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THE DYNAMICS OF HUMAN CAPITAL: THEORETICAL TREATISES AND PHILOSOPHICAL UNDERPINNINGS

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ABSTRACT

The need to own regulatory elites is growing increasingly as the current environment, which has cast its shadow over the current global economy, becomes increasingly fraught with demographic, technological and economic changes. These changes added pressure on the organizations in terms of survival and in order to be effective in their work, which required the organizations to search for unique talents and human and intellectual capital in all its designations, and what carries ideas, energies and power that will push the organization towards achieving future visions and even more of unlimited superiority, but in return these organizations must provide, This is precisely what we are trying to highlight in our topic "Human Capital Dynamics", which we might say is a new shift towards human resource management that enables organizations to try to find ways to survive in the complex challenges of a dynamic world. The objective of this research is to establish a knowledge base for the intellectual framework of Human Capital Management in a way that expands the understanding of the Centers of organizational decision with the contents of this topic and activate their motivation to analyze its practices and applied mechanisms and upgrade their motivation to adopt it as a pioneering culture.

One of the main limitations faced by the researcher is in fact that the dynamics of human capital lacks a clear definition and conceptual limits which required her to elaborate this topic in the form of a research paper, because it was not previously put forward only through it as I put in this paper a vision and perceptions about what the dynamics of human capital.

Thus, the research paper can help to (1) enrich the human resources literature with a modern term and a newer concept in the field of human capital that combines these advantages and benefits of human dynamic skills in all its aspects, thus helping researchers to frame their research and unite their efforts on the possibility of deepening this topic and (2) submit a proposal to the senior departments of organizations to embody this integration within their framework and apply it accurately so that they can deal with some issues related to human capital management and thus excellence and importance and achieve the greatest possible benefit. These high-profile issues will be addressed in this paper, in the hope that a framework will emerge, which could serve as a fulcrum for future human capital policy considerations.

Methodology: focused on reviewing a number of research that keeps the contents of the human capital in an attempt to assess the perceptions contribute to the creation of an administrative approach in dealing with this important element, which the researcher by providing a theoretical model can organizations business of investment in this area.

Originality/value providing a model of multi-level human capital options that enables management to absorb the different practices of this concept according to a holistic vision.

Keywords: Dynamic Human Capital, Human Capital, Human Resources.

INTRODUCTION

The world is facing rapid changes in the light of the technology of the digital age, which needs creative workers to adapt to them with their knowledge, skill and speed in performance and abilities that contribute to the creation of excellence of the organization, and these are the human capital that counted the window from which to start to develop new innovative and creative ideas that, He has enough knowledge, information, innovation and creativity to make him a leader at all levels of Management in the organization's environment.

Human capital is one of the products of human resources, if provided us with management scholars, researchers, many of the vocabulary and concepts which still formed a lot of them by researchers and pioneers of management, including Human Resources Management, Strategy, Management, contribution of working, Management Development, Human Resources, intellectual capital, capital social, management talent. Today, specifically in this field and derived from human capital, another new single was put forward to add to the previous vocabulary, namely the dynamics of human capital, which represents a summary and an integrated mixture of human capital possibilities in all its details and investment of human capital and management of human capital, is a series of stocks of human capabilities and skills or, Which facilitates the management to select the appropriate workforce as well as train them and invest them to extract the capabilities and creativity and innovation of the employees, *i.e.*, implement an integrated preparation program in return to help them achieve their own goals as one of the main pillars to find coherent intellectual and knowledge structures that support the environment of the organization, these episodes the political support progress for the future of any organization in terms of growth and development.

So the fact that does not change is that the human resource is the strategic and dynamic through which successful, superior and leading organizations are built. Hence, this paper provides a cognitive contribution on the philosophical frameworks of Human Capital Dynamics in the light of its themes, which will be presented in detail.

The Dynamics of Human Capital

Today, organizations are forced to deal with difficult, rapidly changing and increasingly volatile conditions in light of environmental uncertainty, complexity and ambiguity, which is called (VUCA) this concept is derived from military education (U.S. Army Center for heritage and education, 2019) which has since become popular in the fields of politics and business (Adapted from Bennett & Lemoine, 2014).

On the other hand, a structural shift in the knowledge economy represented by the demise of activities and sectors, the emergence or growth of other activities and sectors, and the consequent radical change in the professional composition of the labor force, its redistribution on the one hand, the growth of the services sector on the other hand, and the change of the consumption scheme Psychologists have therefore considered that the business world has conditions (VUCA) that shape our economies and societies, and also play a big role in driving turbulent changes.

The idea of the dynamics of human capital came through the conclusion of the researcher a group of studies and research that carries insights and ideas about the necessities of investing in human capital and its obstacles, and proposes to the management alternatives and options for its application and practical solutions and the advancement of the reality of the current human capital, all these Hence the concept of Human Capital Dynamics according to the researcher's opinion that, the ability to integrate, build and reconfigure human capital competencies and invest them by management efficiently and effectively to be able to respond to conditions (VUCA) this integrated integration if applied by organizations would have achieved a kind of New exceptional dynamic capabilities and strong competitive positions. Philosophical justifications for the concept of the dynamics of human capital.

To explain the concept of dynamic human and because of this settlement, which is about the interaction of three main components namely human capital, the human capital, investment capital, human intention of doing this released between these subjects which have been found "dynamic human capital" for several reasons including.

1. Provide a theoretical model of the contemporary management of human resources helps in creating a state of balance between theoretical knowledge and how to harness them and invest them but appropriate for the region particularly in the loss of the difficulties faced by the institutions of Public Administration, by harnessing this form to confine their problems and find solutions to how appropriate.
2. This in-depth analysis by the researcher between all these basic variables explains to the reader how much? Harmony and compatibility between them were used as a starting point for the content of the dynamics of human capital that no other researcher has ever put forward in this way and our role in creating and enhancing the state of integration between these three contributions of the reader.
3. Being a new term has cast a shadow over the field of human resources management, thereby enhancing the thesis of management thought.

So it must be said that this strategic framework for the meaning of the dynamics of human capital has been classified into levels or basic axes, or otherwise the composition consisting of elements of (human capital, investment of human capital, management of human capital) will be explained in detail and crystallized in the following form:

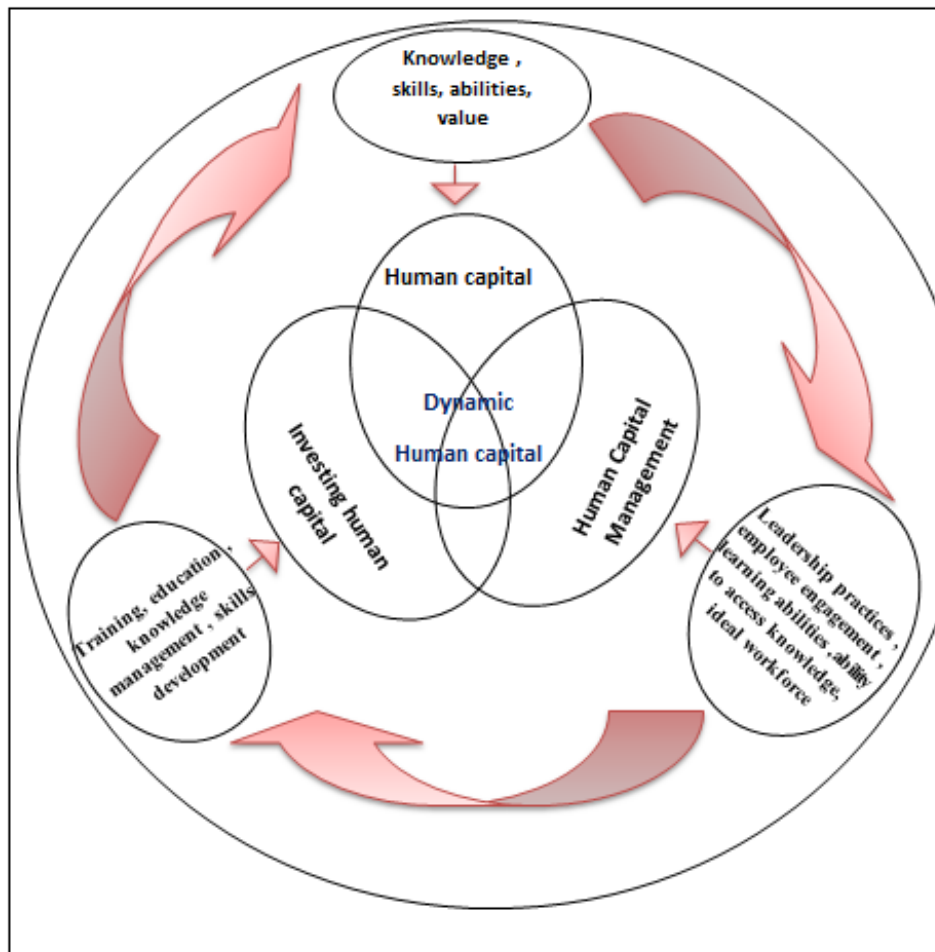


FIGURE 1
DYNAMIC INTERACTION OF HUMAN CAPITAL

Source: preparation of the researcher

After a study of several research papers on the search variables represented by three levels, the following was reached:

Level One: Human Capital HC

Recent years have seen many changes and challenges in different areas of the economy due to the emergence of globalization, the emergence of strategic mergers and alliances, the pursuit of innovations and innovations and the establishment of the World Trade Organization, which has made the main feature of the business environment and its organizations turbulent and many challenges, prompting management scientists to seek ways and methods of effectiveness and ability to Since land, labor and capital were the factors of production, technical knowledge, intelligence, creativity and communication have become new assets in economics and artificial intelligence has become more important than capital in its traditional sense. Integration into the global economy based on quality and knowledge requires that institutions of all kinds seek to value their internal resources, their strategic efficiency, activate their comprehensive quality, and monitor the full knowledge of human resources as a strategic resource that ensures the organization's sustainability of its competitive advantage. Human capital, which represents the human resource owned and returned to the organization, with its capabilities, skills, knowledge, experience and talent harnessed to perform certain tasks that eventually lead to the achievement of the goals (Kucharcikova, et al, 2018:2) and the transition of the organization to more developed levels Day by day, being one of the basic competencies of the organization and This is due to a number of reasons, including the increasing reliance on qualified and specialized manpower in new technologies, on distinct intellectual abilities, the increase in knowledge and information workers from other sectors, and the continuous rise in the professional and knowledge levels of the workforce, in exchange for a wide movement of Labor across borders. Add to it the increasing disappearance of traditional occupations and jobs, and the emergence of others constantly more educated and trained not only in the use of modern technologies, but also on the cognitive abilities and self-skills that enable him to adapt to all new in the fields of work and production, and keep abreast of developments in the fields of knowledge .It spanned the transformation of creative ideas (innovation) into reality and included education, skills enhancement, and the creation of creative human capital) and the communication revolution (dissemination of information and knowledge in new creative ways, all in accordance with new legislative frameworks built on the foundations of the traditional economy.

Human capital that the implicit knowledge balance that exists in the minds of human resources makes up 75%-85% of the stock of knowledge in the organization, generated by the human mental capacity that is formed by an interactive portfolio of intangible assets including (knowledge, experience, skills, education) that must be invested in, An investment that will lead to the extraction of implicit knowledge and turn it into realistic behaviors and practices to benefit from it in drawing a strategy to attract, incubate and develop talents capable of producing innovative ideas and making successive creations developing capacities and entrepreneurial characteristics and developing a culture of entrepreneurship building intrinsic merit and distinct capabilities that are difficult for, Market value added to achieve competitive advantage and ensure its sustainability through the development and promotion of unprecedented ideas that increase the knowledge gap between the organization and competing organizations making them organizations that are extravagant in imitation costs.

This human resource, called human capital, is a driving force for various material and technical resources. Source of axial capabilities. The power to drive and activate positive change. Renewed intellectual energy and creative cognitive ability. He points out (Ogunade, 2011) in his definition of human capital as "that accumulated stock of skills and talents, manifested in an educated and skilled workforce that is characterized by constant dynamism". Human capital "is the workers who have substantial experience and knowledge and represent the competitive and cognitive weight of the organization," says the researcher Human capital talent substantial help adding many actresses which has been diagnosed in schools, most notably.

*Introduction to adding value: human capital has the ability to create added value and quality advantage at all levels of the organization, with its skills, knowledge, creativity, innovation and energy.

*Performance improvement portal: human capital contributes to improving productivity and organizational performance through its role in the design and implementation of strategic plans and Total Quality Plans in order to serve the property of Management Development, and plays a more complex role in the process of producing goods or providing services.

*Strategic input: human capital is a strategic resource because it constitutes one of the most important factors to build a competitive advantage (Kuras, Swiacik, 2014: 168) as one of the strategic directions adopted by the organization in its activities, operations and activities vital to upgrade the organization and put it in the first ranks at the forefront of competitors.

*Sustainable competitive advantage entry: a sustainable competitive advantage is achieved through talented and skilled employees who contribute to the impact on human resources management systems (Lakshma, 2014: 1353) and the potential of human capital is enhanced through motivation, training and continuous care to result in an effective and very important contribution to achieve outstanding results for the organization and upgrade them to the top ranks over competitors.

Level Two: Investing in HCI Human Capital

The business both private and Public significant challenges in light of the constant changes rapidly taking place in the world, including with the rapid changes in Information Technology and openness to global markets and the use of marketing and e-commerce, so the organization has to respond to these changes with a clear strategic vision enable it to seize opportunities and avoid threats, is able to survive and grow in these markets at the time of this difference emerged the idea of interest in investing in human capital and organizational learning, intellectual property, and their role in achieving competitive advantage for modern products. Thus, investing in human capital is one of the new challenges in the contemporary world of Human Resources Management, which requires the transformation of knowledge within organizations and their continuous evaluation. Many organizations and countries have realized that investing in knowledge-intensive activities has become a fundamental determinant of their global competitiveness defines (Potetiene & Tamasauskiene, 2013) it as the strategic plan adopted by the organization, in order to provide human resources with the necessary qualifications, to meet the challenges of its future functions. As (Kuras & Swiacik, 2014) shows, investment in human capital is one of the basic metrics used to measure the wealth of organizations, their added value, and their economic and social progress compared to other organizations with which they compete. Or (Krasniqi & Topxhiu, 2016: 3) gives his activities creative process undertaken by the organization to proactively and competitive, to improve their human resources and development, in line with the challenges facing the future of the Organization.

This global trend towards investing in human capital has a great historical extension among economists, among them the famous economist Adam Smith, who stressed the importance of investing in human capital in terms of formal education and training, considering them as vital tools that match the value of investing in other assets and even outweigh the importance. Classical growth theories held that spending on health and education was constrained by capital accumulation, and Gregory Mankiw's definition in his best-selling economic book. The most important type of investment in human capital is education (Fix, 2018), followed by economists (Romer and Lucas), who followed the same thinking and stressed that investment in human capital and knowledge accumulation is an essential element of sustainable economic growth, that education is the main channel for increasing human capital and can raise labor productivity, and that increased investment in education is linked to increasing organization, (Qingzhen Hu, 2010) and they proved that the income growth of individuals depends on the level or degree of Education acquired by the individual. The rate of return on investment in human capital is positive even after estimating direct and indirect costs (Giziene et al., 2012).

The development of human capital is carried out in the light of two main trends, the first direction concerns the building of objective skills, the second direction concerns the provision of productive employment, both of which stem from the investment in human capital through mechanisms provided by organizations in the form of education and training to enhance the knowledge, skills and capabilities of individuals (Shobande et al., 2014) : "The academic qualifications of the human resource, its technical and administrative skills, its accumulated experience as a result of previous experiences, and finally its level of morale as a result of dealing with the organization and benefiting from its privileges".

So investing in human capital is a strategy to raise the individual's level of performance and the organization's level of productivity. In light of this conclusion, Snell and Dean hypothesized that HRM practices constitute investments in human capital and that human capital becomes economic value when enabling strategic human capital that achieves high organizational performance and contributes to competitive advantage (Cherry, 2014). this investment in knowledge, capabilities and skills contributes to the formation of a competitive workforce that promotes sustainable growth. especially in the field of education and training, which is a mechanism or method by which the organization can allocate a certain amount in order to form its human apparatus in a scientific, efficient, and sound manner, which contributes to the achievement of its goals, and requires the existence of the elements of investment in these resources and know the justifications and how.

Invest all organization funds and resources to train new employees. And then the staff work hard and raise the level of their knowledge and contribute in their own way in increasing the productivity of their organization. Investing in human capital contributes to increasing the knowledge balance of the organization, and then using the accumulated in the development of its creative and innovative operations at all organizational levels.

Although there are a number of important advantages to investments in human resources, these investments contain the element of risk, which according to Ray (Patterson, 2014) can be classified into structural and non-structural, structural risks arise from structural changes in the economy that organizations cannot control and are described as inevitable in a changing economy .non-structural risks result from a lack of information on both the supply and demand sides of the lab our market. These risks have an impact on investment behavior in human capital, as they cause poor investment in human capital and therefore intervention is undertaken to reduce them.

Level Three: Human Capital Management HCM

Many global indicators confirm that organizations face significant challenges in managing people, especially with the transformations that governments are adopting today, such as e-Government, e-governance, participatory government, and the adoption of social networking applications in the workplace and others. Thus, the concepts of integrity, transparency, equal opportunity, demographic changes, diversity management, etc. Have become the pillars of the current human capital management strategies in the governmental organization, and the adoption of these Government Policies goes beyond the tangible physical entitlements of human beings, such as financial, administrative, and organizational. To reach intangible benefits, such as: human thought Management, Organizational Behavior Management, reputation management.

Human Capital transforms the traditional administrative functions of HR departments of recruitment, training, compensation and performance management into opportunities to stimulate engagement, productivity and create strategic business value. The effectiveness of dealing with human capital depends on the clarity of the strategic vision of the organization, the efficiency of the management leadership, the evolution of the thinking of those involved in this transaction and the accuracy of the analysis of situations and the exploration of the most useful entrances in dealing with the capabilities and characteristics of human beings in organizations.

Human Capital Management is a new strategic approach that addresses the planning process of managing the organization's most valuable and important workforce (Kucharcikova et al., 2014). It is treated as more than just a cost of doing business, but an underlying asset where its value can be maximized through strategic investment and management - just like any other asset. This decade can be called the Golden Age of HCM; new digital technologies enable HR leaders to provide a more engaging and personalized experience for employees on a large scale. At the same time, emerging technologies, such as data automation, predictive analytics and artificial intelligence, have added new innovations to understand, manage, motivate and ensure workforce participation. HR leaders have a whole new set of tools that can increase the value of their workforce, from smart, social media-driven recruitment and employee retention practices to performance-enhancing rewards and compensation.

Human Capital Management is the preparation of appropriate policies and procedures to know the needs of employees and meet them, encouraging creative employees and giving them the opportunity to implement their creations related to the development of work or the development of work systems and procedures. These policies serve as the pillars of HR management strategies to address emerging challenges and among their most prominent advantages (attracting and retaining talent, improving workforce management and spending, responding rapidly to change, and streamlining HR processes).

The goal of Human Capital Management is to manage the employees of the enterprise in the way that they contribute significantly to improving productivity. And it's not just about improving the capabilities of existing employees, but also making the best of them. (Kucharcikova, 2018) as it realized that it needed to structure its individual strategies using net worth in order to develop the scale of human capital management, it was conceived as a model that simulates investing in human capital, which is a direct result of its management strategy, after the implementation of the investment operations, a set of measures are adopted to measure their efficiency in exploiting other resources available to the organization, in order to calculate the net added value and use them to enhance the organization's competitiveness and economic growth, and the most important areas in which to invest are (training and health care programs). The main point of effective management of human capital is through measurement, analysis, evaluation and reporting of data on the amount of HC, the effectiveness of their use, and the effectiveness of investing in HC (Kucharciková et al., 2018). Thus, researchers in the field of Strategic Human Resource Management have studied "human capital" to understand how the management of people within organizations relates to the importance of organizational and individual results, Strategic Human Resource Management scientists mostly focus on investing in human capital to increase the performance of the company using systems and practices aimed at developing and managing the human capital of the organization (Boon et al., 2018).

Therefore, it can be said as a concept of human capital management as an intellectual methodology with strategic purposes to invest in human capital that includes the processes of analyzing the causes and necessities of investment, thinking and planning strategically for appropriate alternatives and options, diagnosing and counting the factors driving investment, formulating and implementing strategies to counter them, and the industry of the future of efficient investment.

Play human capital management plays an important role in the recruitment process. It ensures that HR staff recruit the right and deserving individuals to be in the organization. Recruiting the right talent is a very important practice. An individual who is not fit for a particular role will not be able to contribute much in the long run.

Acquiring talent and professional competencies is one of the most important responsibilities of the HR team. This is often neglected in most organizations. Don't hire someone just because you need to fill a vacancy or because the presidents, they ask you to do so. Thoroughly analyze the person before hiring him. So try to find out why a person wants to join your organization. Remember that money should not be the only criterion for a person's desire to change and join a new organization. The person assigned to hire new talents should not

forget to check the applicants ' previous experiences, interests, professional qualification and reasons for changing the previous job. If someone catches your eye, try to do some examination of this person's professional history. Before coming to the organization, you should also discuss the applicant about his or her former organization or boss by phone.

Finally, Human Capital Management has an important role in guiding the new employee to the organization's system. Meaningless "installs" lead to confusion and the employee can lose interest in the organization. Do not load someone with unimportant information, at the beginning of their work in the organization. Believe me, he'll run away from you.

Dynamic Matrices of Human Capital

Through the current research will develop special matrices that were proposed by the researcher aimed at analyzing the existing situation of any organization and to identify the levels of each of the sections available in terms of the degree of investment on the one hand and the awareness of management human capital, and was put a number expressing each stage within the Matrix and, The purpose of this statement and provide a comprehensive picture through which the management of organizations can direct their programs, policies and procedures to enhance the situation for each department and propose appropriate improvements to it as well as provide a general picture of the organization's possibilities and what it wishes to be and possible future investment trends, The researcher suggested two of the first matrices measure the relationship between human capital and investment in human capital, while the second matrix measures the aspect of the relationship between human capital management and investment in human capital.

Investing human capital	High	Waste of resources 3	Acceptable investment 4	Perfect investment 5
	middle	Undirected investment 2	Phased balance 9	Rashid investment 6
	low	Absence of Vision 1	abilities gained from learning 8	Qualified capital 7
		Human Capital		

FIGURE 1
MATRIX I: THE RELATIONSHIP OF INVESTING IN HUMAN CAPITAL WITH HUMAN CAPITAL

Investing human capital	High	Wasted investment 3	Semi-directional investment 4	Mature investment 5
	middle	undirected investment 2	Evolution of investment areas 9	Investment guide 6
	low	Dead Organization 1	Possible individuals 8	Management possible 7
		Human Capital Management		

FIGURE 2
MATRIX II: HUMAN CAPITAL INVESTMENT RELATIONSHIP WITH HUMAN CAPITAL MANAGEMENT

1. The first to ask, it is likely we will face new challenges in the acceptance of this concept and its application in organizations.
2. The present paper refers to a review the paper presented an analytical look and analysis of a set of theoretical views of all the variables used in this research and shed light on the relationships between them and consolidate them within a single term namely, human capital, human capital investment, Human Capital Management . The most comprehensive term, the dynamics of human capital, is still in the Nativity stage and a great degree of theoretical progress is required through research, studies and conceptual drawing on the subject.
3. The stimulation of investment in human capital and to provide an environment and safe havens for investment efficient which requires effective management for this purpose, analysis and strategic investment and its control and monitor the factors affecting extruder which caused the collapse of the organizations and their human resources is human capital management.
4. On the other hand, to provide a new perspective on the study of the organization, by reviewing its resources and grouping its components according to a new business philosophy that gives the organization a sustainable competitive advantage by focusing on the vital aspects of human capital and placing it within the culture of the organization to emphasize the importance of this orientation in achieving future successes.
5. Because of the nature of human capital within the organization, it requires integration between different activities, which is directly reflected in the proposed models for dealing with human capital in business organizations that consist of more than this level on the one hand, On the other hand, human capital itself differs in uniqueness, requiring different practices within the same activities on the basis of the uniqueness achieved.
6. Business leaders and managers should invest a lot of time in developing strategies that attract, motivate and maintain human capital and ways to sustain it, and this sustainability is enhanced by creating an environment for continuous learning, and developing skills as one of the important capabilities of the continuity of strong organizations, the fact of the strength of the organization stems from the Development needs a clear focus and understanding on specific skills and abilities that an organization needs to succeed.
7. The need to adopt a careful approach to investing, developing and developing effective strategies to be competitive in the global market.
8. Without measurements of human capital, human resources will not be able to absorb their new role and develop their practices in investing in human capital.
9. Unleash a future workforce instead of making it redundant, *i.e.*, refinement and renewal of dynamic capabilities over time by identifying training and development programs that enhance the viability of human capital.
10. Attention to the concept of human capital as a contemporary management practice by promoting unity, building collaborative teams, employee participation, inclusion and loyalty, all of which will contribute to the multiplication of talent in the organization and improve its performance and thus make a difference in the business world.
11. Finally, organizations must understand what the dynamic of human capital means effectively to ensure high performance, and to become more flexible and responsive, by bringing all employees at the same pace and promoting a work culture always to reduce duplication of effort, respond to customer insights and provide perfect service that meets customer expectations. Because the nature of competition changes from time to time, and an organization that is not good at foreseeing the new rules of the game will find itself outside the market.

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