.1141	0.024	Sig.
	JT2 /Low	0.1871	0.001	Sig.
	JT2/High	0.1217	0.038	Sig.
HC→OC→EF	-----	0.1626	0.000	Sig.
	JT1 /Low	0.2131	0.002	Sig.
	JT1 /High	0.1121	0.029	Sig.
	JT2 /Low	0.184	0.001	Sig.
	JT2/High	0.1196	0.006	Sig.

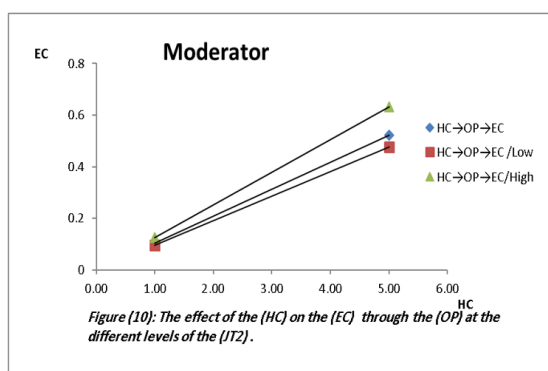


There is a statistically significant relationship between the independent variable (Human capital) and the dependent variable (self-actualization) with the presence of the median variable (Organizational performance) according to the different levels of the rate variable (JT1, JT2) based on the values of the level of statistical significance corresponding to the regressive weights of the indirect relationship between the independent and dependent variables, which was (0.204, 0.160, 0.247, 0.245) respectively, where the values were all greater than the level of significance assumed by the field study concerned with the research (0.05) according to the opinions of Research sample, as shown in Table (13). It is noted here that the independent variable does not affect the dependent variable through the intermediate variable because the effect was insignificant, in other words, there is no indirect effect between the independent and dependent variables, we conclude from the previous information that the rate variable at different upper and lower levels was not able to.

The rate variable represented by (JT1) and at its higher levels make the relationship between the independent variable represented by (Human capital) and the dependent variable represented by (creativity) weak (negatively affect any weakening of the relationship) and vice versa through the variable of the mediator and represented by (Organizational performance). In other words, based on the results extracted from the analysis of data, we note that the regressive weight at the upper levels of the rate variable has made the relationship between the two variables decrease, i.e. weaken, and at its lower levels make the mentioned relationship strong, as shown in Figure (9), and therefore it was concluded that the modified variable has a role in changing the relationship between the two variables, represented by (Human capital) and (creativity), according to the opinions of the research sample. As shown in Table 13.

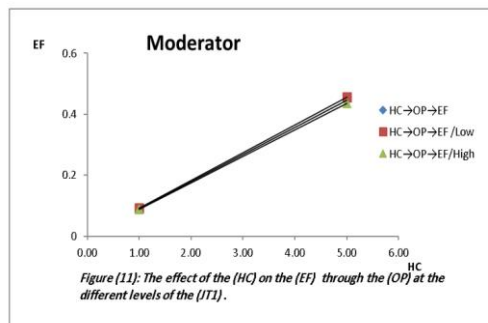


The variable rate and represented by (JT2) and at its lower levels make the relationship between the independent variable and represented by (Human capital) and the dependent variable and represented by (creativity) weak (negatively affect any weakening of the relationship) and vice versa through the variable mediator and represented by (Organizational performance) In other words, based on the results extracted from the analysis of the data, we note that the regression weight at the lower levels of the independent variable has made the relationship between the two variables decrease, i.e. weakened, and at its upper levels make the mentioned relationship strong As shown in Figure (10), it was concluded that the modified variable has a role in changing the relationship between the two variables, represented by (Human capital) and (creativity), according to the opinions of the research sample. As shown in Table 13.

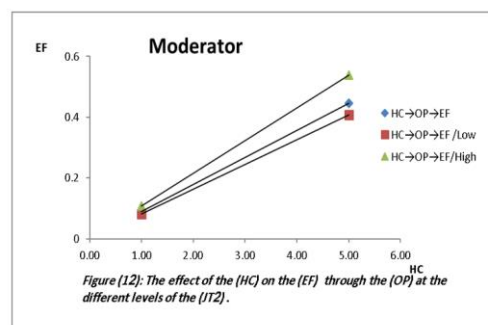


The rate variable represented by (JT1) and at its upper levels make the relationship between the independent variable represented by (Human capital) and the dependent variable represented by (self-affirmation) weak (negatively affect any weakening of the relationship) and vice versa through the variable of the mediator and represented by (Organizational performance) In other words, based on the results extracted from the analysis of the data, we note that the regressive weight at the upper levels of

the independent variable has made the relationship between the two variables decrease, i.e. weaken, and at its lower levels make the relationship mentioned strong. What is shown in Figure (11) and therefore concluded that the modified variable has a role in changing the relationship between the two variables represented by (Human capital) and (self-affirmation) according to the opinions of the research sample. As shown in Table 13.



The rate variable represented by (JT2) and at its lower levels make the relationship between the independent variable represented by (Human capital) and the dependent variable represented by (self-affirmation) weak (negatively affect any weakening of the relationship) and vice versa through the variable of the mediator and represented by (Organizational performance). In other words, based on the results extracted from the analysis of the data, we note that the regression weight at the lower levels of the independent variable has made the relationship between the two variables decrease, i.e. weaken, and at its upper levels make the relationship mentioned strong. As shown in Figure (12), it was concluded that the modified variable has a role in changing the relationship between the two variables, represented by (Human capital) and (self-affirmation), according to the opinions of the research sample. As shown in Table 13.



Table(13) : Moderating Path Coefficient

Relationship	Moderator	Estimate	sig.	Decision
HC→OP→EA	-----	0.07	0.238	Not Sig.
	JT1 /Low	0.0716	0.204	Not Sig.
	JT1 /High	0.0685	0.160	Not Sig.
	JT2 /Low	0.0663	0.247	Not Sig.
	JT2/High	0.0876	0.245	Not Sig.
HC→OP→EC	-----	0.1043	0.009	Sig.
	JT1 /Low	0.1067	0.012	Sig.
	JT1 /High	0.102	0.009	Sig.
	JT2 /Low	0.0955	0.011	Sig.
	JT2/High	0.1263	0.013	Sig.
HC→OP→EF	-----	0.089	0.019	Sig.
	JT1 /Low	0.091	0.020	Sig.
	JT1 /High	0.087	0.019	Sig.
	JT2 /Low	0.0815	0.017	Sig.
	JT2/High	0.1077	0.018	Sig.

5. Conclusions, Limitations and Future Research

The study establishes the existence of correlations between Employees' Job tenure, and Organizational Commitment to collect data for our project from the Barzani Charity Foundation (BCF). Contribution/benefits levels, the Task Force analyzed the current Human Capital and Job Tenure with input from the BCF Performance.

Investigate the connections between the self-actualization, innovativeness, and personal affirmation of workers and their loyalty to and success inside the enterprise. An overview of the field of human capital research is presented, along with an analysis of the gaps that have been identified by prominent researchers and a proposed methodology for investigating the role of the organization in the development of employees' potential for self-actualization, creativity, and affirmation. The utilized in the study should be representative to enhance the evaluation of correlation between the above mentioned factors. And also the study shows that contextual factors influence the relationship between Organizational Commitment and Performance.

The study found out that there is a strong association between Human Capital, Job Tenure and all variables among the employees in the organization. Additionally, the study has provided a reference point for the evaluation of impacts of interpersonal behaviour on the effectiveness of Human Capital. This contribution is crucial since it furnishes organizations with information about desirable traits and practices hence improving their ability to utilize Human Capital. As a result, there is a lack of an integrated Job tenure conceptual framework for employees' personal development (Self-actualization, Creativity, and Self-affirmation).

Theoretical issues are very important in this research. According to the findings of this study human capital and job, tenure is subject to public accountability in the same way that other corporations are held

accountable by stockholders for their commitment and performance. In conclusion, the research conducts an analysis of data, tests the structural model, discusses compiled results, and draws a conclusion on the relationship between Human Capital and employee traits.

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