

Human Resource Planning and Core Capabilities in Government Agencies in the State of Qatar

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Abstract

This study examined the impact of various aspects of human resource planning on the development of core competencies in government agencies in the State of Qatar. The study adopted a descriptive analysis approach and used a structured questionnaire distributed to human resource professionals in government agencies. A total of 120 questionnaires were distributed and 103 valid questionnaires were collected. Statistical analysis using SPSS showed a statistically significant positive correlation between human resource planning and the development of core competencies, especially through practices related to retention, recruitment and selection, performance management, and training and development. The results indicate that greater institutional efforts are needed to strengthen core competency building initiatives. The study also recommends the development of a performance evaluation system appropriate to the functions of the agency and the integration of advanced technologies, including artificial intelligence, into a comprehensive national human resource strategy.

Keywords: Human Resource Planning, Core Capabilities, Public Sector HRM, Recruitment and Selection, Performance Appraisal, Training and Development, Government Agencies

Introduction and Background

Human capital is widely considered to be one of the most important inputs in production systems and a key factor in the identity, sustainability and future development of modern organizations. It represents a dynamic, influential force that shapes strategic direction and institutional excellence, especially in the context of public administration and national development (Barney & Wright, 1998; Wright & McMahan, 2011). As such, human resource management (HRM) is one of the most important functions in both the private and public sectors, on par with core functions such as production, marketing, finance and service provision. This is primarily because the human factor has a direct impact on the development and sustainability of key organizational capabilities (Al-Tarawneh, 2011).

Over time, the scope of HRM has expanded beyond traditional administrative tasks to include strategic activities such as workforce planning, job analysis and design, talent acquisition, performance evaluation, and employee development and motivation. These capabilities are essential for a company's competitiveness and institutional resilience. Human resource planning (HRP), in particular, has become a cornerstone of strategic HRM. It enables companies to anticipate future talent needs, align workforce capabilities with corporate goals, and ensure optimal staffing at all levels (Aslam et al., 2013; Mansaray, 2019).

The importance of HRP is further emphasized in the context of building core competencies – those deep-rooted competencies that differentiate a company and are difficult for competitors to replicate. These capabilities include knowledge sharing, innovation, strategic learning, and adaptability, all of which rely heavily on the optimization of human capital (Grant, 1996; Teece, 2007). Numerous studies have shown that organizations that survive and thrive over decades often attribute their success not only to financial or technological resources but, more importantly, to the unique and difficult-to-imitate skills of their employees (Al-Jabrah, 2016; Prahalad & Hamel, 1990).

In the 21st century, especially in the public sector, there is increasing pressure to move away from rigid bureaucratic models and toward more flexible, citizen-centric approaches to governance and service delivery. These shifts require public institutions to build internal capabilities to enable innovation, responsiveness, and long-term sustainability (Pollitt & Bouckaert, 2017). In this changing environment, HRM plays a strategic role by facilitating talent development, succession planning, performance management, and competency development, essential elements of all institutional change.

The Qatari context provides an interesting framework to examine the strategic role of HRM in building core competencies. In line with the Qatar National Vision 2030, the government has initiated comprehensive reforms aimed at improving institutional performance, localizing the workforce (Qatarization), and integrating smart technologies into public administration (General Secretariat for Development Planning, 2008; Al-Ali, 2020). These reforms emphasize the importance of future-oriented and competent-oriented HR strategies. Despite these efforts, gaps remain in the systematic development of core competencies across all government institutions, particularly in the strategic implementation of HRM practices (Al-Harthy & Weir, 2019). While human resource planning and capacity building in the private sector have been extensively discussed in global literature, there is relatively little empirical research on this relationship in the public sector, particularly in the Gulf Cooperation Council (GCC) countries (Hutchings et al., 2010). The region's unique governance structures, cultural contexts, and regulatory frameworks call for a more localized understanding of the impact of human resource practices on institutional performance. Furthermore, recent reforms in Qatar's public sector provide an excellent opportunity to examine the extent to which human resource planning contributes to the development of basic institutional capabilities.

Therefore, this study positions itself at the intersection of human resource management theory and public sector reform. The study bridges the gap between practice and research by empirically examining how human resource planning influences the development of core competencies in Qatari government institutions. As such, the study offers both theoretical

contributions and practical implications for policymakers, human resource professionals, and institutional managers.

Research Problem

In recent years, Qatar's public sector has undergone a profound administrative, technological, and structural transformation, in line with national development frameworks such as the Qatar National Vision 2030 and its focus on human capital development. These rapid changes have transformed expectations of government agencies, particularly in terms of performance optimization, localization of staff (Qatarization), and integration of digital solutions into public service delivery (General Secretariat for Development Planning, 2008). Despite these advances, government agencies continue to face challenges in translating strategic objectives into operational capabilities, particularly in human resources.

At the heart of the problem lies a significant gap in the contribution of HRM to the development of organizational core competencies. Despite the Human Resource Management Law No. 15 of 2016, which aims to regulate and modernize HR practices in public agencies, there is still limited empirical evidence on how human resource planning (HRP) can contribute to organizational core competencies such as learning, innovation, agility, and sustainable performance (Al-Ali, 2020). These shortcomings are of increasing concern to scientists and practitioners, who recognize that the long-term success and resilience of government agencies is closely linked to the strategic direction of HRM processes and the development of institutional capabilities (Wright & McMahan, 2011; Hamid et al., 2022).

The issues addressed in this study focus specifically on the apparent limitations and weaknesses of human resource planning in promoting core competencies. Public institutions may have advanced technology, financial resources, and legal powers, but it is the quality and strategic management of their human capital that ultimately determines their effectiveness. Strategically deploying human resource planning allows organizations to anticipate future needs, align human resource development with strategic goals, and build institutional capabilities required for long-term success. However, the relationship between human resource planning and institutional capabilities remains underexplored in theory and practice in Qatar and other Gulf Cooperation Council (GCC) countries (Al-Harthy & Weir, 2019).

In addition, most existing regional studies consider HR functions such as recruitment, training, or assessment in isolation without integrating them into a broader, more coherent strategic capability-building framework. This fragmented approach undermines the potential of workforce planning as a driver of organizational agility and innovation. As Al-Kharabsheh (2015) argues, despite widespread calls for reform, several challenges continue to hinder progress, particularly the lack of strategic integration of human resource planning processes and the lack of actual development of institutional capabilities.

Therefore, this study aims to fill this gap by examining the strategic role of human resource planning in building the core competitiveness of government agencies in Qatar. Therefore, the core research question is:

To what extent does human resource planning contribute to the development of core competitiveness of government agencies in the State of Qatar ?

This overall question gives rise to several sub-questions:

1. To what extent is human resource planning implemented in government agencies in Qatar?
2. How are the core competitiveness of government agencies in Qatar?
3. What role does human resource planning play in strengthening the core competitiveness of the public sector?
4. To what extent do government agencies differ in terms of the effectiveness of human resource planning and building core competitiveness?

Significance of Study

This study has theoretical and practical implications for public sector human resource management (HRM), particularly in emerging economies such as Qatar. As governments around the world move towards performance-based governance and strategic capability building, HRM has become a key factor in the success and sustainability of institutions (Lepak & Snell, 2007). However, despite a growing global literature on strategic HRM, there is a lack of empirical research linking human resource planning to the development of core competencies – these integrated competencies determine how public institutions adapt, learn, innovate, and create long-term value.

By examining how HRM supports key competency dimensions (e.g., knowledge management, strategic learning, talent retention, and adaptability), this study provides conceptual clarity and empirical evidence to the emerging literature on competency-based management in public organizations (Barney & Wright, 1998).

In fact, the study provides evidence-based insights that are directly relevant to public sector leaders, policymakers, and HR managers in Qatar and similar regions. As government agencies increasingly operate in turbulent, complex, and rapidly changing environments, the ability to strategically plan, mobilize, and develop human capital is critical.

By highlighting institutional differences in workforce planning and skills development across government agencies, the study can also support evidence-based policy interventions, workforce development programs, and performance improvement initiatives.

Finally, this study has regional relevance as it adds to the limited empirical base on public sector HRM in the Gulf Cooperation Council (GCC) countries. Most models in the literature are Western oriented and do not adequately consider the administrative, legal, and cultural context of the Arab Gulf States. This study provides a contextualized framework that can be extended and tested in similar regional contexts.

Research Objectives

The overall objective of this study is to investigate the role of human resource planning (HRP) in enhancing the core competencies of government agencies in the State of Qatar. This objective is based on the recognition that strategic human resource planning is essential to equip public organizations with the necessary human capital capabilities to achieve institutional agility, innovation, and sustainable performance.

The study pursues the following specific objectives:

1. To assess the current level of implementation of human resource planning in government agencies in Qatar, focusing on key aspects such as recruitment, retention, training and development, and performance management.
2. To assess the presence and maturity of core competencies (including organizational learning, strategic flexibility, innovation capabilities, and talent optimization) in these agencies.
3. To investigate the strength and nature of the relationship between HRP and the development of core competencies, and how they manifest themselves in different dimensions of HRP.
4. To determine whether there are significant differences between government agencies in the contribution of HRP to capacity building, which may reveal institutional differences in planning effectiveness or strategic direction.
5. To contribute to the theoretical development of public administration and human resource management, especially in under-researched contexts such as the Gulf region, through empirical evidence from the Qatari public sector.

Research Hypotheses

To empirically test the relationships outlined in the objectives, the study proposes one main hypothesis and four sub-hypotheses, all based on the literature on strategic human resource management and capability building (Wright & McMahan, 2011; Hamid et al., 2022):

Main Hypothesis (H₁): There is a statistically significant relationship between human resource planning and the development of core competencies in government agencies in the State of Qatar.

Sub-hypotheses:

1. H_{1a}: There is a statistically significant relationship between human resource planning related to training and development and the development of core competencies.
2. H_{1b}: There is a statistically significant relationship between human resource planning in terms of performance management and appraisal and the development of core competencies.
3. H_{1c}: There is a statistically significant relationship between human resource planning in terms of recruitment and selection and the development of core competencies.
4. H_{1d}: There is a statistically significant relationship between human resource planning regarding employee retention and continuity and the development of core competencies.

These hypotheses are tested using quantitative methods to empirically validate the conceptual framework proposed in this study. They embody an integrated approach that combines operational human resource practices with strategic institutional outcomes.

Research Methodology

1. Methodological Approach: Descriptive analytic methods are a powerful way to understand and interpret data in the specific context of human resource planning and core competency development in government agencies. The shift from qualitative to quantitative data collection ensures statistical significance and broad applicability of the research findings and contributes to the existing literature on human resource management in government agencies. The selection of SPSS as a data analysis tool supports the research's goal of conducting rigorous statistical analysis and ensuring the validity and reliability of the results.
2. Sources of Data Collection: The use of primary and secondary sources contributed to the integrity of the research. Secondary sources provided essential insights and a literature

review to reference. Primary data from human resource managers and government officials provided first-hand insights into current practices, challenges, and successes in workforce planning and competency building. Customized questionnaires were an important tool to ensure alignment with the research objectives, that the questions were relevant, and that they were designed to collect the most relevant data.

3. Study Population and Sample: The inclusion of human resource managers, department heads, and government agency experts provided a comprehensive perspective on the topic and ensured that the research covered a wide range of experiences and perspectives. The decision to conduct a full population survey reflected the limited size of the target group and ensured that the research findings were as representative as be drawn in the specific context of the Qatari government sector.

Key Terms of Study

Human Resource Management (HRM): Amer (2011, p. 15) defined HRM as *“a set of administrative activities and efforts through which an organization seeks to obtain, develop, motivate, and retain its human resources in order to achieve organizational goals at the highest level of efficiency and effectiveness.”* In the broader academic literature, HRM is also described as a system that emphasizes the effective and progressive management of human capital based on a human-centered approach (Hamid et al., 2022).

Human Resource Planning (HRP): HRP is an activity that focuses specifically on the human element and seeks to define objectives for optimizing the utilization of human resources. It involves identifying the means to achieve these objectives by analyzing internal conditions and understanding the external factors influencing organizational operations. HRP entails establishing a general framework for human resource strategy aligned with the overall organizational strategy. This includes outlining future practices related to recruitment, hiring, selection, training, motivation, promotion, performance-based evaluation, compensation, occupational safety, and the development of strategic partnerships with other institutions in the sector. Previous research underscores the critical importance of HRP, particularly given the high knowledge demands of the global market. Most organizations are now focused on performance stimulation, which can lead to surplus profits driven by strategic human resource planning (Mansaray, 2019).

Core Capabilities: Core capabilities refer to a set of specialized skills possessed by certain individuals or, in some cases, teams or entire organizational units. These capabilities are considered a source of sustainable competitive advantage and organizational excellence. They consist of a unique combination of individual competencies, organizational structures, and cultural factors that collectively enable an organization to achieve strategic goals. More specifically, core capabilities can be defined as *“a combination of unique skills, organizational and cultural factors that together lead to sustainable competitive advantage, the integration of resources and capacities, and the alignment of the internal environment with external demands—all aimed at achieving high institutional performance, organizational success, and delivering added value that supports sustainability, development, and continuous improvement.”* Researchers have defined this concept from various perspectives and scholarly sources, as follows:

Table 1

Definitions of Core Capabilities by Researchers

Researcher(s)	Definition
(Uysal, 2007, p. 3)	A set of organizational resources that enable meeting customer demands and enhancing competitive advantage.
(Odero, 2013, p. 4)	A source of sustainable competitive advantage and organizational success.
(Hastjarjo et al., 2016, p. 16)	A collection of organizational skills and abilities that contribute to goal achievement and value creation.
(Enginoglu & Arikan, 2016, p. 121)	A critical strategic tool for gaining superiority over competitors.

Theoretical Framework*Human Resource Planning*

Human resource planning is a pressing necessity for developing both individuals and institutions. It plays a vital role in fostering political, economic, and social stability, as it is fundamentally directed toward human capital development. Its primary importance lies in its continual emphasis on investing in human resources, which contributes to enhanced productivity and improved individual performance within organizations (Aslam et al., 2013). This leads to a shared understanding of labor-related issues and increases the efficiency of institutions that support and invest in human capital. In human-centered organizations, planning aims to build institutional capacity by equipping human resources with the necessary material, social, and informational inputs, while preserving their unique cultural attributes and diverse talents (Sinambela et al., 2022).

The significance of human resource planning is reflected across three key levels:

- **Individual Level:** HR planning helps individuals improve their skills and make optimal use of their capabilities. Individuals with clearly defined career goals and plans are more likely to achieve personal efficiency, experience less organizational stress, and demonstrate lower levels of career-related anxiety.
- **Organizational Level:** At this level, HR planning enables institutions to enhance efficiency by ensuring the recruitment and retention of a workforce that meets institutional needs. It also facilitates optimal use of human resources and enables proactive identification of staffing-related challenges, such as surpluses or shortages.
- **National Level:** National development depends heavily on the systematic recruitment, development, and training of human capital across various sectors. Economic advancement requires continuous planning for the supply of skilled labor, technical experts, and competent administrators.

HR planning encompasses several dimensions, including:

A. Training and Development: According to Al-Shara'ah and Al-Tarawneh (2011, p. 65), training and development involve a set of activities designed to implement internally coherent HR practices that enhance human capital and support organizational goals. Al-Humaidi (2014, p. 39) emphasized that many organizations now allocate part of their annual budget to training, viewing it not as an expense but as a long-term investment in human capital. Training plays a vital role in organizational sustainability and competitiveness. As Mogeia (2023) asserts, training is essential for all employees, regardless of their role or

experience level, and often leads to measurable improvements in performance, behavior, and work outcomes (Abu Al-Nasr, 2017, p. 34).

B. Recruitment, Selection, and Placement: Recruitment is the process of identifying, attracting, and selecting qualified individuals to fill organizational vacancies. Its importance lies in acquiring top talent, enhancing organizational performance, and improving effectiveness and productivity (Saleh & Al-Salem, 2009, p. 76).

C. Retention and HR Maintenance: Human resource management is central to organizational success. It is responsible for recruitment, performance evaluation, training, and incentives—key functions that help retain valuable employees despite the increasing automation of the workplace. Human resources remain the cornerstone of institutional performance and differentiation (Al-Mubaideen & Al-Awadah, 2005, p. 43).

Core Capabilities of the Organization

The concept of core capabilities has emerged as a significant topic in management science, garnering increased attention in recent years. Definitions vary according to scholars' disciplinary orientations and perspectives. Generally, core capabilities refer to accumulated organizational knowledge, skills, and competencies that differentiate an institution from its competitors and form the foundation for developing new products and services. They play a critical role in securing long-term competitive advantage. Core capabilities have also been defined as a unique combination of knowledge, skills, behaviors, and experience that enable individuals to effectively perform specific tasks within a professional context (Salami, 2014; Masnou'a, 2012).

Thus, core capabilities can be conceptualized as a set of integrated and distinguishable knowledge, skills, and abilities possessed by employees that enable them to achieve work outcomes effectively and efficiently.

Core capabilities exist at multiple levels within the organization:

A. Individual Level: Core capabilities are particularly important in the face of uncertainty and competitive labor markets. Salami (2014) highlights several factors that elevate the importance of individual competencies, including job security concerns, the desire to improve employability and career progression, and the need to adapt continuously to environmental and organizational changes.

B. Group Level: At team level, competencies enhance cooperation and synergy, reduce conflict, and foster mutual support. Abu Al-Qasim (2004) notes that competencies improve communication, problem-solving, and the collective ability to achieve institutional goals. The development of knowledge management systems further underscores the strategic importance of group capabilities in enhancing operational efficiency and reducing costs.

C. Human Resource Management Level: At this level, competencies have led to a shift in HRM practices—from managing permanent employees to focusing on the acquisition and development of skilled individuals, whether permanent, temporary, or contract-based (Salami, 2014). HRM now prioritizes competencies over job titles or individual identities and

is increasingly shaped by global technological advances, including digital recruitment platforms and automated HR functions.

Dimensions of Core Capabilities Include

A. Organizational Learning: The concept of organizational learning was introduced by Argyris and Schön in their seminal work *Organizational Learning*, which posed the question: *Should organizations learn?* Since then, extensive research has been conducted to define and examine learning processes within organizations. Organizational learning is seen as a behavioral process that significantly shapes organizational behavior (Sharifi & Duli, 2009, p. 10).

B. Strategic Flexibility: Strategic flexibility is a modern concept in management thought, encompassing the organization's ability to proactively exploit environmental opportunities and respond to changes more effectively than its competitors. It is defined as the organization's capacity to act swiftly in seizing opportunities and overcoming challenges. Al-Mu'adidi (2008) emphasized that strategic flexibility is fundamental to organizational sustainability and long-term success, with benefits that accumulate over time.

Table 2

Dimensions of Core Capabilities According to Various Researchers

Dimensions	Researcher(s)
Capabilities, Competence, Resources	(Ljungquist, 2007, p. 11)
Shared Vision, Collaboration, Environment	(Jambour, 2010, pp. 21-24)
Capabilities, Competence, Resources	(Ljungquist, 2011, p. 14)
Capabilities, Competence, Resources	(Koay, 2011, p. 14)
Technological Capabilities, Marketing Capabilities, Organizational Capabilities	(Author, 2012, p. 8; 2022, p. 6)
Organizational Resources, Capabilities, Human Resources	(Jabbouri & Zahari, 2014, p. 132)
Competence, Communication, Self-Development	(Katawneh & Osman, 2014, p. 379)
Organizational & Financial Resources, Human Capital Competence, Strategic Leadership	(Author, 2016, p. 138; 2032, p. 9)

Literature Review

Human Resource Management Strategies and Core Competencies

The development of employee knowledge, skills, and experience has become an important component of a company's core competencies, especially with the rise of the knowledge economy. Research by Lin et al., (2012) showed that human resource management strategies significantly influence the development of core competencies such as market access, integrity, and functional capabilities. A study of Taiwanese automotive suppliers found that human resource management strategies, including recruitment, training, and performance management, had a positive impact on these capabilities. In addition, the study highlighted the moderating role of organizational age and size in strengthening the link between human resource management strategies and core competencies (Zhang et al., 2019).

Similarly, Al-Abadi (2017) studied the role of human resource management strategies in strengthening the core competencies of Jordanian commercial banks. The study found that human resource management practices (such as recruitment, selection, training, and performance evaluation) directly contribute to core competencies such as teamwork, empowerment, creativity, and innovation. The study highlights the importance of integrating knowledge management and innovation practices into human resource management strategies to maximize their impact on core competencies.

The Strategic Role of Human Resources in Achieving Organizational Excellence

Integrating human resource management strategies with corporate goals has been shown to promote organizational excellence. Wang & Zhang (2022) studied the relationship between human resource management strategy and organizational excellence in listed companies in the electrical industry. The study showed a strong correlation between human resource core competencies (leadership, intelligence and decision-making) and overall organizational excellence. This result highlights the need for the human resource department to develop competencies that directly contribute to the achievement of corporate goals, thereby enhancing the company's competitive advantage.

In this context, Al-Tous (2015) studied the impact of core competencies on the application of health accreditation standards in Jordanian university hospitals. The study found that core competencies such as communication skills and technical knowledge had a significant impact on health care standards (including patient rights, medical records and infection control). This shows that human resource core competencies can significantly affect the quality of services provided and improve company performance.

People Planning and Competency Frameworks

The strategic role of human resource management in core competency management is also reflected in the development of competency frameworks. Competency-based human resource management has become increasingly important because it provides a structured approach to align employee competencies with business needs. Al-Khafaji (2021) conducted a detailed analysis of human resource planning in the context of developing a competency framework and emphasized its importance in identifying and promoting the competencies required for organizational success. Human resource management ensures that the right people are available to manage the core competencies of the company's goals.

In a review of human resource development strategies, Elbaz (2019) suggested that human resource management should focus on developing core competencies through strategic planning and targeted human resource practices. The study emphasized that the role of human resources is not limited to recruitment and training but also includes protecting and maintaining these skills. It is necessary to ensure that employees are constantly developing and adapting to the needs of the company to ensure that core competencies become long-term competitive advantages.

The Role of Human Resource Planning in Maintaining Competitive Advantage

A study on human resource planning in the Egyptian tourism industry supports the hypothesis that human resource planning is essential to maintaining competitive advantage. Albaz (2019) emphasizes that the strategic role of human resource planning in maximizing value-added

services, promoting innovation, and improving service quality is essential for sustainable competitive advantage. This study highlights the importance of integrating human resource planning into the broader corporate strategy for long-term success.

Furthermore, Saragih et al., (2021) demonstrates the importance of human resource planning for the successful implementation of corporate strategy and states that the HR department plays a vital role in aligning human capital with the company's strategic goals. This alignment ensures that the company can achieve its goals while maintaining a competitive advantage in a rapidly changing business environment.

Human Resource Planning and Core Competencies

Study by Al-Jabrah (2016) titled "The Impact of Human Resource Management Practices on Building Core Competencies in the Jordanian Specialty Hospital: A Case Study ." The study aimed to identify the impact of human resource management (HRM) practices—namely job analysis, recruitment, and training and development—on building core competencies, represented by capabilities, skills, and knowledge, at the Jordanian Specialty Hospital. The study concluded that HRM practices significantly affect the development of core competencies in all their dimensions. Based on these results, several recommendations were made, most notably the need to increase awareness of HRM practices and their role in building core competencies in Jordanian private hospitals in general, and in the Jordanian Specialty Hospital in particular.

Study by Al-Abadi (2017) titled "Human Resource Management Strategies and Their Impact on Core Competencies: An Applied Study in Jordanian Commercial Banks". The study aimed to assess the level of HRM strategies and their effect on core competencies, in addition to examining the role of knowledge management in moderating the impact of HRM strategies on core competencies. The findings indicated that HRM strategies—measured by recruitment, selection and appointment, training, performance evaluation, and compensation—significantly influence core competencies, including teamwork, employee empowerment, communication and influence, and creativity and innovation, in Jordanian commercial banks. The study recommended giving utmost importance to HRM strategies due to their vital role in the success and development of core competencies. It also stressed the need for banks to adopt and strengthen knowledge management practices and develop innovative methods to encourage employee participation and maximize the expected benefits.

Study by Al-Tous (2015) titled "The Impact of Core Competencies on the Application of Jordanian Healthcare Accreditation Standards in Jordanian University Hospitals ." This study aimed to explore the impact of core competencies on the application of Jordanian healthcare accreditation standards in university hospitals and to identify the key competencies that contribute to enhancing and improving work performance in line with those standards. The results revealed a statistically significant impact of core competencies on patient rights, medical records, and infection control. The study recommended recognizing the importance of physical, psychological, and cognitive capabilities possessed by university hospital employees in carrying out assigned tasks. It also emphasized the significance of core competencies in performing tasks with greater transparency and integrity, ultimately leading

to an effective and efficient application of healthcare accreditation standards, characterized by accuracy, quality, and speed.

Overall, the content of the study provides convincing evidence that human resource planning and management play a vital role in developing and maintaining core competencies in various industries. By aligning HR strategy with corporate goals and core competencies, HR can cultivate the competitive advantage that drives corporate success. For organizations, especially those in the public sector or professional industries, integrating HR practices such as recruitment, training, and performance management with capability development is essential to achieving organizational excellence and competitive advantage.

Discussion and Analysis of Findings

The analysis of employee survey data from Qatari government agencies provides valuable insights into the relationship between human resource planning (HRP) and the development of core competencies. This section explains these findings in more detail, contextualizes them considering the study's objectives and hypotheses, and fully explains their implications for HRM practices in Qatar's public sector.

Analysis of Demographic Data

The demographic distribution of the sample examined provides important insights into the characteristics of the workforce in government agencies. Notably, female respondents (71%) were more numerous than male respondents (29%). This gender gap may reflect the broader social context in Qatar, where female labor force participation, particularly in the public sector, is steadily increasing, reflecting government initiatives to promote gender equality in the workplace. This trend is in line with Qatar's National Vision 2030, which emphasizes the empowerment of women in all areas of society, including governance and leadership.

The age structure—46% of respondents were aged between 35 and 54—highlights the maturity and experience of the workforce, indicating a wealth of institutional knowledge. Coupled with 21% under the age of 34, this suggests that the workforce is multigenerational. The presence of younger employees can foster a dynamic and innovative work environment, while the older cohort brings stability, experience, and institutional memory.

In terms of educational background, a significant portion of respondents hold a university degree; 74% of respondents hold at least a bachelor's degree. This high level of education is in line with the Qatari government's focus on education and career development as part of the national development agenda. The relatively high percentage of respondents with advanced degrees (25%) reflects the professional capabilities of the workforce and may contribute to the development of core competencies in their respective government departments.

Professional experience analysis shows that employees are very experienced: 38% of respondents have 5 to 16 years of professional experience, and 24% have more than 23 years of professional experience. This level of experience is critical to developing core competencies, as employees with rich professional experience often have the expertise required to solve key problems, make decisions, and lead roles in government agencies.

Analyzing Answers by Topic

Human Resource Planning (HRP)

Responses to workforce planning provide important insights into practices that promote employee development and retention. The high percentage of respondents who agreed with statements related to workforce planning (64%) indicates that a significant portion of the workforce believes that workforce planning processes (including recruitment, training, and performance management) are key factors in organizational success. Support was particularly high for recruitment and selection (68%) and training and development (66%). This indicates that these processes are critical to shaping the workforce and ensuring they have the skills and capabilities required to accomplish their tasks. These findings are consistent with global HR best practices, which emphasize the importance of strategic talent acquisition and continuous employee development to drive organizational performance.

Performance management and employee retention are also core components of HRM. The relatively high levels of agreement (62% and 61% respectively) indicate that employees recognize the importance of performance evaluation and retention strategies for an efficient and stable workforce. However, these values also indicate that there is potential for further improvement in performance management, especially in terms of clear, actionable feedback and alignment of individual goals with organizational goals.

Development of Core Competencies

The answers to the development of core competencies are critical to understanding how human resource planning can contribute to organizational capability building. Notably, 58% of respondents agreed that their organization delegates tasks to solve operational problems. This highlights an organizational approach that promotes autonomy and decision-making at different levels. This decentralization is likely to promote the development of problem-solving and independent thinking skills among employees, which are important components of core competencies.

Another important finding is that 65% of respondents believe that their organization has employees with the intellectual capabilities to drive continuous improvement. This is a promising indicator that we have a good workforce that can adapt to change and maintain high levels of performance. The finding that 58% of respondents believe that their organization can use ICT for knowledge management highlights the role of technology in improving organizational capabilities. In today's digital age, the ability to effectively manage knowledge and leverage technology is a key aspect of building core competencies, especially for government agencies that need to stay ahead of new trends and global challenges.

The emphasis on attracting qualified experts (60%) and plans to expand expertise (59%) also indicate a future-oriented approach to human resource development. These findings show that Qatari government agencies recognize the importance of professional skills to build and maintain core competencies, which is consistent with global trends in talent management and strategic human resource planning.

Hypothesis Testing and Interpretation

Results of Testing Hypotheses were as follows

Table 3

Hypotheses Analysis Results

Dependent Variable	Independent Variable	Chi Square	Sig.	Pearson	Sig.
Building Core Capabilities	Human Resource Planning	82.35	0.000	0.737	0.000
	HR Planning through the dimension of Training and Development	87.74	0.000	0.704	0.000
	HR Planning through the dimension of Performance Management	82.91	0.000	0.724	0.000
	HR Planning through the dimension of Recruitment and Selection	62.04	0.000	0.591	0.000
	HR Planning through the dimension of Retaining Human Resources	68.03	0.000	0.660	0.000

Here is the full English translation of your hypotheses and results analysis:

Main Hypothesis

Is there a statistically significant relationship between human resource planning and the development of core capabilities in government institutions in the State of Qatar?

- **Null Hypothesis (H₀):** There is no statistically significant relationship between human resource planning and the development of core capabilities in government institutions in the State of Qatar.
- **Alternative Hypothesis (H_a):** There is a statistically significant relationship between human resource planning and the development of core capabilities in government institutions in the State of Qatar.

The results of the Chi-Square test, as shown in the table above, indicate that the Pearson Chi-Square value is 82.358 with a significance level (Sig.) of .000, which is less than the alpha level of 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates a statistically significant relationship between human resource planning and the development of core capabilities in Qatari government institutions. Moreover, the Pearson's correlation coefficient (Pearson's R) is 0.737, indicating a strong positive correlation. Since the Sig. value is .000, which is less than the significance level of 0.05, this confirms that the relationship is statistically significant.

Sub-Hypothesis 1

Is there a statistically significant relationship between human resource planning through training and development and the development of core capabilities in government institutions in the State of Qatar?

- **Null Hypothesis (H₀):** There is no statistically significant relationship between human resource planning through training and development and the development of core capabilities in government institutions in the State of Qatar.
- **Alternative Hypothesis (H_a):** There is a statistically significant relationship between human resource planning through training and development and the development of core capabilities in government institutions in the State of Qatar.

The Chi-Square test result indicates a Pearson Chi-Square value of 87.741 and a significance level of .000, which is less than the alpha level of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This means that there is a statistically significant relationship between human resource planning through training and development and the development of core capabilities in government institutions in Qatar. Pearson's correlation coefficient is 0.704, which is a strong positive correlation. Since the Sig. value is .000, it confirms the presence of a statistically significant relationship.

Sub-Hypothesis 2

Is there a statistically significant relationship between human resource planning through performance management and evaluation and the development of core capabilities in government institutions in the State of Qatar?

- **Null Hypothesis (H_0):** There is no statistically significant relationship between human resource planning through performance management and evaluation and the development of core capabilities in government institutions in the State of Qatar.
- **Alternative Hypothesis (H_a):** There is a statistically significant relationship between human resource planning through performance management and evaluation and the development of core capabilities in government institutions in the State of Qatar.

According to the Chi-Square test result shown above, the Pearson Chi-Square value is 82.914 with a significance level of .000, which is less than 0.05. Accordingly, we reject the null hypothesis and accept the alternative hypothesis. This demonstrates a statistically significant relationship between human resource planning through performance management and evaluation and the development of core capabilities in Qatari government institutions. Pearson's correlation coefficient is 0.724, indicating a strong positive correlation. The significance value (Sig.) of .000 further confirms that this relationship is statistically significant.

Sub-Hypothesis 3

Is there a statistically significant relationship between human resource planning through recruitment and selection and the development of core capabilities in government institutions in the State of Qatar?

- **Null Hypothesis (H_0):** There is no statistically significant relationship between human resource planning through recruitment and selection and the development of core capabilities in government institutions in the State of Qatar.
- **Alternative Hypothesis (H_a):** There is a statistically significant relationship between human resource planning through recruitment and selection and the development of core capabilities in government institutions in the State of Qatar.

The results from the Chi-Square test show a Pearson Chi-Square value of 62.047 and a significance level of .000, which is less than the threshold of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This suggests a statistically significant relationship between human resource planning through recruitment and selection and the development of core capabilities in government institutions in Qatar. Pearson's correlation coefficient is 0.591, indicating a moderate positive correlation. The Sig. value of .000 confirms the statistical significance of this relationship.

Sub-Hypothesis 4

Is there a statistically significant relationship between human resource planning through retention of human resources and the development of core capabilities in government institutions in the State of Qatar?

- **Null Hypothesis (H₀):** There is no statistically significant relationship between human resource planning through the retention of human resources and the development of core capabilities in government institutions in the State of Qatar.
- **Alternative Hypothesis (H_a):** There is a statistically significant relationship between human resource planning through the retention of human resources and the development of core capabilities in government institutions in the State of Qatar.

According to the Chi-Square test results, the Pearson Chi-Square value is 68.030 with a significance level of .000, which is less than 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis. This indicates a statistically significant relationship between human resource planning through retention strategies and the development of core capabilities in government institutions in Qatar. Pearson's correlation coefficient is 0.660, indicating a moderate positive correlation. The significance of the value (Sig.) of .000 supports the statistical significance of this relationship.

Conclusion, Results and Recommendations

In summary, the findings provide compelling evidence that human resource planning plays a central role in building and maintaining core competencies in Qatari government agencies. The significant relationships identified between the various dimensions of HRM, and core competencies highlight the need for government organizations to further refine their HRM strategies, particularly in the areas of recruitment, training, performance management, and employee retention. The results also suggest that Qatari government agencies are on the right track in terms of integrating HRM with national development goals. However, there is still room for improvement, particularly in terms of further integrating professional skills into HRM strategies. Future research could explore the specific impact of different leadership styles on HRM implementation and core competency development in public organizations.

The statistical data analysis led to the following conclusions:

1. There is a direct and significant relationship between human resource planning (HRP) and the development of core competencies in Qatari government agencies, especially in terms of employee retention, recruitment and selection, performance management and evaluation, and training and development.
2. HRP in government agencies reflects the level of recruitment and selection, focuses on employee retention, and provides employees with the necessary training and development to effectively contribute to performance management and evaluation.
3. The development of core competencies in government agencies defines the minimum experience required, describes the skills and abilities required of employees, clarifies the working conditions and material requirements of the positions, and specifies the tasks, duties and responsibilities associated with the positions.
4. HRP in government agencies helps select employees suitable for the corresponding positions, develops a sound training program, lays a solid foundation for the transfer and promotion of employees, and ultimately helps develop the core competencies required by the government.

5. Performance evaluation of employees helps improve their ability to perform assigned tasks, especially in terms of time and cost requirements, compliance with performance quality improvements, increasing initiative, the ability to act independently, and promoting teamwork and successful problem solving.

Based on that, it is recommended to:

1. Government agencies should increase efforts to develop core competencies, as core competencies have several advantages:

- Provide employees with training and further education in their work areas to improve their performance.
- Provide valuable information to government agency human resources departments on the skills of line managers to facilitate their promotion to management positions.
- Support managers in succession planning and staffing.

2. Government agencies should implement a performance evaluation system suitable for their activities, using models to objectively measure actual performance. The advantages of such a system include:

- Improve employees' performance levels and work quality.
- Strengthen initiative and commitment to improve service quality.
- Strengthening employee skills and promoting teamwork and problem-solving abilities.
- Motivate employees to promote creativity and a culture of innovation.

3. As part of the national human resources strategy, efforts should be made to develop the core competencies required by Qatari government agencies. This should consider the actual needs of the public sector and take advantage of technological advances such as artificial intelligence.

4. When building core competencies, human resources departments of government agencies must be guided by scientific development and put the human factor before policies, laws and procedures.

5. Qatari government agency managers should recognize the role and importance of human resource management in strengthening the development of core competencies.

These recommendations are intended to provide practical steps to improve the human resource management system in Qatari government agencies and ensure continuous improvement of human capital in support of national goals and development.

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