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مع رسوم البريد ضمنًا

قواعد النشر في مجلّة أوراق ثقافيّة

مجلّة أوراق ثقافيّة تُعنى بقضايا الثقافة العربيّة. ولذلك فالمجلّة ترحّب بمشاركة المفكّرين، والمثقّفين، والباحثين العرب، وتدعوهم إلى نشر مقالاتهم، وأبحاثهم باللغات الثلاث: العربيّة، الفرنسيّة، الإنكليزيّة على أن يلتزم المؤلّفون والباحثون بما يلي:

1. تستقبل المجلّة أبحاثًا ودراسات من الاتّجاهات، والتيّارات الفكريّة كافّة، على أن تتوفّر فيها معايير النشر الموضوعيّة، والدقّة العلميّة، والتوثيق الصحيح (بحسب الـ APA أو التوثيق القيم).
2. أن تكون مطبوعة على حاسوب، وترسل بالبريد الإلكترونيّ، أو تُسَلَّم في مكتب المجلّة، مرفقة بقرص مدمج (CD).
3. التقيّد بشروط التنسيق الفنّيّ لدى كتابة البحث على الحاسوب، وذلك باستخدام نظام الـ WORD، إضافة إلى الالتزام بنوع الخطّ (Simplified Arabic)، وحجم الخطّ (14).
4. يعتمد في كتابة البحث الأصول العلميّة المتعارف عليها: التوثيق، والتهميش على أن **تُثبت الحواشي في نهاية البحث بدلاً من أن تُثبت في أسفل الصفحات**، والإشارة إلى المصادر والمراجع من قبيل: **اسم المؤلّف، عنوان الكتاب، دار النشر، مكان وسنة النشر، ورقم الصفحة**، وفي حال كان المرجع من مجلّة، أو تقرير، فلا بدّ من أن يُصار إلى ذكر **اسم الجهة الناشرة، وترتيب المجلّد، ورقم العدد الصادر**.
5. **يبدأ البحث بالعنوان باللغتين العربية والأجنبيّة، يأتي بعده الملخّصان والكلمات المفاتيح باللغتين العربية والأجنبيّة**.
6. **أن يتضمّن البحث اسم الباحث باللغتين العربية والأجنبيّة، وذكر صفته العلميّة والثقافيّة باللغتين العربية والأجنبيّة بالإضافة إلى إيميله، وصورته**.
7. تقوم المجلّة بإخطار المؤلّفين أو الباحثين بإجازة بحوثهم للنشر، وذلك بعد عرضها على اللجنة المشرفة، ويمكن للجنة أن تطلب من المؤلّف، أو الباحث إجراء تعديلات شكليّة، أو شاملة على البحث قبل النشر.
8. تؤول ملكيّة البحث، أو الدراسة المرسلة إلى إدارة المجلّة، إذ تحتفظ المجلّة لنفسها بحقّ إجراء بعض التغييرات البسيطة على النصّ.
9. إنّ الآراء والأفكار المطروحة، والمتداولة في صفحات المجلّة لا تعبّر بالضرورة عن خِيارات واتّجاهات تتبنّاها أسرة تحرير المجلّة. إنّها تخصّ المؤلّف أو الباحث وحده، مع حقّ الردّ في العدد اللاحق إذا رأت المجلّة ما يوجب الردّ.

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Exploring the Antecedents and Consequences of Human Resource Maturity:
A Qualitative Study on Organizational Effectiveness in Iraq's Ministry of Interior
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Exploring the Antecedents and Consequences of Human Resource Maturity: A Qualitative Study on Organizational Effectiveness in Iraq's Ministry of Interior

استكشاف مقدمات ونتائج نضج الموارد البشريّة: دراسة نوعيّة حول الفعاليّة التّنظيميّة في وزارة الدّاخليّة العراقيّة

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Abstract

In the contemporary era, human resources are regarded as the most critical organizational capability for achieving competitive advantage. Consequently, organizations place greater emphasis on human investment, as enhancing the quality of human resources is a fundamental aspect of organizational growth and development. Leading organizations, by striving to attract, nurture, and retain efficient human resources, secure their competitive advantage for both present and future challenges. This shift in competitive conditions has resulted in a paradigm change in business models and the adoption of new approaches such as strategic human resource management. Accordingly, the present study aims to identify and explain the antecedents and consequences of strategic human resource maturity within Iraq's Ministry of Interior. This research is applied-developmental in nature and employs a qualitative research methodology. To identify the dimensions of the antecedents and consequences of strategic human resource maturity, semi-structured interviews were conducted with 15 managers from various units of the

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resource maturity. The results of this research assist organizational managers in understanding the significance and role of strategic human resource maturity in achieving organizational objectives.

Keywords: Human Resources, Strategy, Strategic Maturity, Strategic Human Resources Maturity, Human Resources.

مستخلص:

تُعدُّ في العصر الحديث الموارد البشرية القدرات التنظيمية المهمّة لتحقيق الميزة التنافسيّة. ونتيجةً لذلك، تُولي المنظمات أهميةً أكبر للاستثمار البشري، إذ يُعدّ تحسين جودة الموارد البشرية جانبًا أساسيًا من جوانب نموها وتطورها. ومن خلال سعي المنظمات الرّائدة إلى استقطاب موارد بشريّة كفؤة ورعايتها والاحتفاظ بها، تضمن ميزتها التنافسيّة في مواجهة التّحديات الحاليّة والمستقبليّة. وقد أدى هذا التّحول في الظروف التنافسيّة إلى تغيير جذري في نماذج الأعمال واعتماد مناهج جديدة، مثل الإدارة الاستراتيجيّة للموارد البشريّة. وبناءً على ذلك، تهدف هذه الدّراسة إلى تحديد وشرح مسببات ونتائج النّضج الاستراتيجي للموارد البشريّة في وزارة الدّاخليّة العراقيّة. يتسم هذا البحث بالطابع التّطبيقي التنموي، ويعتمد على منهجيّة بحث نوعيّة. ولتحديد أبعاد مسببات ونتائج النّضج الاستراتيجي للموارد البشرية، أُجريت مقابلات شبه منظمة مع 15 مديرًا من مختلف وحدات وزارة الدّاخليّة العراقيّة، باستخدام أسلوبي العينة التقديرية غير الاحتمالية وعينة كرة الثلج. وقد حُللت البيانات المُجمعة باستخدام التحليل الموضوعي. حددت نتائج هذه الدراسة 32 موضوعًا رئيسيًا مُصنّفة إلى مقدمات ونتائج فردية، وتنظيمية، وفوق تنظيمية، بالإضافة إلى أبعاد النضج الاستراتيجي للموارد البشرية. تُساعد نتائج هذا البحث مديري المؤسسات على فهم أهمية ودور النضج الاستراتيجي للموارد البشرية في تحقيق أهدافها.

الكلمات المفتاحية: الموارد البشرية، الاستراتيجية، النضج الاستراتيجي، نضج الموارد البشرية الاستراتيجية، الموارد البشرية.

Ministry of Interior in Iraq using non-probability judgmental and snowball sampling methods. The collected data were analyzed using thematic analysis. The findings of this study identified 32 main themes categorized into individual, organizational, and supra-organizational antecedents and consequences, as well as dimensions of strategic human

1. Introduction

In recent years, behavioral science experts have recognized the critical role of human resources in the success and efficiency of organizations, considering it the main driver of long-term corporate growth (Foster, 2013). In fact, employees shape the identity of an organization, and their individual capacities have a direct impact on organizational performance (Jackson, 2007). In other words, the success of organizations is built upon the abilities, skills, and capabilities of their human resources. Consequently, organizations' perspectives on employees have shifted from a traditional approach that viewed them merely as tools for production to a transformative outlook that regards them as strategic assets for the organization. Furthermore, the emergence of modern approaches in human resource management has prompted managers to pay special attention to the concept of human resource maturity. This is because human resources are considered the most valuable and influential asset of any organization. Researchers believe that human resources, as the most significant organizational capital, not only enhance employee skills and competencies but also contribute to developing unique, valuable, rare, and inimitable capabilities (Al-Ketbi & Rice, 2024).

Evaluating organizational performance requires a thorough examination of the human resources unit as one of its key components. Therefore, measuring organizational maturity should be a fundamental priority for any organization. Achieving an optimal level of process maturity directly impacts the effectiveness of operations and decision-making quality. Organizational maturity can be seen as a metric for assessing an organization's readiness and capabilities, which are reflected through the interaction between human capital, operational processes, data, and available technologies within the organization.

Strategic human resource maturity is a fundamental concept in human resource management, which explains an organization's ability to effectively align its human capital with strategic organizational objectives (Baker et al., 2001). This concept represents a transition from traditional operational frameworks to a comprehensive system that facilitates talent management, productivity improvement, and organizational competitiveness enhancement. Baker and colleagues (2001) believe that mature human capital can create measurable value

for an organization when human resource processes are effectively integrated with key organizational strategies. The importance of human capital maturity can be examined from several key aspects. Firstly, this concept enables organizations to fully utilize their human resources and encourage strategic participation in achieving organizational goals. According to Collins and Smith (2020), organizations that have progressed in human resource maturity can make more informed decisions through human resource data analysis systems and accelerate organizational progress. Additionally, strategic human resource maturity increases organizational flexibility and agility in responding to environmental changes and market developments. The findings of Sheehan et al. (2021) indicate that organizations with mature human resource systems have greater capabilities in dealing with rapid and unexpected changes. This capability is particularly crucial in today's competitive and dynamic environments.

According to Lepak and Snell (2022), organizations that invest in developing skills and supporting employees often have more motivated and better-performing staff. Additionally, such organizations typically experience lower turnover rates and higher productivity. Yousal (2019) argues that many government organizations in developing countries lack strategic approaches to human resource management, which significantly hinders productivity and innovation. Furthermore, Sheehan et al. (2021) emphasize that advanced human resource maturity models can guide organizations from reactive to proactive and strategic management, requiring investments in workforce training and data-driven systems. Despite the growing importance of strategic human capital maturity in human resource management, comprehensive and focused studies on this topic have not been widely conducted. Many research efforts have explored general aspects of human resource management or maturity models in other fields like project management or strategic management, but strategic human capital maturity as a distinct area has received less attention.

In recent years, Iraq has experienced significant political transformations that have profoundly impacted government organizations. However, many Iraqi organizations face substantial challenges in adopting modern management approaches, which are now commonly used in both developed and developing countries. One of the most critical challenges is

the inadequate investment in human capital development.

The Iraqi Ministry of Interior, as a key institution in managing security, maintaining public order, and providing social services, plays a pivotal role in national stability and development. However, this ministry faces numerous challenges in the realm of human resource management, which can be analyzed within the context of Iraq's unique political and social conditions. Years of unrest, war, and political transformations have created fundamental problems in the administrative system and human resource structure of the ministry. Weaknesses in recruitment, training, and retention systems, the lack of clear strategies for employee development, low organizational commitment and job motivation, and the disalignment between human resource policies and the ministry's overarching goals are among the most significant challenges. The consequences of these issues can include reduced efficiency, increased turnover rates, and a decline in the quality of public services. One of the roots of these challenges lies in the absence of a comprehensive model for strategic human resource maturity and the lack of coordination between human resource strategies and organizational strategies.

Therefore, examining and evaluating strategic human resource maturity in the Iraqi Ministry of Interior, as a fundamental pillar of government management, can help identify weaknesses, develop corrective measures, and improve organizational performance. This is particularly important in the complex and challenging environment of Iraq, which requires swift and effective responses to security and social developments. This research is designed to address the question of what strategic human resource maturity model should be adopted by the Iraqi Ministry of Interior, with the goal of designing such a model for the ministry.

2. Theoretical Foundations

2.1. *Human Resource Maturity*

Organizational maturity models are designed as managerial tools that enable organizations to assess themselves and identify specific stages that lead to improved employee performance. These models assist organizations in the process of adapting and enhancing human resource management and development. In today's competitive environment, organizations increasingly focus on leveraging human capital to maintain agility. Undoubtedly, in many forward-

thinking organizations, managing human resource maturity has become one of the key and highly demanded capabilities. Documented studies on organizations that have achieved success through human resource management reveal the potential of this field and have heightened attention to its opportunities. In response to these needs, researchers and specialists have proposed maturity modeling as an approach to standardize and improve human resource development processes (Kulkarni & Freeze, 2004). Despite the introduction of numerous models for human resource management maturity, the details regarding how to evaluate and measure this maturity in organizations remain insufficiently clarified. Strategic human resource maturity, as a key concept in human resource management, has gained increasing importance due to the growing complexity of work environments and intensified market competition. This concept emphasizes the ability of organizations to align human resource processes, policies, and strategies with overarching organizational goals. Various researchers and experts have provided multiple definitions of this concept, each focusing on a specific aspect. The following section will present a collection of these definitions based on credible sources to provide a comprehensive understanding of the dimensions and characteristics of strategic human capital maturity.

Strategic human resource maturity refers to the ability of the human resources unit to transition from an operational role to a strategic partner, creating value for key stakeholders including employees, customers, and investors, and playing a role in achieving organizational goals (Ulrich, 1997). Ulrich emphasizes that strategic maturity is achieved when the human resources unit evolves from performing routine tasks to roles such as "organization designer," "change leader," and "data analyst." In another definition, Curtis and colleagues (2009) describe strategic human resource maturity as a level of organizational development where human resource management processes are continuously improved and aligned with the organization's strategic objectives. In such conditions, employee competencies develop as a sustainable competitive advantage for the organization. This definition is based on a capability maturity model that describes five levels of maturity from "initial" to "optimized." Lee and Huang (2022) also view strategic human resource maturity as the capacity of the human resources unit

to enhance organizational flexibility through the development of employee competencies, talent management, and the creation of an organizational culture that can adapt to environmental changes. On the other hand, Staal and colleagues (2021) emphasize that strategic human resource maturity includes an organization's ability to integrate sustainability and social responsibility principles into workforce management, guiding the organization toward achieving long-term environmental, social, and economic goals. Deloitte's definition of strategic human resource maturity (2023) focuses on leveraging advanced data analytics and artificial intelligence to predict workforce needs, optimize processes, and influence strategic decision-making. In line with this perspective, Jackson and colleagues (2022) define strategic human resource maturity as the ability of this unit to integrate human resource management processes with organizational strategies through the use of data, technology, and forward-looking approaches; a capability that leads to increased flexibility and strengthened competitive advantage.

A review of these definitions shows that the concept of strategic human resource maturity has evolved over the years, particularly with a focus on technology, flexibility, and sustainability, and its role in advancing organizational goals has become increasingly prominent.

2.2. *Research Background*

Research on strategic human resource maturity indicates that this concept has evolved from a theoretical construct in the late 1980s and 1990s to a practical and measurable approach in recent decades. Early studies, such as those by Schuler and Jackson (1987) and Wright and McMahan (1992), emphasized the need for human resource activities to transition from traditional tasks to a strategic role, where this field acts as a key factor in creating sustainable value for organizations (Schuler & Jackson, 1987; Wright & McMahan, 1992). In the 2000s, researchers, including Armstrong (2006) and Gholipour et al. (2007), linked this concept to organizational performance and argued that strategic maturity can enhance organizational flexibility and its ability to cope with environmental changes (Armstrong, 2006; Gholipour et al., 2007).

Since 2010, research has focused on the role of strategic maturity in developing competencies and facilitating innovation. Studies from this period have shown that

organizations with high levels of human resource maturity can utilize data analysis to predict workforce needs and increase employee commitment through improved organizational culture (Hosseini et al., circa 2015). Recent research (up to 2025) has emphasized the practical application of this concept in addressing real-world challenges, such as economic crises or structural changes. Generally, research in this field has focused on how human resource systems and processes can evolve from traditional and operational levels to actively participate in achieving organizational strategic objectives. The following section will refer to some recent studies.

Among domestic studies, Zarabadi and colleagues (2023) conducted research titled "Designing a Maturity Model for Human Resource Management Processes in Iran's Power Organization—Tavanir." This study used content analysis, with the unit of analysis being themes or concepts that encompassed maturity elements. The results highlighted elements such as job skills, communication, technical skills, management, leadership, qualities, and ultimately productivity, which outline the ladder of maturity progression in the mentioned organization. Additionally, Somimi (2022) in a study titled "Presenting a Risk Management Model Based on Maturity Levels of Human Resource Capabilities and Training Quality" at the South Pars Gas Complex, states that the human resource capability maturity model acts as a roadmap and guide for identifying, designing, and implementing processes related to human resources. These processes continuously enhance human resource capabilities. Since no organization can implement all best practices in a short time, the human resource capability maturity model introduces these activities across five maturity levels and 22 process areas. Each level of this model creates significant cultural transformation in the organization and helps improve it by equipping it with powerful activities for recruitment, development, organization, motivation, and retention of the workforce.

Among recent international studies, one can refer to the research by Sheehan, Deseri, and Cooper, who examined the relationship between human resource management maturity and organizational agility. The results showed that human resource maturity allows organizations to respond more quickly to environmental changes and increase their operational agility. Additionally, the positive impact of human resource maturity on data-driven decision-making and performance

improvement was confirmed. Yousal also addressed the challenges and opportunities of implementing human resource maturity in developing economies. The results indicated that in developing countries, the lack of strong infrastructure and appropriate organizational culture is a barrier to achieving human capital maturity. However, investing in technology and training programs can help these countries enhance human resource maturity [24]. In another study, Collins and Smith examined the evolutionary process of strategic human capital and its impact on organizations' innovation capabilities. The findings of this research showed that organizations focusing on developing human capital maturity are capable of creating innovative teams and enhancing overall organizational performance.

As observed, over the years, human resource maturity has emerged as a significant area of research in organizational studies, evident in the increasing number of studies in the field of human resource management. However, despite numerous studies in this area, research on strategic human resource maturity in organizational settings is still in its early stages. A review of past research indicates that a comprehensive study on the antecedents and consequences of strategic human resource maturity in Iraqi organizations has not been conducted. The existing literature lacks a comprehensive theoretical framework regarding strategic human resource maturity. Therefore, considering the research gap in this field, the innovation of the present study lies in identifying and explaining the antecedents and consequences of strategic human resource maturity in the Iraqi Ministry of Interior.

1. Research Methodology

This study is categorized as applied research in terms of its objective. Additionally, it is a qualitative study that employed an exploratory approach to identify the antecedents and consequences of strategic HR maturity in Iraq's Ministry of Interior. Data was collected through in-depth and semi-structured interviews. In the semi-structured interviews, the overall framework of questions was determined through an extensive review of the research literature. The selection of participants was based on the nature and field of the research, using a combination of non-probability purposeful judgment and the snowball method. To this end, the first interview was conducted with an expert from the Ministry of Interior who met the necessary criteria due to their

professional experience and education related to the field of human resources. Subsequently, they were asked to recommend other knowledgeable individuals with information relevant to the research objectives for subsequent interviews. In qualitative research, the sampling process typically continues until new interviews no longer provide additional information to the previous cases and the researcher observes recurring data patterns. In this study, theoretical saturation was achieved after conducting 15 interviews, meaning no new or relevant data emerged regarding the categories. Once saturation was confirmed, sampling and interviews were stopped. It is worth noting that the participants in this study included managers and supervisors from various departments within Iraq's Ministry of Interior, whose demographic characteristics are detailed in Table 1.

Table 1

Given the researcher's presence in the field, semi-structured interviews were arranged. During these interviews, participants were asked questions about the reasons, requirements, and dimensions of HR maturity, as well as their analysis of its consequences. Supplementary questions were also posed to further enrich the topics and identify related categories regarding the phenomenon under study. also Efforts were made to provide necessary explanations to the interviewees to better clarify the subject. The interviews lasted an average of 30 to 50 minutes. In total, 9 hours and 20 minutes of interviews were conducted with 15 interviewees. To enhance the accuracy of data analysis, all interviews were recorded, and the concepts and observations during the interviews were carefully documented.

In this study, the necessary mechanism for data analysis and research model development was implemented based on the thematic analysis method by Braun and Clarke (2006). Thematic analysis is utilized when there is limited information available about the phenomenon under study, or when previous studies and research on the subject reveal a lack of a comprehensive theoretical framework to explain the topic. In this method, the researcher begins thematic analysis by considering semantic patterns and concepts that hold potential appeal. This analysis requires continuous back-and-forth movement between the dataset, coding framework, and analysis of the obtained data. Therefore, it can be said that thematic analysis is a recursive

process, involving iterative transitions between the aforementioned stages.

Themes or patterns in the data can be identified through an inductive or deductive perspective. In the inductive approach, the coding process and theme development are determined by the content of the data. In this approach, thematic analysis is conducted based on the data, and higher-level themes are formed by identifying patterns among the themes. Therefore, in inductive analysis, after the researcher collects data using various tools, they identify themes and patterns within the data. Through an iterative process, higher-level themes are developed to reach the most comprehensive themes present in the data. In this method, the researcher does not select any conceptual framework in advance, and the interview protocol is developed based on a review of the relevant literature. Accordingly, to analyze the content of the conducted interviews, initial concepts were extracted, and conceptual organization was achieved through initial coding, creation of sub-themes, and development of main themes.

Initial coding is the first stage of analysis, conducted by examining the statements of the interviewees. Initially, line-by-line analysis of the interview transcripts was performed, where primary categories, their characteristics, and dimensions were identified. Each was assigned a concept or code. In the second stage, by grouping and merging similar themes with shared meanings, a significant portion of the data was filtered, and higher-level abstract categories were created. The result of this stage was the identification of 136 initial codes (71 codes related to antecedents, 53 codes related to consequences, and 12 codes related to the dimensions of the phenomenon under study). Finally, after the relationships among the categories were determined during initial coding and the sub-themes were identified, the main themes were recognized. By classifying and merging similar concepts, the dimensions and components of the antecedents and consequences of strategic HR maturity in the organization were extracted (Table 2).

Table 2

To assess the validity of the findings, expert opinions from professors and specialists in the research domain were utilized, and necessary revisions were made. Two measures were employed: the Content Validity Ratio (CVR) and the Content Validity Index (CVI). Ultimately, items with a CVR below 0.79 or a CVI lower than the minimum

acceptable value based on the Lawshe Table were removed. These values, as well as the validated codes, are presented in Table 3.

Table 3

The reliability of the findings was assessed using the inter-coder reliability method. The data was re-coded by an expert in HRM, and the agreement percentage between the two coders was calculated as a reliability index using the formula provided. As shown in Table 4, the reliability was determined to be 80 percent. Therefore, the reliability of the coding process was confirmed.

percentage of intra-thematic agreement =

$$\frac{2 \times (\text{number of agreements})}{Total\ Codes} \times 100 \quad (1)$$

2. Results

Based on the content analysis, the antecedents of strategic HR maturity in the organization were categorized into 15 codes across three dimensions: individual, group, and organizational. The coding results are presented in Table 4.

Table 4

The consequences of strategic HR maturity in the organization were also categorized into 19 codes across individual, group, and organizational dimensions. The results are presented in Table 5.

Table 5

The four dimensions of strategic HR maturity were also coded as per the table provided below (Table 6).

Table 6

Based on the identified dimensions, the following conceptual model for the antecedents and consequences of strategic HR maturity in Iraq's Ministry of Interior was developed (Fig. 1).

Fig. 1.

3. Conclusion and Recommendations

Sub-Question 1: What are the antecedents of strategic HR maturity in Iraq's Ministry of Interior?

Antecedents refer to conditions that define the primary cause and necessity of focusing on the strategic maturity of human resources and its management across the organization. To investigate and determine these antecedents, as well as the necessity of addressing the strategic maturity of human resources in Iraq's Ministry of Interior, interviewees were asked: "In your opinion, what is the necessity of strategic maturity of human resources in Iraq's Ministry of Interior?"

According to the interviewees, various reasons and factors can justify the necessity of strategic maturity of human resources in Iraq's Ministry of Interior. These factors were categorized into three groups: individual, organizational, and supra-organizational. From the perspective of organizational experts, human resources are considered one of the most critical factors for achieving competitive advantage. Therefore, the importance of focusing on human resource maturity within the organization, as well as the tasks and roles assigned to human resources, is a significant issue for managers in the Ministry of Interior. In this regard, it should be noted that effective antecedents for strategic maturity of human resources in Iraq's Ministry of Interior can start with individual factors, as individual maturity forms the foundation for organizational excellence and serves as the basis for other developments. In practice, these factors are interconnected and cannot be distinctly separated from one another. Nevertheless, individual factors are considered the first category influencing strategic maturity.

In the individual category, interviewees pointed to factors such as self-efficacy, individual dynamism, specialization, and systemic thinking. These results indicate that prioritizing human resources in Iraq's Ministry of Interior is among the organization's priorities. The attitudes and perspectives of employees can either drive or hinder the organization in achieving its goals. It should be noted that despite environmental uncertainties, speed and skills in human resources contribute to improving service quality within this ministry. In this regard, individual dynamism and systemic thinking are particularly significant. In Iraq's Ministry of Interior, self-efficacy is regarded as one of the vital factors for achieving strategic maturity in human resources. This characteristic helps employee faces complex conditions and unforeseen crises with confidence, responsibility, and high motivation. Employees with high self-efficacy play an active role in decision-making processes and implementing major policies, whereas a lack of this trait can lead to reduced confidence and productivity. Enhancing self-efficacy improves individual performance, leads to more effective decision-making, and raises public service quality. Additionally, self-efficacy fosters better communication with society, increasing public trust and transparency in ministry operations. Ultimately, self-efficacy is not merely an individual ability but a strategic

asset for advancing overarching goals within Iraq's Ministry of Interior and enhancing its security and national standing. Alipour (2024) highlighted a positive linear relationship between HR development functions and self-efficacy. Similarly, Yazdanshenas and Afshari (2023) found that employees' job-related self-efficacy mediates the relationship between internal marketing and HR development climate.

Regarding individual dynamism, interviewees emphasized continuous learning, foresight, ambition for achievement, adaptability skills, and employees with diverse competencies as essential criteria for selecting and recruiting human resources within Iraq's Ministry of Interior. This concept refers to employees' ability to adapt to environmental changes, engage in continuous learning, and innovate when facing challenges or new situations. Due to its dynamic and multifaceted mission nature, the Ministry constantly deals with various social, political, and security changes. In such an environment, employees who can quickly adapt to changing conditions can respond more effectively to contemporary needs and requirements. Individual dynamism enables employees to provide creative solutions when faced with unexpected issues while acting as policy implementers and agents of innovation and transformation. This trait allows organizations to adopt proactive rather than reactive approaches to challenges while maintaining a forward-looking perspective. In Iraq's Ministry of Interior, individual dynamism plays a crucial role in areas such as crisis management, interdepartmental coordination, policy design, and implementation related to security and social matters. Employees with high levels of dynamism tend to have greater willingness for learning new skills while staying updated on technological advancements and organizational requirements. This capability helps prepare human resources not only to align with environmental changes but also actively contribute toward achieving strategic objectives and serving society effectively.

As a result, individual dynamism can be introduced as one of the drivers for achieving strategic maturity in human resources within Iraq's Ministry of Interior—empowering employees while fostering sustainable security outcomes. This feature enables organizations to successfully address unforeseen challenges while strengthening their position as key government pillars. The findings suggest that today's dynamic

environment is profoundly influenced by ongoing advancements in modern technologies, globalization trends, shifting economic landscapes alongside evolving workforce demands. Naturally under such circumstances expectations arise regarding university graduates possessing sufficient flexibility alongside necessary dynamism enabling them adequately adapt amidst novel working conditions shaped across labor markets alongside societal transformations evolving globally today. Organizations inevitably must address concerns raised among employees regarding disconnect observed between academic training provided versus practical workplace realities encountered subsequently following entry into professional domains without adequate preparedness aligning educational content delivered against contemporary operational demands encountered across industries today. Given significant technological transformations witnessed globally alongside emerging fourth-generation industrial paradigms reshaping operational frameworks universally today necessitates revisiting educational curricula alongside training programs administered across institutions ensuring alignment achieved adequately equipping individuals creatively collaborate collectively solving problems innovatively tackling diverse scenarios presented dynamically evolving contexts encountered universally today. This conclusion aligns closely alongside findings reported earlier by Asadi & Asadi (2024) identifying dynamic capability redesign strategies adopted successfully advancing ambidextrous workforce development initiatives leveraging dynamic capabilities strategically applied innovatively transforming petroleum sector.

Specialization also reflects the unique capabilities of Ministry of Interior employees in creating added value within the organization. According to interviewees, this concept is composed of four important dimensions: skill in knowledge transfer, expertise in solving complex problems, aligning specialization with organizational needs, and commitment to professional standards. Each of these dimensions plays a crucial role in enhancing decision quality, productivity, and strategic capabilities of employees. The skill in knowledge transfer, by strengthening team collaborations and collective learning, leads to a reduction in knowledge gaps and improved organizational performance. Expertise in solving complex problems enables

employees to provide practical and sustainable solutions for security and social challenges using specialized knowledge and skills. Aligning specialization with organizational needs increases employees' adaptability in responding to variable requirements and enhances their efficiency in facing environmental challenges. Finally, commitment to professional standards establishes public trust in the Ministry of Interior and ensures reliable and transparent performance by employees. These dimensions of specialization, collectively, help employees play a more strategic and effective role in advancing the Ministry's overarching goals and positioning the organization on a path of success and sustainability. Focusing on developing and strengthening these dimensions not only fosters individual growth among employees but also lays the groundwork for long-term progress and competitiveness within the Ministry of Interior.

In addition to the mentioned criteria, having multiple roles and responsibilities within the organization can contribute to employees' individual dynamism in performing tasks and duties. Interviewees also noted that pursuing higher educational degrees is crucial for maintaining individual dynamism. Beyond this, changes and developments in various fields, including the application and development of information technology, the introduction of technology, and the systematization of organizational processes, have significantly altered the nature of occupations. In the near future, these transformations will accelerate further. Consequently, the conditions and criteria for career advancement within organizational roles must be updated. Many skills that were once necessary for employees are no longer required due to extensive changes in information technology, necessitating plans to enhance the knowledge and skills of employees, particularly new recruits. The creation of new and diverse jobs in the information and communication era requires understanding the nature of these occupations. Recognizing how jobs are influenced by technology or contribute to its development will be the outcome of understanding the nature of these occupations. These findings align with research by Moradi et al. (2020), who argue that one of the weaknesses in developing strategies aligned with employee competencies and skills is the lack of multi-skilled and multi-dimensional employees in organizations to perform diverse tasks or missions. The concept of multi-specialization and multi-

dimensionality seeks to align an individual's level of specialization and intellectual dimensions with their professional goals, satisfying both employer expectations and societal needs. Additionally, individuals with multiple skills, regardless of their educational level, suffer from a lack of suitable employment or roles that meet their expectations, leading to dissatisfaction with assigned responsibilities or compensation. In this context, Carvalho and Dapalma (2018) noted that organizations unable to retain multi-skilled employees struggle to pursue their development goals in turbulent markets and incur significant costs.

Systemic thinking is recognized as another individual antecedent for achieving strategic maturity in human resources within Iraq's Ministry of Interior. This perspective, based on creating a shared vision among employees and coordinating between units and departments, enhances organizational adaptability and helps the ministry effectively address complex challenges and rapid environmental changes. From a security perspective, systemic thinking allows the Ministry of Interior to comprehensively analyze security threats, including detailed planning, risk forecasting, and crisis management, which is more effective when fully coordinated between operational forces and departments. In maintaining public order, this approach facilitates long-term and continuous planning for urban management, traffic control, handling social protests, and improving inter-organizational communications. Creating coordination between tasks and processes enables the Ministry of Interior to deliver efficient and effective performance in maintaining public order. Systemic thinking also plays a crucial role in managing human and financial resources within the ministry. Identifying needs, developing long-term plans, and securing necessary resources for achieving organizational goals are among the achievements of this approach. Having a shared vision among employees strengthens work morale and increases productivity, while effective financial management ensures proper budget allocation and cost optimization. Finally, coordination between operational and strategic tasks helps increase cohesion in strategy implementation and the realization of the Ministry's overarching goals. In this regard, Kendallcar (2021) states that systemic thinking highlights the identification of a shared vision among employees. Some studies have shown that coordination between tasks and long-term planning are key factors in

successfully managing security and public order in Iraq (Ansari Bardah et al., 2024). Additionally, emphasizing adaptability and flexibility in addressing internal and regional challenges is recognized as a major driver in improving the performance of Iraq's Ministry of Interior (Khosravi et al., 2019). These findings indicate that systemic thinking can serve as a theoretical and practical framework, helping the Ministry of Interior better cope with complex challenges and environmental changes. Ossisi and colleagues (2022) suggest that professional development of employees can be considered an ongoing effort, involving continuous learning by employees to update their knowledge, skills, and experiences necessary for personal and organizational growth. To perform their daily tasks effectively, employees must keep their relevant knowledge up-to-date and ensure that these updates contribute to achieving organizational goals. The findings align with previous research. Haji Bozorgi and Nikzad (2017) state that in today's world, the quality of organizations is highly dependent on the quality of their human capital. The emergence of new technologies and rapid environmental changes have turned providing specialized and qualified human resources into a fundamental challenge. Jajarmi et al. (2014) also note that significant changes have occurred in the nature of occupations, sometimes referred to as new job models. In the organizational category, interviewees emphasized factors such as enhancing competitive advantage, ensuring survival and continuity, increasing professionalism and specialization, the necessity of retaining human resources, the need for re-engineering resources, and the need for organizational structural changes.

In the supra-organizational category, environmental complexity, environmental uncertainty, and increased competition were among the highlighted factors. The factor of environmental monitoring in Iraq's Ministry of Interior plays a crucial role in improving its performance as an antecedent to strategic maturity. This factor helps the ministry make informed decisions by collecting accurate information about security threats, social changes, and regional trends. According to interviewees, environmental monitoring involves overseeing political, economic, and social developments within and outside the country, enabling the Ministry of Interior to align its security and public order plans with environmental conditions. Environmental analysis

converts collected data into actionable insights, leading to the identification of opportunities and threats and the development of effective strategies. This approach enables the Ministry of Interior to better address complex challenges such as terrorist threats, social crises, and legal changes. Additionally, environmental monitoring enhances coordination among different units of the ministry, increasing efficiency and effectiveness in executing key missions like security provision and maintaining public order.

Previous research has also emphasized that environmental analysis is directly linked to organizational success, improving overall performance, increasing coordination and cohesion among units, and enhancing productivity in achieving key missions such as security provision and maintaining public order. This alignment indicates that environmental monitoring is a vital foundation for innovative and operational strategies within Iraq's Ministry of Interior (Shahrestani et al., 2023). A flexible organizational structure allows human resources to better align with environmental changes and security and social challenges. This flexibility enables the ministry to redesign roles, tasks, and work processes according to environmental needs and changes, giving employees more power to adapt and innovate. It also allows the organization to respond more quickly to crises and security threats. Efficiency in organizational structure means higher productivity from human resources. Optimizing management processes, transparency in hierarchies, and fair distribution of tasks create an environment where employees can effectively participate and maximize their potential. Such a structure also aids in attracting and retaining talented employees, as a flexible and efficient organization is seen as a dynamic and supportive environment. Ultimately, this structure provides the groundwork for developing strategic human resource capabilities, helping the Ministry of Interior increase its human capacities through coordination, training, and empowerment to achieve overarching strategic goals. This antecedent is a solid foundation for optimal human resource management and successful organizational performance.

Employee retention in Iraq's Ministry of Interior is linked to several factors, including providing opportunities for professional growth and development, ensuring job security, and creating a supportive and healthy work environment. The

ministry provides a clear path for professional growth by planning specialized training, enhancing skills, and improving employee performance. Job security and offering appropriate rights and benefits increase satisfaction and reduce turnover rates. Additionally, establishing clear and effective communication between employees and managers strengthens a sense of belonging and motivation. The Ministry of Interior has turned human capital retention into one of the core pillars of strategic maturity by implementing programs such as recognizing employee performance, creating opportunities for participation in decision-making, and promoting a culture of respect and cooperation. Employee retention as an antecedent to strategic maturity in human resources within Iraq's Ministry of Interior aligns with previous research. For example, Safari et al. (2022) demonstrated that creating a supportive environment and offering professional growth opportunities are key factors in retaining employees and increasing organizational commitment. Also, Ranjbar (2022) emphasizes that human resource retention systems, including job security and competitive benefits, have a direct impact on productivity and reducing turnover rates.

Re-engineering resources involves identifying employees' skills and capabilities accurately, helping to deploy human forces optimally in appropriate tasks and missions. This leads to increased productivity and efficiency, as well as employee motivation and job satisfaction. Additionally, creating training and empowerment programs for employees will strengthen their specialties and capacities to address security and social challenges. In reviewing executive and managerial processes, re-engineering resources identifies weaknesses and inefficiencies through detailed analysis, providing opportunities for improvement. This action reduces unnecessary bureaucracy, accelerates decision-making processes, and enhances coordination among different ministry departments. Optimal allocation of financial and technical resources is also a key aspect of re-engineering resources. By reducing unnecessary costs and focusing on financial productivity, the ministry can allocate its financial resources to critical areas. Effective use of technical resources, such as security equipment and information technologies, contributes to operational efficiency. Finally, leveraging new technologies enhances the Ministry of Interior's ability to

manage data, analyze information, and execute strategic decisions. Digital and intelligent tools enable simpler, faster, and data-driven management processes. Re-engineering resources focused on these aspects facilitates greater coordination, flexibility, and adaptability in facing environmental changes and complex challenges.

Sub-question 2: What is the central phenomenon or category of strategic maturity in human resources within Iraq's Ministry of Interior?

Regarding the central phenomenon of strategic maturity in human resources, interviewees pointed to four factors: competence, intelligence, agility, and value creation. They emphasized the importance of collaboration and participation of human resources in achieving strategic maturity. This includes supporting and participating in the ministry's program implementation, contributing to the suggestion system, collaborating with new programs, effective communication with managers and colleagues, and participating in decision-making and organizing issues related to the Ministry of Interior. From the interviewees' perspective, one dimension of strategic maturity in Iraq's Ministry of Interior is employee intelligence, which includes data-driven, cognitive, adaptive, and network intelligence. This directly supports the execution of key tasks within the ministry. Data-driven intelligence enables rapid and accurate decision-making for managing threats and crises by collecting, analyzing, and utilizing security and social information. Cognitive intelligence empowers leaders and employees to solve complex issues like organized crime and social balance with strategic thinking and innovation. Adaptive intelligence increases the ministry's flexibility in responding to political, social, and environmental changes, providing efficient solutions for national stability. Network intelligence enhances coordination and information sharing with domestic and international governmental and non-governmental entities to achieve goals such as strengthening security and public service efficiency. These dimensions of intelligence help the Ministry of Interior perform its fundamental tasks more effectively and contribute to sustainable development and strengthening internal structures. In this context, Seyyed Naghavi et al. (2022) note that intelligent human resource management offers numerous benefits, including reduced decision-making costs, increased workforce productivity, faster decision-making,

development of analytical skills for HR managers and specialists, and reduced intuitive decision-making in favor of data-driven or evidence-based decisions. In fact, data-driven intelligent management is an approach that uses smart technologies and artificial intelligence to manage data and information in organizations. This approach is used to improve performance and decision-making in organizations. It helps organizations optimize their data usage with tools like machine learning, neural networks, and natural language processing, leading to significant improvements in decision-making, forecasting, and productivity (Storm & Borgman, 2020).

Historically, human resource personnel have had relatively less participation in formulating strategic organizational goals and have focused more on operational activities. However, in today's era, human resource management is expected to address issues that help reduce costs and ensure the full utilization of employees' potential. From the interviewees' perspective, it is essential for the HR unit to collaborate with other units to ensure that the full capacity of intellectual capital is utilized. They must also ensure that the results of such intellectual activities are clearly defined, protected, and distributed and managed appropriately. It should be noted that top-tier organizations worldwide have successfully increased employee participation in organizational matters by leveraging modern management systems and productivity. They have become pioneers in the global competitive landscape. Additionally, it appears that in today's evolving conditions, other human resource management practices are ineffective without collaboration and participation from various units and managers. This is because adapting to complex and dynamic environmental conditions is not feasible without such collaboration (Das, 2021). Liu and Ko (2017) believe that human resource development is one of the main processes and missions in human resource management, involving programs, systems, and activities designed to improve employee performance. Consequently, developing and empowering employees means creating the necessary capacities for them to add value to the organization and fulfill their roles and responsibilities effectively. Consistent with these findings, Das (2021) argues that human resource management has led to a sense of responsibility among units regarding outcomes. Organizations have also transformed themselves to

align with the information age and rapid environmental changes.

Anwar and Abdullah (2021) mention that excellence in human resources includes policies for addressing essential areas such as enhancing workforce participation, evaluation, knowledge application, employee training, and retention, along with administrative management. Organizations should seek strategies that maintain departmental autonomy while fostering interaction and cooperation among them, especially in human resource functions. This involves moving away from isolated activities, changing their nature, taking on more strategic responsibilities, and delegating some tasks to other units (Farajvand et al., 2015), which highlights the importance of human resource participation in organizational processes.

Regarding the dimension of competence, interviewees emphasized preparing team members with motivation and willingness to collaborate in achieving shared goals and helping team members tap into their potential for personal development. In their view, there is an expectation that the Ministry of Interior will establish new approaches to human resource management and meet organizational needs by moving towards competency-based systems. Interviewees noted that human resource specialists in the Ministry must acquire a new set of competencies to fulfill their changing roles and responsibilities. It is evident that in service organizations, knowledge workers are the most important intellectual capital for providing innovative services. Managers recognize that retaining and developing their learning capacity and skills is key to achieving competitive advantage. Therefore, creating professional competencies among these employees is crucial because their skills and competencies are effective in providing customer-centric services and are difficult to replicate (Seyed Naghavi et al., 2012). Rudolph et al. (2021) argue that relying on current advantages cannot guarantee future success due to the increasing speed of environmental changes. These findings align with research by Gwan et al. (2016), who emphasize the role of human resource specialists and note that effective human resources must actively develop and update their skills and knowledge to address new challenges. Additionally, Rajakumar and Yasuda (2023) consider competencies important in organizations as they help align with organizational goals and ensure that individuals have the necessary skills to perform their tasks effectively.

Furthermore, Iraq faces challenges such as limited resources and a growing population, prompting the Ministry of Interior to change its approach and move towards a sustainable system. In this context, value creation is one of the most important dimensions of strategic maturity in human resources. Clearly, value creation will occur through economic, social, and especially innovation and knowledge creation pathways. In fact, employees' professional knowledge can significantly influence creating an innovative organizational culture. In this regard, Shahraei Farahani and Timornezhad (2020) note that human resource maturity is one of the main processes and missions in human resource management, providing a framework to help employees develop individual and organizational skills, knowledge, and abilities through educational opportunities, career path development, succession planning, performance management, mentoring, and organizational development to achieve organizational goals. They emphasize the importance of knowledge creation. Interviewees referred to skill agility, decision-making agility, and operational agility. Skill agility pertains to employees' ability to quickly learn and enhance their multi-dimensional skills to fulfill diverse roles under different conditions. This enables employees to adapt rapidly to new challenges and tasks. Decision-making agility focuses on the speed and accuracy of human resource decisions in response to changes and crises, ensuring effective and immediate decisions are made to address internal issues. Operational agility optimizes processes and reduces response time in critical situations, which is crucial for crisis management, public security provision, and maintaining national order. In this context, Monteniu and colleagues (2020) acknowledge that agility can be a solution for organizations focused on sustainable development to address challenges. Saha et al. (2017) also believe that agile tactics result from comprehensive awareness of internal and external changes, enabling the flexible use of organizational human resources to respond to these changes at the right time and place.

Sub-question 3: What are the consequences of strategic maturity in human resources within Iraq's Ministry of Interior?

In addressing this question, the positive consequences of strategic maturity in human resources among Ministry of Interior employees can be explored. These consequences can be broadly categorized into

individual, organizational, and supra-organizational impacts. The first positive individual consequence of strategic maturity in human resources is the enhancement of strategic thinking among employees. When this occurs, the organization is equipped with developed employees who, through intelligent decision-making, effective opportunity utilization, and vision creation, are prepared to achieve optimal performance. High work experience also leads to strategic thinking, enabling employees to accept multiple responsibilities. This, in turn, prepares the ground for the impact of other consequences. As strategic thinking becomes prevalent among employees, they identify themselves as part of the organization, fostering strong organizational identity, which leads to increased job commitment and organizational commitment. According to interviewees, another significant effect of strategic maturity is the emergence of positive organizational behaviors. The strengths and positive psychological capacities of organizational human resources can be assessed, developed, and effectively managed to improve workplace performance. Clearly, organizational performance is a function of employee ability and motivation. When motivation is strong, productivity increases, and weak motivation leads to poor performance. Therefore, management must be aware of what motivates employees to perform better and create an environment that fosters strong and positive motivation. Focusing on positive organizational behavior can be one of the ways to improve organizational performance. Strategic maturity in human resources can also lead to improved quality of work life. It seems that quality of work life programs in the Ministry of Interior should focus more on strategies that provide favorable conditions for employees, which are both attractive and beneficial for individuals and contribute to increased organizational revenues and reduced costs. The organizational consequences of strategic maturity in human resources are at a level beyond individual impacts and generally involve benefits that will serve the organizational interests of the Ministry of Interior if they are established and sustained. The first positive organizational consequence is that strategic maturity will lead to creating a competitive advantage if it is established and sustained within the ministry. Human resources are a source that can create value. The primary goal of an organization in creating competitive advantage, based on the resources and capabilities at its

disposal, is to achieve competitiveness and reach a superior functional position. The key to achieving competitiveness is recognizing and understanding customer needs, focusing on customers, and improving processes from the customer's perspective. In the Ministry of Interior, timely responses to environmental changes and adaptation to these changes without lagging behind other service providers are achieved by utilizing capable employees in various fields.

Zareh and colleagues (2023) believe that today's organizations can create competitive advantages by implementing strategies related to social responsibilities and creating shared visions. Social responsibility strategies are an essential part of the daily operations of many competitive and sustainable organizations. According to Forutan (2021), implementing these strategies helps organizations balance efficiency, productive operations, and profitable behaviors with socially responsible actions. Therefore, human resources are a valuable asset that should be recognized for their role and importance in the present and future. Crisell (2012) argues that strategic human resource management facilitates aligning human resources with ethical and legal requirements related to personnel management actions, influencing a company's business practices at high levels, which aligns with the strategic alignment dimension in this study. Strategic maturity in human resources will also lead to the creation of psychological capital and, consequently, social capital. Since humans operate within culturally and socially defined frameworks and continuously receive feedback from cultural and social resources, this feedback can play a lasting role in shaping individual and organizational goals, resilience against pressures and problems. Psychological capital is characterized by commitment and the effort necessary for success in challenging tasks and persistence in pursuing goals. Furthermore, social capital has a generative and productive nature, encouraging employees to create value, perform tasks correctly, achieve their goals, and fulfill their life missions. In other words, no organization is successful without social capital. Social and psychological capital are concepts that address this importance; in social capital, the organization seeks to create deep connections among individuals, while in psychological capital, it aims to foster a positive psychological state in individuals, resulting in synergy initially within the Ministry of Interior, with effects extending to the community.

Another supra-organizational consequence mentioned by experts is the governance of meritocracy. If Iraq's administrative system can achieve strategic maturity in human resources, it can be said that the effectiveness of this system will increase in the long term due to the presence of competent employees. In other words, when the principles governing an organization are based on the spirit of specialization and capability, it seems that the criterion for selecting managers who have the organization's competence and can work harmoniously with others will be solving organizational problems. Therefore, it is necessary to pay attention to the fundamental principles of meritocracy, which include talent identification, talent selection, and talent development, and define specific criteria so that individuals can be continuously evaluated based on them. Thus, the governance of meritocracy in Iraqi society will ensure that officials and leaders are chosen based on their abilities and competencies rather than social, economic, or familial positions. The results of the Human Resource Management Association's report in 2008 indicate that the most desirable skill that human resource specialists seek to develop is adaptability in dynamic and changing environments. Therefore, by relying on social capital theory and job design theory, human resource specialists can obtain diverse information and knowledge from their networks and modify their job-related attitudes and behaviors to meet the changing needs of the work environment (Ou et al., 2023). Consistent with these findings, Iyasu and Arfain (2020) note that employees play a vital role in fulfilling organizational social responsibility and must undertake many responsible actions, as they play a crucial role in the successful implementation of organizational social responsibility plans. Ultimately, strategic maturity in human resources leads to administrative system transformation, cost reduction, and organizational excellence. In this context, policymakers and managers in the Ministry of Interior can effectively implement strategic maturity by applying mechanisms such as aligning responsibilities with employee talents, having clear job descriptions, leveraging employee synergy, adopting management styles that foster collaboration, increasing benefits as employee capabilities rise, ensuring job relevance to educational background and organizational position, verbal encouragement, and rewards.

Based on the research findings, suggestions are offered to managers

and researchers on how to better utilize factors influencing the emergence of strategic maturity in human resources and its consequences:

To enhance the level of human resource maturity in Iraq's Ministry of Interior, it is essential to re-examine personality traits in human resources as a priority during recruitment and employment. Short-term and long-term planning should focus on valuing characteristics that lead to employee maturity and creating opportunities for the growth of multi-skilled employees. In this regard, the presence of personality psychologists and behavioral scientists in the workplace and holding regular career counseling sessions can be important.

One positive aspect of the studied organization is moving towards assessment and development centers. To improve this process, it is suggested that dual capability and human resource management systems be considered in these programs. Based on the findings, it can be inferred that many managers and organizations still do not recognize the strategic role of human resource custodians, while they more readily accept operational roles. Therefore, organizations should focus on strengthening strategic roles such as strategy architects and business partners. Opportunities should be created for employees to engage in strategic decision-making, workshops, and seminars to familiarize human resource custodians with topics like customer-centricity and participation in the value chain. The use of new technologies for human resource custodians should be facilitated, performance evaluation systems and new reward systems should be implemented, and human resource custodians should gain sufficient expertise in these areas. Human resource custodians should be involved in talent acquisition and development, serving as primary role-players in this field. To enhance agility and flexibility, human resource custodians should assume the role of facilitating change and cultural transformation.

It is recommended that the Ministry of Interior in Iraq adopt a competency model as the basis for human resource management actions. Based on the proposed competency model, job and employee competencies should be extracted, and necessary planning for training, development, promotion, salary, and benefits should be conducted based on the gap between job profiles and employees. Additionally, career paths for all organizational positions should be developed and communicated to employees. Using internal communication networks

to facilitate formal and informal communications, creating learning networks, and designing informational bulletins and brochures for employees to enhance their knowledge and information level within the Ministry of Interior is also beneficial. Given the significant technological transformations, the Ministry of Interior's educational programs and the content of planned courses should fully align with the needs of the fourth industrial revolution. Some examples of skills required in the fourth industrial revolution include digital literacy, specialized knowledge in various fields, interdisciplinary and intercultural skills, continuous learning aligned with industry changes, creative thinking, problem-solving skills, effective communication, teamwork, and an entrepreneurial mindset. These skills and competencies should not be taught separately but rather as integral parts of the learning process. Learners should practice these skills in real-world environments and continuously apply them in their learning processes.

Since digital literacy is increasingly important in all fields, it is necessary to provide specialized training in this area within the Ministry of Interior. New educational methods such as inverted learning, simulation, virtual reality, and augmented reality, alongside real-world training, not only offer employees the opportunity to personalize their learning and enhance specialized skills but also equip them with the digital literacy required by the fourth industrial revolution. However, this training should be implemented at all organizational levels, considering the existing infrastructure within the Ministry of Interior. The ability to analyze big data and utilize the Internet of Things can be used to create changes in government organizations' strategies and programs, improve existing performance indicators, and ultimately create value and competitive advantages. It is suggested that the Ministry of Interior prioritize producing new ideas using big data analysis and IoT capabilities, as this can help the organization leverage high-quality data to achieve better competitive advantages.

Today, due to rapid environmental changes, universities and educational centers are no longer fully capable of aligning education with organizational needs. Therefore, the Ministry of Interior should establish closer relationships with various domestic and international universities. Reviewing industry-academia collaboration models, collaborating with related ministries, and engaging with governmental and

non-governmental centers are some actions that can be taken in this regard. It is evident that the Ministry of Interior, as one of the most important executive and governmental bodies in Iraq, has historically performed positively in developing programs, strategies, policies, and processes. However, there are weaknesses and shortcomings that highlight the gap between the current and desired state, indicating a lack of integration and alignment across all dimensions of the human resource management system. Based on this, it is recommended that the implementation and execution of strategic documents, strategies, and policies align with the strategic maturity of human resources in this ministry. Additionally, policymakers should focus more on the soft and hard aspects of human resource management and adopt a more nuanced view of human resources. The findings showed that one of the consequences of strategic maturity in human resources is the creation of psychological capital, which is more valuable than human and social capital and encompasses them to some extent. According to the job demands-resources model, individuals committed to their jobs possess personal resources such as self-efficacy and active coping styles, which help them control and influence their work environment and achieve career success. Previous research has also demonstrated the role of factors like hope, optimism, self-efficacy, and adaptability in fostering confidence, competence, and ultimately creating psychological capital. Therefore, it is recommended that cultural training within the Ministry of Interior include counseling classes, motivational sessions, preparing psychological educational packages, enhancing employee skills, and promoting individual socialization.

It is also suggested that human resource planners and developers design the content of training courses to focus more on psychological capital, thereby increasing employee and organizational productivity. To maximize the effectiveness of these courses, the focus should be on topics such as hope, optimism, resilience, and so forth, and employees should receive appropriate rewards for valuable and effective suggestions. To maintain high levels of psychological capital, the Ministry of Interior should focus on common characteristics among employees, unite them as a team, and use a reward system for individuals who actively demonstrate components of psychological capital.

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Table 1. Demographic characteristics of interviewees in current study.

Code	Work Experience (year)	Education	Organizational Position
i1	12	Master's Degree in Statistics	Manager of the Annual Planning Preparation Department
i2	15	Master's Degree in Business Management	Manager of the Strategic
i3	10	Bachelor's Degree in Management	Manager of the Administrative Department
i4	15	Master's Degree in Strategic Planning	Manager of the Legal Affairs Department
i5	15	Doctorate in Public Administration	Manager of the Leadership Training Department
i6	13	Master's Degree in Psychology	Legal Section
i7	12	Master's Degree in Geographic Information Systems	Geographic Information Systems Group
i8	16	Master's Degree in Strategic Planning	Manager of Administrative and Services Department
i9	15	Master's Degree in Accounting	Manager of Audit Department
i10	14	Bachelor's Degree in Computer Science	Manager of Statistics Department
i11	13	Master's Degree in Management	Manager of Administrative Department
i12	14	Master's Degree in Business Management	Manager of Strategic Planning and Follow-Up Group
i13	12	Master's Degree in Strategic Security Planning	Manager of Administrative Department
i14	13	Master's Degree in Business Management	Manager of Administrative Department
i15	12	Master's Degree in Strategic Security Planning	Manager of Administrative and Services Department

Table 2. Content Validity Ratio (CVR) and the Content Validity Index (CVI) coefficients of the components and dimensions of the human resource maturity model.

Main Theme	Sub-Theme	CVR	Accepted or Rejected	CVI	Accepted or Rejected
Individual Antecedents	Self-efficacy	0.8	Accepted	0.93	Accepted
	Individual dynamism	0.8	Accepted	0.93	Accepted
	Specialization	0.4	Accepted	0.86	Accepted
	System thinking	1	Accepted	0.86	Accepted
Organizational Antecedents	Professionalism and executive standards	1	Accepted	1	Accepted
	Retaining human capital	1	Accepted	0.93	Accepted
	Maintaining survival and continuity of activity	-0.2	Rejected	-	-
	Resource reengineering	1	Accepted	0.93	Accepted
	Flexible and efficient organizational structure	0.8	Accepted	0.73	Accepted
	Environmental monitoring and analysis	0.6	Accepted	0.80	Accepted
	Internal standards and rules	0.6	Accepted	0.73	Accepted
	Change in the nature of jobs and promotion path	0.8	Accepted	0.73	Accepted
Antecedents	Environmental uncertainty	0.8	Accepted	0.80	Accepted
	Stakeholder pressure				
	Competitive advantage through talent management	0	Rejected	-	-
	Social and cultural diversity	0.8	Accepted	0.80	Accepted
	Increasing intensity of competition	-0.2	Rejected	-	-
	Globalization	0.6	Accepted	0.80	Accepted
Core Phenomenon	Competence	0.4	Accepted	0.86	Accepted
	Value creation	1	Accepted	0.86	Accepted
	Agility	1	Accepted	1	Accepted
	Intelligence	1	Accepted	0.93	Accepted
Individual Outcomes	Enhancing Strategic Thinking	1	Accepted	0.86	Accepted
	Positive Organizational Behaviors	0.8	Accepted	0.86	Accepted
	Job Satisfaction	1	Accepted	0.80	Accepted
	Improving Quality of Work Life	0.6	Accepted	0.86	Accepted
	Emotional and Mental Engagement of Employees	0.8	Accepted	0.93	Accepted
	Increasing Work Commitment	1	Accepted	0.93	Accepted
	Increasing Organizational Commitment	1	Accepted	0.86	Accepted

Organizational Outcomes	Improving Competitive Advantage	0.6	Accepted	0.73	Accepted
	Employer Brand Attractiveness	0.6	Accepted	0.80	Accepted
	Facilitating Changes and Transformations	1	Accepted	0.86	Accepted
	Improving Strategic Alignment	1	Accepted	0.86	Accepted
	Increasing Organizational Agility	0.8	Accepted	0.93	Accepted
	Improving Customer Orientation	1	Accepted	1	Accepted
	Enhancing Organizational Health	1	Accepted	0.93	Accepted
Extra-Organizational Outcomes	Social Responsibility	0.6	Accepted	0.93	Accepted
	Meritocracy Governance	0.8	Accepted	0.8	Accepted
	Creating Psychological Capital	0.8	Accepted	0.86	Accepted
	Strengthening Social Capital	0.8	Accepted	0.86	Accepted

Table 3. Results of data reliability analysis.

Interview Code	Total Codes	Agreements	Disagreements	Reliability Percentage
i2	36	16	5	88%
i3	28	10	6	71%
i4	27	11	5	81%
Overall	91	37	16	81%

Table 4. Categories related to the antecedents of strategic maturity of human resources.

Overarching Theme	Organizing Themes	Basic Themes
Individual Antecedents	Self-efficacy	Confidence in personal abilities
		Independent decision-making skills
		Ability to manage emotions
		Self-empowerment
		Attention to technological knowledge
		Perseverance in the face of challenges
	Individual dynamics	Continuous learning
		Foresight
		Sense of achievement
		Adaptability
		Employees with different skills
		Continuous learning
	Specialization	Skill in knowledge transfer
		Expertise in solving complex problems
		Adapting expertise to organizational needs
		Commitment to professional standards
	System thinking	Understanding the different components of the system
		Evaluating the short-term and long-term effects of decisions
		Ability to identify critical or key points

Organizational Antecedents	Resource reengineering	Optimization of human resource allocation
		Review of executive and management processes
		Optimal allocation of financial and technical resources
		Use of new technologies
	Professionalism and performance standards	Ethical and performance standards
		Development of skills and specialized training
		Commitment to responsibility and accountability
		Promoting professional competencies
	Human resource retention	Creating a supportive work environment
		Professional development and training opportunities
		Reward and incentive systems
		Maintaining work-life balance
	Internal standards and rules	Ethical and behavioral standards
		Compliance with job regulations and legal standards
		Disciplinary and executive laws
		Laws protecting employee rights
	Environmental monitoring and analysis	Monitoring security threats and crises
		Predicting social and security trends
		Analyzing environmental and natural threats
		Identifying changes in international and regional policies
		Collaborating with other Iraqi security organizations
		Monitoring security technology and innovations
	Change in the nature of jobs and promotion paths	Change in jobs
		Change in qualifications
		Change in promotion criteria
Extra-Organizational Antecedents	Competitive advantage through talent management	Identifying Security and Strategic Talent
		Developing Crisis Management Capabilities
		Cultural and Social Adaptation
		Using Technology in Talent Management
	Environmental Uncertainty	Domestic political and security challenges
		Changes in international laws and regulations
		Economic and political developments
	Social and cultural diversity	International Partnerships and Global Cooperation
		Security Challenges and Global Crises
		Managing Diversity and Inclusion in Human Resources
	Globalization	Global Competition and the Need for Talent Management
		Adapting to International Standards in Human Resources
		The Impact of Global Developments in Technology and Cybersecurity

Table 5. Categories related to the outcomes of strategic maturity of human resources.

Outcomes	Organizing Themes	Basic Themes
Individual	Strengthening Strategic Thinking	Comprehensive Strategic Planning
		Ability to Think Strategically
		Aligning Creative Thinking
	Positive Organizational Behaviors	Positive Thinking
		Optimism
		Enhancing Systemic Thinking Skills
	Job Satisfaction	Job Satisfaction
		Satisfaction with Salary and Benefits
		Satisfaction with Colleagues
	Improving Quality of Work Life	Employee Empowerment
		Creating Favorable Working Conditions
	Emotional and Mental Engagement of Employees	Immersion in Work
		Engagement in Duties and Work Activities
		Focus on Responsibilities
		Mental Focus on Activities
	Increasing Work Commitment	Attachment to Work
		Job Enthusiasm
	Enhancing Organizational Commitment	Emotional Commitment
		Normative Commitment
	Improving and Developing Employee Skills	Learning from Employee Experiences
		Exceeding Performance Expectations
		Improving Employee Performance
Organizational	Enhancing Competitive Advantage	Developing Human Resource Skills
		Differentiation from Competitors
	Employer Brand Attractiveness	Employees› Perception of the Organization
		Attracting Top Talent
	Facilitating Changes and Transformations	Having a Progressive Attitude Toward Change
		Supporting Change
		Non-Resistance to Change
	Improving Strategic Alignment	Coordination Among Components
		Strategic Orientation
	Increasing Organizational Agility	Absorptive and Learning Capacity
		Improvement and Long-Term Efficiency
	Improving Customer Orientation	Gaining Customer Satisfaction
		Better and Deeper Understanding of Customer Needs
	Enhancing Organizational Health	Uniting Around Goal Achievement
		Organizational Advancement
		Cohesion in Activities

Extra-Organizational	Social Responsibility	Improving Social Responsibility
	Meritocracy Governance	Merit-Based Selection
		Promotion Based on Competency
	Creating Psychological Capital	Boosting Self-Confidence
		Creating Hope
	Strengthening Social Capital	Organizational Social Capital
		Building Trust

Table 6. Categories related to the dimensions of strategic maturity of human resources.

Overarching Theme	Organizing Themes	Basic Themes
Strategic human resources maturity	Competence	Functional Competence
		Behavioral Competence
	Intelligence	Data-Driven Intelligence
		Cognitive Intelligence
		Adaptive Intelligence
		Network Intelligence
	Value Creation	Economic Value Creation
		Social Value Creation
		Innovative Value Creation
	Agility	Skill Agility
		Decision Agility
		Operational Agility

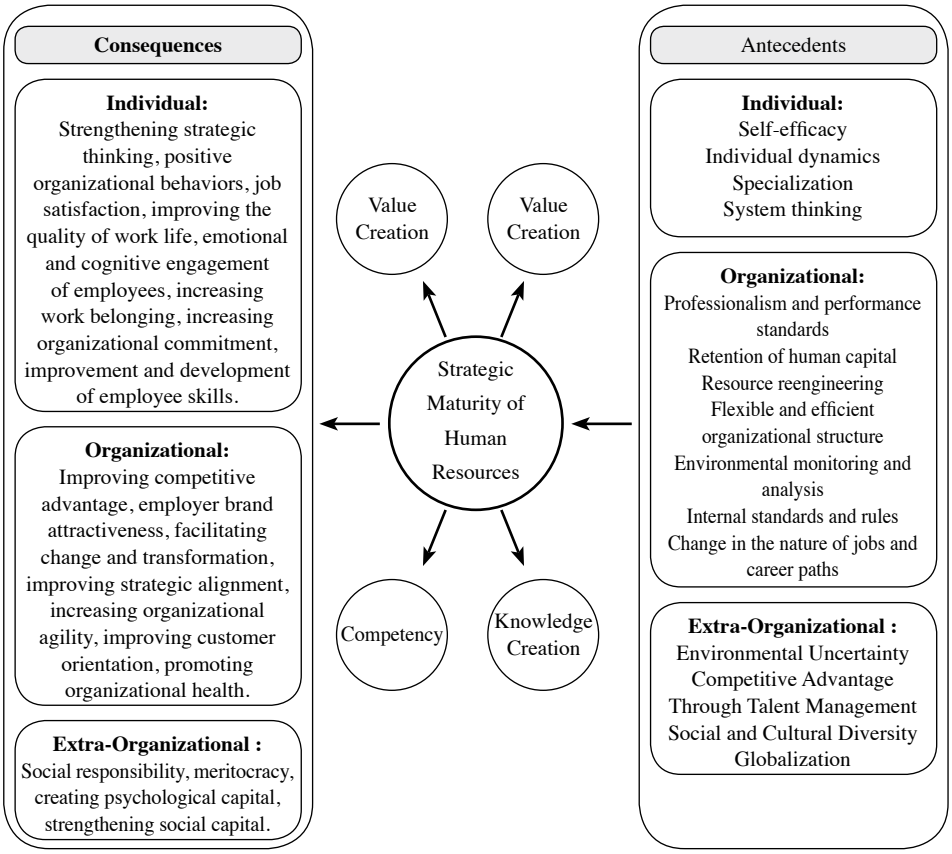

Fig. 1. Conceptual Model of Antecedents and Outcomes of strategic maturity of human resources.