



Research Article

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Role of Investing in Human Resources in Enhancing the Organizational Renewal Capabilities of the Pharmaceutical Industry

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Abstract

This study aims to explore the role of the dimensions investing in human resources in enhancing the organizational renewal capabilities of companies operating in the pharmaceutical industry. An online survey was conducted among a sample of (350) individuals who worked in pharmaceutical companies in the Kingdom of Saudi Arabia. The results indicate that the dimensions of investing in human resources as assessed by employees of pharmaceutical companies positively enhance all four studied dimensions of organizational renewal capabilities (strategic competence, learning orientation connectivity, leadership practices, exploiting time) for a wide range of pharmaceutical companies. The results confirm that enhancing the investing in human resources is a promising path toward improving the regulatory renewal capabilities of pharmaceutical companies. Despite the interest in investing in human resources, the lack of consensus on the specific elements of investing in human capital limits the understanding of their implications. Building on recent developments in visualizing and measuring investing in human resources, this study addresses this gap by exploring how the investing in human resources relates to the regulatory renewal capabilities of pharmaceutical companies.

Keywords: Investing in human resources, organizational renewal capabilities, strategic competence, learning orientation connectivity, leadership behaviors, exploiting time

1. Introduction

Among all organizational resources, human resources continue to be the most important. Talented individuals must be retained by organizations if they want to outperform their rivals (Cantor et al.,

2012). In every area, the human element is seen as the primary driver of development. In order to equip their human resources with technical knowledge and abilities, organizations across numerous nations turn to strategic human resource planning (Sadq et al., 2018). Organizations can gain from the knowledge, expertise, and experience of their employees regarding societal issues, which supports the human capital of organisations. Human resource management practices play a significant role in both enhancing the welfare of employees and increasing the performance of organisations (Chen and Ching-Hsun, 2013; Burud and Tumolo, 2015; Jabbour et al., 2015).

In the business environment in which organizations compete due to the rapid advancement in technological advancement and globalization, companies should create and maintain a competitive advantage. Since human capital is an organization's most dynamic resource, this work demands the systematic development of human capital. (Ameyaw et al., 2019). The ability to innovate through research and development and increased absorption in industries where companies can trade and learn from each other are the two main ways that human capital contributes to productivity growth. The areas of human capital, R&D, trade, and enablement all experience rapid growth in a small, open economy (Bye and Faehn, 2022). Human capital responds to technological revolution because human capital is critical to how exercise the ratio of efforts, and increase wages (Fan, 2022).

The fields of organizational behaviour and human resource management have given rise to contemporary ideas like organisational renewal capabilities, which have a significant and discernible influence on how long organisations last as well as how well people perform both inside and outside of them, and contemporary organizations are focused on the issue of organizational renewal to realize its importance and relationship to their various activities (Duursema, 2013; Shahrokhi et al., 2015; Gabryś, 2018). Organizational renewal is a knowledge-based concept that seeks to exploit and explore knowledge to reach organizational renewal (Wilkens, 2017). As a result of the global competition that organizations face, the importance of organizational renewal capabilities increases in the light of the competition between organizations for resources in fast-moving and unpredictable environments, and the need to produce high-quality products to obtain a competitive advantage among organizations requires organizations to have the ability to overcome obstacles and the challenges resulting from turbulent and sometimes complex conditions and situations, for which traditional organizational theories are no longer sufficient (Kirsimarja and Aino, 2008;; Safarzadeh et al., 2012; Silvestri and Gulati, 2013; Shah et al., 2019; Poyhonen, 2004;).

Pharmaceutical companies face a major challenge that requires renewal to ensure their survival in the environment, as the absence of innovation will hasten organization aging.

Further investigation is required to ascertain whether the investing in human resources is associated with the organizational renewal abilities of pharmaceutical company workers and elucidate the possible relationship. Consequently, this study's main goal is to address the dearth of research on the role of investing in human capital in raising the organizational renewal capabilities in pharmaceutical companies by means of two primary contributions. First, this study offers empirical support for the relationship between human resource investment and organisational renewal capabilities in pharmaceutical businesses, as well as theoretical clarification of that relationship. Second, by enhancing organisational renewal capacities, this research advances knowledge about pharmaceutical businesses' investments in human resources.

This is how the remainder of the paper is structured. This paper starts with a brief review of the literature on organisational renewal capacities and investing in human resources. This is followed by an explanation of the study methodology and the statistical analysis findings. The findings and their ramifications are then talked about. We close our paper with a suggestion for future directions in research.

2. The Background and Theories Of Theory

2.1 Investing in human resources

Organizations acquire basic knowledge from their human resources, which represent their most important current resource, and because of the transformation and transition toward a knowledge-based economy, organizations rely heavily on individuals who possess expertise, skills, and knowledge (Unger *et al.*, 2011). Since the 1960s, capital has been regarded as a key source of competitive advantage for businesses (Schultz, 1961).

Numerous recent research have focused on intellectual capital. Galbraith (1969) proposed this idea first, defining intellectual capital as a collection of competencies that could influence a company's future operations. The knowledge, skills, and competence that people learn and apply inside the organisation is known as human capital, and it is the subject of this study (Zahra and George, 2002). Because human capital is the source of intellectual capital, it is regarded as its primary component (Choo and Bontis, 2002). In the intellectual era, the primary source of intangible wealth is (Huo *et al.*, 2015). Human capital is defined as highly talented, intelligent, and creative workers who perform exceptionally well and often contribute to the organization's store of fresh concepts and information (Wang *et al.*, 2011). Prior studies have demonstrated the critical role that human capital plays in fostering innovation (Bornay-Barrachina *et al.*, 2017).

Human capital is the body of knowledge about an organization's human resource (Al-Safar, 2009; Kearns, 2005; Armstrong and Taylor, 2023). In other words, human capital is the whole amount of information, knowledge, experience, and skills that people who are employed have accumulated. This accumulation of knowledge leads to increased economic profits for organizations. The majority of earlier research measured the development of human capital using training and real-world experience (Reuber and Fischer, 1994; Galunic and Anderson, 2000). Bontis and Fitz-enz (2002) described human capital as the whole of one's talents, knowledge, and capacities. Which include innate abilities and the skills acquired through education. According to Torres-Coronas and Arias-Oliva (2005), the definition of human capital goes beyond knowledge, abilities, and skills to include life experiences and the acquisition of collective skills, values, beliefs, and attitudes, and is considered a set of strategies used within the organization to invest in polarization, training, motivation, and innovation. Human capital was described by Van Zyl (2006) as the knowledge and abilities that people acquire while they are employed by their organisations. Human capital, as defined by Kakn *et al.* (2010), is the collective knowledge, abilities, and skills that people possess because of the organization's investment in their education and experience sharing. One important production factor for the growth of the economy is human capital. Including labor resources and the tools of intellectual and administrative works (Chen *et al.*, 2021; Loktevaa *et al.*, 2022).

As a result, human capital is described as "The set of knowledge, skills, and abilities acquired by individuals through education and experience during their period of work within the organization."

In light of the shift to knowledge economy, a modern concept of investing in human capital has emerged, requiring organizations to adopt this concept to raise their human capital's worth. Organizations can only benefit from human capital by investing in the latest methods and means. The primary goal of investing in human capital is developing human capacities, skills, and knowledge to increase the value of employees to the organization. Investing in human capital is perceived as spending on developing the capabilities, knowledge, and skills of individuals to improve the organization's efficacy and efficiency (Burud and Tumolo, 2004; Gubler, 2019).

Sadq *et al.* (2020) conducted an analysis in the field of human capital studies to determine how the human capital dimensions—knowledge, creativity, competitiveness, and social competence of the employee—affect the Private Knowledge University's competitive advantages in the Kurdistan region of Iraq. They discovered that these dimensions have a major influence on the university's ability to achieve these advantages. According to certain research, there is a connection between the investments made in human capital and its outcomes (Reuber and Fischer, 1994; Unger *et al.*, 2009).

According to Unger et al. (2011), there is not much of a link between human capital and successful entrepreneurship. However, Memon et al. (2009) discovered that investing in human capital gives organisations several competitive advantages, supporting Jin et al. (2010)'s conclusion that there is a direct relationship between human capital and organisational competitive advantages. Hussein and Al-Zubaydi (2021) came to the additional conclusion that programmes aimed at investing in human capital are significantly impacted by lean leadership. According to Bello (2021), using the advantages of both work efficiency and investments in human capital in higher education institutions can help elevate organisational accomplishment while utilising the fewest resources possible.

A strategic performance management system and a balanced scorecard were used by Roziq et al. (2021) to harmonise the investment in human resources (human capital) and organisational strategy. They did this by reviewing the literature and prior research on investment prospects in human resource management. The performance of an organisation is positively impacted by investing in human resources, or human capital. Ultimately, firms can create value and gain a competitive edge by investing in their people resources, or human capital.

2.2 Organizational Renewal Capabilities

The concept of organizational renewal capabilities has received great attention from researchers, who agree that this concept stems from within the organization and depends on its resources, vulnerability, and environmental adaptability to maintain its competitive position (Wheelen and Hunger, 2004). In order to give their organisation a competitive edge in performance, Whetten and Cameron (2011) stressed the significance of organisational renewal capabilities in the development of the organisation, its strategies, and the interdependence of its skills. Daft (2001) explained that organizational renewal is embodied in focusing on learning and investing in strategic assets that add value to the organization.

Organizations are currently facing a major challenge, which is represented by intense competition and accelerating environmental changes and as requires them to be flexible organizations, and this is achieved by empowering their employees and concentrating on ongoing training and education to assist individuals in recognising and enhancing their talents and overcoming their flaws (Cardy and Gandz, 2007).

The status of organizations is enhanced by focusing their attention on expertise and skills to develop their capabilities, which leads learning of new skills, and diagnose what they can do in the future by realizing the organizational content and design that achieve better performance for the organization and distinguish it from its competitors (Hong and Stahle, 2005; Taneja *et al.*, 2012). We believe that the importance of organizational renewal capabilities is evident in the trend toward building a permanent learning organization, adopting an open system with the environment, providing the business with a thorough grasp of the potential of its employees, paying attention to the knowledge that the employees carry, and converting it from tacit knowledge to apparent knowledge.

The term organizational renewal refers to a sustainable and continuous process of building creativity and adaptation in the organization (Agarwal and Helfat, 2009). From the perspective of building organizational knowledge, According to Teece et al. (2000), organisational renewal is the capacity of an organisation to generate new knowledge in a fast-paced environment that surpasses that of competitors in order to gain a competitive advantage. Drejer (2008) defined organizational renewal from a strategic point of view as the organization's vision of its business with a holistic view of its business and resources to determine its competitiveness. From a holistic point of view, Daft (2001) viewed organizational renewal as integrating capabilities and cumulative knowledge, such as techniques and management, to gain competitive advantage. From a simple point of view, Wheelen and Hunger (2004) explained renewal as the organization's competence in doing its work. From a different perspective, Tinto (2005) linked organizational renewal with the development of human resource management by linking expertise and application to integrate new knowledge into the

organization.

Organizational renewal depends on an organized administrative process that depends on a set of inputs and outputs. The organization's intangible inputs are tacit knowledge and human expertise through which renewal processes are carried out to produce outputs of high value that enable the organization to continue and achieve a competitive advantage (Nisula, 2013).

The following are the dimensions of organisational renewal capacities that have been identified by Kianto (2008), Kianto (2008b), and Poyhonen (2004): managing knowledge, learning orientation connection, leadership practices, strategic competence, and taking use of time. The following dimensions were looked at in the current investigation.

- **Strategic Competence:** Strategic competencies are considered an essential foundation for creative organizations (Junell and Stahle 2014). Strategic competence revolves around building an organizational environment that is creative, encourages creativity, and works to raise competencies in various tangible and intangible areas of the organization to reform the vomiting of achieving strategic innovation. To achieve strategic creativity, the primary variables must be brought into harmony and compatibility. Strategic competencies refer to new and greatly improved production methods and supply and distribution methods (Sniukas, 2007).
- **Exploiting Time:** The management and exploitation of time are among the most important elements of management and the basis of the success of organizations and individuals alike because time is the most valuable resource. It will achieve a high quality of performance, including effectiveness in achieving goals (Fybin, 2012). Among the basic advantages that individuals and the organization accrue in making good use of time are finding a balance between the requirements of life, focused effort, focus on achieving goals, increasing self-confidence, thinking in a positive and constructive way, paying attention to available opportunities, the ability to delegate effectively, the ability to manage meetings in a time-efficient manner, and prevailing team spirit at work (Adeyinkia, 2012).
- **Leadership Behaviors:** Leadership practices influence leadership behaviors during the process of making decisions within the framework of building competencies and defining their directions by encouraging the process of participation in decision-making and the most important practices of leadership behaviors are reward support systems and support for innovative and creative activities in the organization (Marion 2007; Nisula and Kianto 2013).
- **Learning Orientation Connectivity:** The rapid changes and challenges that organizations face require them to be able to rearrange its structures, these organisations need to be learning-oriented in order to take use of their experiences and apply them to the current problems and developments (O'Keeffe, 2006). The orientation toward learning can be personal and organizational, and both types of learning indicate a great deal of importance to organizations if we consider that the performance of organizations is a function of the performance of their members, and for survival and continuity in light of a competitive and knowledge economy, organizations must develop their abilities to learn, adapt, and change (Patnaik et al., 2013). The orientation toward learning is a source of competitiveness (Tennant and Fernin, 2013). As a result, learning orientation is seen as the process by which organisations aim to enhance their operations through knowledge and comprehension in order to guarantee their continuity and adaptability to various environmental situations (Jashapara, 2011). According to Bhat et al. (2012), the effectiveness of an orientation towards learning is gauged by how well people learn from experience through experimentation, observation, analysis, and a readiness to examine both organisational achievements and mistakes.

After reviewing previous studies on variables in organizational renewal capabilities, Kianto (2008) aimed to determine how organizations use their knowledge resources in learning and

innovation and how to transform the static stock of knowledge and information into a moving stock to keep pace with the dynamic environment surrounding the organization and concluded that the importance of renewal Intangible assets on an ongoing basis, and in order for the organization to carry out organizational renewal effectively and efficiently, the organization must have a set of organizational characteristics, foremost of which is the investment of intellectual capital, the high dynamic ability, and the ability to renew, learn, and continuously measure. Nisula and Kianto (2013) concluded that strategic resources and capabilities can be used in different ways for continuous learning and innovation and the orientation toward learning. Junell and Stahle (2014) evaluated more than (200) organizations to determine the extent of their ability of organizational renewal; they focused on the aspect that previous studies ignored, that is, having knowledge of the dynamic systems that protect capital. The majority of study on intellectual capital and how much it affects these organisations' financial performance concentrated on creating intellectual capital rather than using this knowledge to renewal .

The study presented a theoretical model for the ability of organizational renewal (dynamic intellectual capital) three basic indicators of reliability in the innovation process: (1) identifying the capacity for innovation that helps create different knowledge environments and how to maintain them in line with the strategic intent of the company, (2) a statement of How an organization's capacity for innovation is quantifiable and renewable, and (3) using innovation to foresee the organization's future. Taneja et al. (2012) reported that the reasons for renewal are not limited to internal factors that call for renewal, such as not following appropriate work rules and procedures, but extend mainly to external reasons for renewal, such as accelerated environmental changes and technological, cultural, and competitive changes), requiring changes in culture organizational operations, strategies, and tactics. Therefore, this study suggests the need for organizational leaders to understand the theories of renewal in the organization to create a competitive advantage that is sustainable and intentional.

Since there isn't any hard data on how investing in human resources affects organisational renewal capabilities, this study makes the assumption that investing in human capital can improve organisational renewal capabilities in pharmaceutical companies. It bases this hypothesis on the conceptual definition of organisational renewal capabilities and the literature that supports this theory as a strong indicator of organisational renewal capabilities. As a result, the following theory is offered:

H1 "A significant positive relationship exists between the dimensions of investing in human resources (attraction, training, motivation, and health care) and strategic competencies."

H2 "A significant positive relationship exists between the dimensions of investing in human resources (attraction, training, motivation, and health care) and exploiting time."

H3 The third sub-hypothesis is "A significant positive relationship exists between the dimensions of investing in human resources (attraction, training, motivation and health care) and leadership behaviors."

H4 "A significant positive relationship exists between the dimensions of investing in human resources (attraction, training, motivation and health care) and learning orientation connectivity."

3. Methods and Procedures

3.1 Methodology

The present investigation employed a descriptive methodology in conjunction with field research to address the study's factors. One trustworthy measurement technique for gathering data was created: a questionnaire.

3.2 Research model

The association between the study variables was ascertained based on the findings in the literature, as illustrated in Figure 1. The following figure illustrates the direct association that was established between the studied variables:

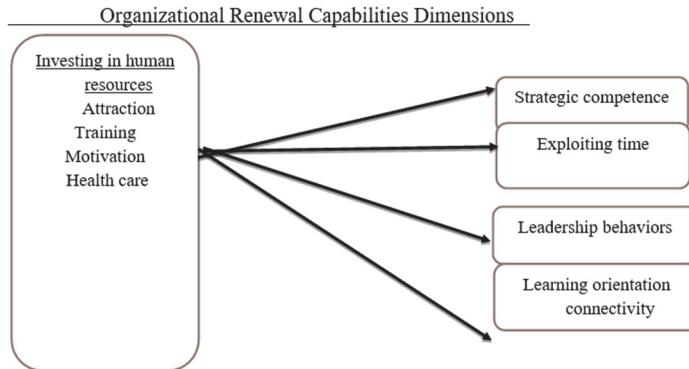


Figure 1. Research model

3.3 Participants

All employees of Saudi pharmaceutical companies make up the research population. (25,109 workers). Given the different categories of the study community, the existence of an integrated and non-obsolete framework for the various groups of society, and prior knowledge of the proportions of the vocabulary of each community according to these groups, one employee of these businesses serves as the sample unit's representative. Because the sample is distributed among the strata to reflect the relative size of each stratum, the Preoperational Stratified Random Sample was selected in order to reduce the sample's overall variance. The sample size was determined by consulting the statistical tables. The sample size is 378 out of the 25,109 persons in the research population. 350 individuals responded, with a response rate of 92.5

3.4 Data Collection Instrument

For the purposes of this study and to test the hypotheses, a questionnaire was designed by examining the relevant literature. The questionnaire was divided into four main dimensions. The first dimension (5 phrases) measures polarization (e.g., your organization uses the expertise of specialists to help select the best candidates to work in the company), the second dimension (5 phrases) measures training (e.g., the training programs offered are appropriate to the knowledge needs of employees and their skills), the third dimension (4 phrases) measures motivation (e.g., my company provides moral incentives aimed at developing the knowledge and skills of its employees), and the fourth dimension (4 phrases) measures health care (e.g., my company provides a healthy work environment for its employees). The paragraphs that measure the organizational renewal capabilities were quoted from the Poyhonen scale (2004) and consist of (39) statements, which were distributed over four main dimensions. The second dimension (10 statements) measures time utilization (e.g., the place where I work involves having goals with specific timetables to achieve them), and the third dimension (10 statements) measures leadership behaviors (e.g., my boss helps me engage in my work). The fourth dimension (9 phrases) measures the orientation toward learning (e.g., the company encourages holding conferences and workshops with the aim of participating and

developing cognitive skills). A five-point Likert scale was used to classify all of the questionnaire responses for the independent and dependent variables. The response range was 1 to 5 (totally disagree = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5). Demographic information is shown in the second section (gender, age groups, type of job, and length of time worked for the company). The reliability coefficient was extracted in accordance with Crenbauch's alpha test to verify the internal consistency of all the questionnaire items and the items of each study variable in order to compute the validity and reliability of the study instrument. Table 1 displays the study variables' stability and validity values, all of which were higher than the 60% acceptable level (Sekaran and Bougie, 2016).

Table 1. The reliability and validity coefficients

	variables	reliability	validity
1	Attraction	.878	.937
2	Training	.838	.915
3	Motivation	.769	.877
4	Health care	.825	.908
5	Strategic competence	.834	.913
6	Exploiting time	.911	.954
7	Leadership behaviors	.877	.936
8	Learning orientation connectivity	.920	.956

Source: Statistical analysis of field study data. N = (350)

4. Results

4.1 Findings from the research's preliminary indicators:

The variables included in the study are described in Table 2 and are represented by the arithmetic mean on a five-scale scale, with the following standard deviations:

Table 2. Arithmetic means and standard deviations of the research variables

	variables	Mean	S.D.
1	Attraction	3.9611	.75586
2	Training	4.0406	.65983
3	Motivation	3.9593	.70808
4	Health care	3.8993	.68918
5	Strategic competence	3.8223	.71562
6	Exploiting time	3.8206	.71883
7	Leadership behaviors	3.7577	.80591
8	Learning orientation connectivity	3.9431	.73838

Source: Statistical analysis of field study data. N = (350)

Table 2 unequivocally demonstrates that, when compared to the hypothetical mean of a five-point Likert scale (3), the arithmetic mean of all the study variables recorded an estimated higher than average value.

4.2 Correlation Coefficients

The linear correlation coefficients between the dependent variables and the independent variables under investigation are displayed in Table 3:

Table 3. The bilateral linear correlation coefficients

	Z1	Z2	Z3	Z4	Z5	Z6	Z7	Z8
Z1	1							
Z2	.753**	1						
Z3	.653**	.750**	1					
Z4	.676**	.705**	.725**	1				
Z5	.718**	.714**	.740**	.760**	1			
Z6	.655**	.733**	.698**	.669**	.813**	1		
Z7	.578**	.592**	.609**	.570**	.775**	.788**	1	
Z8	.468**	.498**	.608**	.544**	.744**	.712**	.806**	1

Note. (Z1 = Attraction, Z2 = Training, Z3 = Motivation, Z4 = Health care, Z5 = Strategic competence, Z6 = Exploiting time, Z7 = Leadership behaviors, Z8 = Learning orientation connectivity).

Source: Statistical analysis of field study data N = 350 P < 0. 01 **

The study's variables show a substantial link with one another in the above table.

4.3 Results of the hypothesis test with its sub-hypotheses

The relationship between the investment aspects in human capital and their functions in strengthening organizational renewal capabilities is examined in this hypothesis. In order to test this hypothesis, the relative importance of the dimensions of investing in human resources in determining the dimensions of organizational renewal capacities was compared using the multiple linear regression analysis method and the stepwise regression analysis method. The analysis's findings are displayed in Tables 4 and 5 to help identify the most appropriate explanatory variable group:

Table 4. Multiple regression analysis of the role of Investing in human resources in enhancing organizational renewal capabilities.

Intervening variable	R	R ₂	R ₂	Adj R ₂	F	Sig.f
<u>First: Strategic competence</u>						
1- Health care.	.760	.577	-	.576	475.393	***
2- Attraction	.809	.654	.077	.652	328.460	***
3- Motivation	.832	.693	.038	.690	259.821	***
<u>Second: Exploiting time</u>						
1- Training.	.733	.538	-	.537	405.157	***
2- Motivation.	.767	.588	.050	.586	248.003	***
3- Health care.	.778	.606	.018	.603	177.369	***
4- Attraction.	.783	.613	.007	.608	136.487	***
<u>Third: Leadership behaviors s</u>						
1- Motivation	.609	.370	-	.369	204.806	***
2- Attraction	.654	.427	.057	.424	34.463	***
3- Health care	.662	.438	.010	.433	6.386	**
<u>Fourth: Learning orientation connectivity</u>						
1- Motivation	.608	.369	-	.367	203.637	***
2- Health care	.626	.392	.023	.388	12.876	***

Source: Statistical analysis of field research data. N = 350 *** P < 0.001, P < 0. 01 **

We deduce the following conclusions from Table 4:

- The correlation coefficient (R) results unambiguously show that there is a strong positive

association between the parameters of investing in human resources and the dimensions of organizational renewal capabilities.

- The variable pertaining to health care had the most significance as it accounted for 57.7% of the variance in strategic abilities. Given that it accounted for 53.8% of the variance in exploitation time, training is also the most significant explanatory variable. Furthermore, the leadership behaviors variable's variation was also explained (37%) by the motivation variable. Finally, the motivation explained (36.9%) the variation in learning orientation connectivity.

Table 4 displays the multiple regression equation's final form in regard to the dimensions of investing in human resources and organizational renewal capabilities using the stepwise regression method:

Table 5. The final form of the multiple regression equation for the role of Investing in human resources in enhancing the capabilities of organizational renewal

Intervening variable	Beta	t	Sig.t	Constant coefficient	f	Sig.f
First: Strategic competence						
1- Health care.	.760	21.804	***	.746	259.821	***
2- Attraction	.377	8.792	***			
3- Motivation	.300	6.558	***			
Second: Exploiting time						
1- Training.	.733	20.129	***	.592	136.487	***
2- Motivation.	.339	6.520	***			
3- Health care.	.206	3.931	***			
4- Attraction.	.132	2.461	**			
Third: Leadership behaviors s						
1- Motivation	.609	14.311	***	1.015	6.386	**
2- Attraction	.315	5.871	***			
3- Health care	.161	2.527	**			
Fourth: Learning orientation connectivity :						
1- Motivation	.608	14.270	***	1.435	12.876	***
2- Health care	.218	3.588				

Source: Statistical analysis of field research data. N = 350 * P < 0. 05 ** P < 0. 01 *** P < 0.001

According to Table (5), we draw the following conclusions:

The dimensions of investing in human resources have a positive effect on the dimensions of organizational renewal capabilities as health care positively affects the strategic competencies ($\beta = 0.760$; $p < 0.000$) and polarization positively affects the strategic competencies ($\beta = 0.377$; $p < 0.000$). Motivation positively affects strategic competencies ($\beta = 0.300$; $p < 0.000$). Training positively affects exploiting time ($\beta = 0.733$; $p < 0.000$), attraction positively affects exploiting time ($\beta = 0.339$; $p < 0.000$), and health care has a positive effect on exploiting time ($\beta = 0.206$; $p < 0.000$). The motivation to change also positively affects leadership behaviors ($\beta = 0.609$; $p < 0.000$). Attraction positively affects leadership behaviors ($\beta = 0.315$; $p < 0.000$), and health care also positively affects leadership behaviors ($\beta = 0.161$; $p < 0.000$). Motivation to change also positively affects the learning orientation connectivity ($\beta = 0.608$; $p < 0.000$). Health care positively affects the learning orientation connectivity ($\beta = 0.218$; $p < 0.000$).

5. Discussion

A model was developed in this study to examine the mechanism behind the function of investing in human resources in enhancing the capabilities of organizational renewal, and the results indicate the positive role of the dimensions of investing in human resources in enhancing the capabilities of

organizational renewal. The results of the study show that workers in the pharmaceutical industry have high levels of awareness of the pioneering role of companies in investing in human capital. This outcome seems sense given that companies are committed to their responsibilities toward investing in human capital and their endeavor to enhance the capabilities of organizational renewal. The study's findings demonstrate that there is a strong and positive association between the aspects of investing in human resources and the capabilities of organizational renewal, explaining the important role of investing in human resources in enhancing the capabilities of organizational renewal.

The current study's findings support our hypothesis by showing a favourable correlation between strategic competences and motivation, health care, and attraction. Employees believe that employers' desire in having them do their part persuades them to be content with the workplace's investment in human resources. Considering the theoretical foundation and findings of earlier empirical research on the relationship between the aspects of investing in human resources and other organisational variables, these findings are not shocking (Sadq et al., 2020). Based on the study's findings, companies should encourage employees in this field to learn and grow, as well as to take part in training programmes, in order to improve their strategic competencies, produce favourable outcomes, and make wise investments in their human resources.

Furthermore, based on the present study's findings, we may draw the conclusion that training, motivation, health care, attraction, and time utilisation are all positively and significantly correlated. This finding is in line with other research showing a strong and positive correlation between organisational renewal capacities and human resource investment (Susk, 2019). High-utilization personality traits in business executives can boost the benefits and favourable perception of human capital investment. The findings of this study also align with a number of empirical investigations that demonstrate a favourable and significant relationship between organisational conscience, ethical values, organisational commitment, and organisational performance when investing in human capital (Agarwal, 2016; Yahya and Ha, 2014; Giri, 2017; Hsieh, 2017). Additionally, we discovered a strong and favourable correlation between leadership, healthcare, and motivational factors. The findings of Junell and Stahle's (2014) earlier study are supported by this investigation. Because rapid changes should be met with advanced skills and information, the study's findings offer insight into how to increase the pharmaceutical industry's investment in human resources through the knowledge growth of cognitive workers. The application of a fair system of incentives among creative and distinguished individuals aims to encourage them to show initiative and constantly put forward new ideas to raise creative behaviors of leadership.

Lastly, the findings show that there is a strong positive correlation between learning orientation connection and motivation as well as health care. Adopting and implementing a just system of incentives and rewards for all workers encourages businesses to focus on the role that rewards play in fostering an educated workplace culture and in inspiring innovative and exceptional workers to come up with new ideas and execute the necessary changes that result in problem-solving.

6. Contributions of the Study

The following study presented the scientific concepts and knowledge about the dimensions of investing in human resources and the capabilities of organizational renewal. First, the goal of the study is to ascertain how human capital characteristics contribute to improving organizational renewal capacities in a sample of pharmaceutical industry employees in the Kingdom of Saudi Arabia. Secondly, the data gathered from a representative sample of pharmaceutical industry employees demonstrated the external validity of the HR investment as a predictor of organisational renewal capabilities. Third, the pharmaceutical industry views human capital investments as a crucial resource for raising the standard of these investments and strengthening workers' safe connections to the workplace. Stated differently, high levels of human resource development are promoted by investing in human resources since it serves as a vehicle for improving organizational renewal capacity. Fourth, the study's findings enhance the body of knowledge regarding the function of

human resource investment in the pharmaceutical industry and strengthen the body of research on the reliability of the study's questionnaire and the viability of the theory underlying it.

Fifth, the study's findings offer more recommendations for sensible approaches to investing in human capital, along with initiatives to cultivate leaders within the pharmaceutical industry and raise staff members' consciousness of the value of doing so. Sixth, these efforts will not only assist management studies, but they will also serve as a source of policy and practice when it comes to answering the issues of what, when, and how to invest in an organization's human capital for the greatest possible return.

The results of this study also have management contributions. First, the findings show that investing in human capital has an important role in enhancing organizational renewal capacities. Hence, taking advantage of effective recruitment systems and training programs is beneficial for the management of companies in this sector in raising the level of their organizational renewal capabilities. Second, the results of this research encourage corporate leaders to be strategic leaders in how they treat human resources within their companies. Third, we recommend companies to implement programs to invest in human capital as an input to organizational development for the different sectors that serve the company, which may help them in positively perceiving the investment of human capital in their work. Fourth, the results of this research provide a significant reference to companies that face challenges in the quality of investing in human resources because the research results reveal a positive relationship between workers' awareness of the dimensions of human investment and the capabilities of organizational renewal. Fifth, implementing investing in human resources through tangible steps includes training, motivation, recruitment, and health care.

7. Conclusion and Recommendations

This investigation sought to comprehend the role of the dimensions of investing in human resources in enhancing the capabilities of organizational innovation. A greater comprehension of the connection between the aspects of investing in human resources is one of the insights provided by the study's findings and the capabilities of organizational renewal from the unique perspective of workers in the pharmaceutical industry in the Kingdom of Saudi Arabia. This paper presents distinguished scientific results in a framework that still suffers from a lack of studies centered on workers in this industry. The theory of investing in human capital and organizational renewal capabilities is also presented. The results of the study indicate that investing in human capital requires organizations to invest in their employees to ensure that they have the necessary skills and knowledge to effectively perform their duties. This investment can take many forms, such as training, education, and development programs. This study emphasized the importance of training, health care, recruitment, and motivation as a main condition for the effectiveness of investing in human resources. Investing in human capital is a key factor of organizational success. This investment involves investing resources in employees so that they can perform their duties effectively and efficiently. Investing in human capital is likely to enhance organizational and training-based renewal, motivation, and recruitment capabilities. The implementation of investing in human resources in the pharmaceutical sector can affect the efficiency and effectiveness of organizational renewal capabilities. Investing in human resources is a key factor of organizational success because it allows organizations to develop new skills and knowledge among their employees.

The implementation of the human capital investment program can affect the actual reality of the climate flowing into the workplace in the pharmaceutical industry, especially training and motivation, which include improving employee performance, increasing productivity, improving customer service, improving morale, increasing innovation, and improving the organizational culture. Investing in employee training and development programs allows organizations to equip their employees with the skills and knowledge needed to perform their duties effectively while helping them stay abreast of industry trends or changes within the organization itself. In addition, providing educational opportunities helps employees acquire new skills or knowledge that can help

them become more valuable assets within the organization while increasing their levels of job satisfaction. Finally, offering incentives to employees who remain in the organization helps create a sense of loyalty among employees, which can lead to increased levels of motivation among employees and improved retention rates within the organization itself. The focus is to attract competencies and benefit from their experience and perceptual and cognitive skills to develop the capabilities of organizational renewal in companies. Implementing a fair system of incentives among creative and distinguished individuals encourages them to show initiative and constantly present new ideas to raise strategic competencies. Finally, the search for investing in human resources and its organizational mechanisms and benefits require further research.

8. Limitations and Future Research

There are a number of factors in the current study that provide insight for further investigation. Initially, subsequent research endeavors' could investigate the presence of a mediating variable effect in the correlation between investing in human resources and organizational renewal capabilities. Second, to improve the results' generalizability, this methodology can be replicated in other service sectors through future study. Third, to investigate the mediation concept, future research may try longitudinal or experimental designs. Fourth, a fascinating subject for further study is the knowledge of the dimensions of investing in human resources when there is uncertainty and a lack of clarity on its different dimensions. Fifth: It is advisable to investigate additional strategies that enhance the correlation between the aspects of investing in human resources and the capacities of organizational renewal. Sixth, we advocate developing a thorough and comprehensive theory to look at all the aspects of a company's investment in human resources.

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