Abstract

The real power of an organization is the existence of scientifically and practically qualified, creative and innovative human elements that enable to compete and position themselves among their peers from other organizations.

The study also aims at emerging a comprehensive conceptual framework for both functional (leadership) competencies and investment in human capital. the identification of the intellectual foundations of functional (leadership) administrations and their role in increasing the return on investment in human capital while exposing the obstacles to the use of functional (leadership) competencies when investing in human capital to try to formulate some solutions.

The researcher used the analytical descriptive method to check the goals for the study, which is based on describing the concepts in the study accurately in order to identify their features and descriptions: (Leadership competencies, return on investment from human capital) and the impact of leadership competencies on the return on investment from human capital by gathering as much information about the subject matter as the survey tool and analyzing it accurately.

The study community is composed of all the employees in the different departments of the 10th Ramadan City Development Service (heads of sectors - general managers - managers of departments, senior manager – sectionheades) and the number of employees of the system (215) employees. The system was chosen to conduct the study by using the functional Competencies leading to the development of its leaders, as well as the vital role played by the city service in serving citizens .

The researcher will also use the random sample method, which gives equal or known opportunities to each term in the study community in the probability of being selected in the study sample. **The questionnaire** was used as a study tool, and the researcher prepared a resolution on "the role of leading competencies in increasing the return on investment in human capital".

The study found a series of findings, including:

1- Human capital, with its knowledge, skills, and experience, is the most important component of intellectual capital formation. It is a strategic resource that gives institutions and societies many infinite advantages, the foundation of construction and progress for economies, where physical assets are just as important.

2- There is increasing interest on the part of researchers and managers in measuring, managing and measuring human capital, since the availability of human capital will not yield the desired positive results to the Organization if it is not measured and managed in the best manner.

The study also recommended:

The gap between the level of leadership of the leadership in the system should be measured by the standards and specifications of the leading competencie and the preparation of a job description for each function and the equivalent of the level required for their current (and future) functions.

Summary

The real power of an organization is the existence of scientifically and practically qualified, creative and innovative human elements that enable to compete and position themselves among their peers from other organizations, and human cadres are the base of an organization's success and continuity. An advanced society cannot be conceived of in its productive potential without the efficiency of its human capital. Here, commitment to the fundamental underpinnings of human capital formation and interaction as an interactive system for achieving the strategic objectives of business organizations is important.

The study problem consists of identifying that building and developing human capital (skills, knowledge and capacity) through training programs and management development are among the most important policies that businesses have implemented over the past decades. To some extent, these programs have increased the number of qualified leadership and management personnel. Despite this increase, however, the results of local, regional and international research and studies on private enterprise development and public state development still indicate that increased investment in human capital has not paid off as needed. In this light, the problem of the study can be formulated in <u>**the following main question:**</u>

How can the functional wall packages (leadership) increase the return on investment in human capital and increase the skills, knowledge, and capacity of staff and leadership to ensure that institutions achieve outstanding results?

The study aimed to seek out a comprehensive conceptual framework for both functional (leadership) competencies and investment in human capital. This objective will be achieved through a review of past literature and studies and the intellectual framework of the subject matter of the study, the identification of the intellectual foundations of functional (leadership) administrations and their role in increasing the return on investment in human capital while exposing the obstacles to the use of functional (leadership) competencies when investing in human capital to try to formulate some solutions.

<u>**The researcher used the analytical descriptive method**</u> to check the goals for the study, which is based on describing the concepts in the study accurately in order to identify their features and descriptions: (Leadership competencies, return on investment from human capital) and the impact of leadership competencies on the return on investment from human capital by gathering as much information about the subject matter as the survey tool and analyzing it accurately.

<u>The importance of the study</u> was therefore to address a cross-cutting issue between two areas of management science: Functional (leadership) competencies, which are key topics that require further depth, analysis and theoretical exploration, as well as its practical applications, investment in human capital and the critical role it plays in the success of institutions.

In the first chapter, the study presents: Career leadership competencies, where modernization and innovation are among the most prominent features of contemporary organizations, and the importance of this feature lies in the mechanism of these organizations, which requires them to face the challenges of the times, keep pace with the changes and invest the opportunities that result from them. In these circumstances, the Department's duty becomes to develop, update and reorganize working methods and methods according to the scientific method, to be more effective in achieving its goals, which reflect the vision, message and aspirations of the community. Devices, equipment and technology will do nothing other than the human element that is the foundation, the ruler, the control and the cornerstone of the productive and administrative process, because the success of the Organization depends on it.

In the first part, it has entitled functional competencies, which show that merit is a combination of knowledge assets, experiences, skills, and behaviors, and the ability to manage and control them in a way that gives the human resource its ongoing focus both within and outside the organization. In other words, we can say that competencies are human minds that have met with high experience and thus consider these human minds to be intellectual resources that can be classified as an asset of the Organization that must be preserved and valuable, and also as the part that builds and thrives within the individual (behaviors – skills – abilities – knowledge) According to his environmental environment from the moment of birth, which is reflected in his vision of achieving excellence in any activity or work he does, taking into account all other influences surrounding himself.

In the second part, it has entitled Leadership competencies, where real leadership is not a position or a title, but is related to the ability of the leader to influence, which appears in his simplest form, the lowest level of his position, and the presidential advantages he has to pay for the required work and follow the instructions of the leader only because he deserved his position. The more a leader can influence, the more he or she moves from leadership to leadership and the more fun and easy his or her leadership work becomes. When a leader can transform the organization's staff into leaders who have the skills to do the work with mastery, love, and dedication, he will reach the top and the highest level of leadership, so the leader must have a set of leadership competencies that will enable him to successfully perform a currency.

In the second chapter, it was discussed the: The theoretical framework for investment in human capital and its return, where enterprises face in the knowledge economy, day after day, the most dangerous and challenging challenges that threaten their survival in the business world, and these challenges have prompted the enterprises' pursuit of new economic thinking. It is the growing interest in investing in human capital, as well as in organizations' attention to the trends of development, innovation and innovation. Relying on the ideas and experiences of the institution's staff often shift from loss to profit, from local to global, where the development and development of the human component has become an influence on the vision and strategy of the organization.

In the first part, it was discussed the human capital, where it shows that knowledge of the Organization has become a competitive advantage, distinguishable from other organizations, and knowledge is the availability of individuals with information, a stored knowledge. As a result, successful organizations are those that attract, select, develop and lead their own individuals, and successful organizations are organizations that are interested in their customers, needs and desires, and that exploit the opportunities of different technologies in their surroundings. The main challenge for organizations today is therefore to ensure the availability, training, development and skills of distinguished skilled personnel.

In the second part, it was discussed the investment in and return to human capital. Investing in human capital is one of the most important and urgent issues as the necessary process for moving, refining, formulating and developing human capabilities and competencies in their practical, scientific, technical and behavioral aspects A training method that provides it with scientific methods, advanced methods, and different ways of performing optimally, a technical means that gives it additional experience and self-skills that re-refine its mental abilities and manual skills, as well as a means of behavior that reconsiders its functional and social behavior, and that the main pillars and components of this process are education, education, training, and training. Capacity development.

In the third chapter, the study examined the **Practical Study** study on the study variables, which are the leading wall, and the return on investment in human capital, through the study methodology, which describes the approach, the society and the sample of the study, as well as the management of the study used, how it was prepared, how it was constructed, developed, and its credibility and stability. It also includes the tools that he used to collect study data, and ends with the statistical processors that were used to analyze the data and draw the results. This study is based on the analytical descriptive approach to check the objectives set for the study.

The results of the study are as follows:

1- There is a relationship between the merit of strategic thinking, decision-making and the return on investment in human capital. This was confirmed by a statistical analysis test that demonstrated a statistically significant mental impact on the merits of strategic thinking, decision-making and return on investment in human capital.
2- There is a relationship between the meritocracy of change and the return on investment in human capital. This was confirmed by a statistical analysis test that demonstrated a statistically significant mental impact on the leadership of change and the return on investment in human capital.
3- There is a relationship between the merit of emotional intelligence and the return on investment in human capital. This was confirmed by a statistical analysis test that demonstrated a statistically significant mental impact on the reliability of emotional intelligence and return on investment in human capital.

Recommendations of the study:

1- the gap between the level of leadership of the leadership in the system should be measured by the standards and specifications of the leading wall and the preparation of a job description for each function and the equivalent of the level required for their current (and future) functions.
2- Solidify some of the evolving concepts of team importance, creativity, and organizational loyalty by measuring the degree of sophistication in the application of these concepts within the working environment that will be reflected in the image and reputation of the system.
3- The principle of "future leaders" should be applied by giving young elements the opportunity to assume leadership positions, and those who have their own competencies and personal characteristics should be selected, with emphasis on the comprehensiveness of the knowledge and skills that these employees should have and not be confined to a narrow specialized area. This supports leadership merit requirements.
4- Use the performance appraisal process to identify and guide staff members' leadership wall-linked, self-training and workshops' performance weaknesses that represent a lack of skills, capabilities, or knowledge.