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From Human Capital Priorities to Organizational Financial Efficiency: Linking Values, Leadership, Strategic Alignment, and Employee Performance

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Abstract

This study examines how organizational actors prioritize human capital capabilities that can support organizational efficiency and financial sustainability. It reframes organizational culture and alignment from a predominantly cultural perspective toward a strategic human capital perspective, treating organizational values, value-based leadership, strategic alignment, cultural alignment, and employee capability as interconnected organizational resources. An exploratory survey design was employed in which respondents assessed organizational and human capital indicators using a Likert scale. The responses were aggregated and ranked according to their mean scores to identify the relative priority of each capability, followed by descriptive and thematic interpretation of the resulting priority structure. The findings indicate that organizational values constitute the highest-priority dimension, followed by strategic alignment, cultural alignment, employee performance, and value-based leadership. At the indicator level, ethical orientation in organizational activities, consistency of organizational values, organizational values as work guidelines, and alignment of organizational policies with strategy received among the highest rankings, whereas leadership-related indicators generally received comparatively lower rankings. These results suggest that organizational efficiency can be supported by strengthening the alignment between values, strategic direction, cultural practices, leadership, and employee capabilities. The study further indicates that human capital priorities have potential implications for productivity, work quality, adaptability, coordination, resource utilization, and sustainable organizational performance. Financial sustainability is therefore considered not solely a financial management issue but also an organizational capability concern. The study does not claim a statistically established causal relationship between human capital capabilities and financial performance; rather, it provides a priority-based framework for guiding human resource development, managerial attention, and organizational resource allocation.

Keywords: Human Capital; Human Resource Management; Organizational Efficiency; Financial Sustainability; Employee Performance; Strategic Alignment.

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INTRODUCTION

Organizational financial sustainability depends not only on capital, technology, and market conditions but also on the organization's ability to mobilize human capital effectively. Employees influence productivity, service quality, innovation, process reliability, adaptation, and the efficient use of organizational resources. Consequently, financial outcomes should be considered partly as an organizational capability issue rather than exclusively as a finance function.

In changing organizational environments, organizations face simultaneous pressure to control costs, improve productivity, maintain service quality, develop employees, and adapt to technological and competitive changes. These pressures make human capital priorities increasingly important. Organizations cannot invest equally in every capability; they need to determine which values, leadership practices, alignment mechanisms, and employee capabilities deserve priority because these capabilities can affect the efficiency with which organizational resources are converted into outputs.

Organizational culture is relevant to this issue because values and norms influence employee behavior, decision-making, accountability, collaboration, and the use of organizational resources. A culture that supports integrity, responsibility, learning, and performance can strengthen organizational discipline, whereas inconsistencies between stated values and actual practices may generate coordination problems, inefficiency, and avoidable organizational costs.

Leadership provides another important mechanism. Value-based leadership can translate organizational values into observable behavior, communicate priorities, establish accountability, and support employee development. From a human capital perspective, leadership is therefore not simply a behavioral construct; it is a mechanism for converting organizational resources into coordinated employee action.

Strategic alignment connects organizational direction with employee activities. When employees understand organizational goals and can relate their work to strategic priorities, organizations can reduce duplication, improve coordination, and direct resources toward activities that create value. Strategic alignment therefore has both human resource and financial implications because the effectiveness of resource allocation depends partly on how organizational work is coordinated.

Employee capability and performance represent the outcome-oriented dimension of this perspective. High-quality work, accuracy, timely completion, innovation, adaptability, learning, and teamwork can contribute to productivity and operational efficiency. These capabilities may subsequently support financial sustainability through better resource utilization, improved output quality, reduced inefficiency, and stronger organizational competitiveness.

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Previous research conducted by the authors examined organizational values, value-based leadership, strategic alignment, organizational culture gaps, and employee performance through a structural analytical perspective. The present study extends that research by changing the analytical question from whether organizational constructs are statistically related to which human capital and organizational capabilities should receive priority.

Rather than using NVivo-assisted categorization as the principal analytical approach, the present study emphasizes the quantitative structure of the survey data. Likert-scale responses are aggregated, summarized, and ranked to identify the relative importance of human capital indicators. The resulting priority structure is then interpreted in relation to organizational efficiency, resource utilization, and financial sustainability.

This approach provides a practical bridge between human resource management and organizational finance. It does not treat financial performance as an independently measured dependent variable unless financial indicators are available in the dataset. Instead, it identifies the human capital capabilities that have plausible implications for productivity, efficiency, resource discipline, and sustainable financial performance.

Accordingly, the study addresses three questions. First, which human capital and organizational capability indicators are perceived as the highest priorities? Second, how can these priorities be interpreted as mechanisms supporting organizational efficiency and financial sustainability? Third, what implications do the priority patterns have for human resource development and organizational resource allocation?

The study contributes in three ways. First, it reframes organizational alignment as a human capital priority problem with implications for organizational efficiency. Second, it connects employee-related capabilities with financial sustainability without overstating causal relationships that are not directly tested. Third, it provides an applied framework for aligning human resource development priorities with productivity, resource utilization, and sustainable organizational performance.

LITERATURE REVIEW

2.1 Human Capital and Organizational Financial Sustainability

Human capital represents a strategic organizational resource because employee knowledge, skills, behaviors, and capabilities influence how effectively organizations use physical, technological, and financial resources. Recent research also emphasizes strategic human capital transformation as an important foundation for organizational capability and sustainable competitive advantage (Samad et al., 2026). From this perspective, financial sustainability is not produced by financial management alone. It also depends on productivity, innovation, process quality, accountability, and the organization's capacity to adapt.

Human capital becomes financially relevant when employee capabilities affect organizational outputs and resource efficiency. Effective employee performance can support higher productivity, better quality, fewer errors, faster adaptation, and improved coordination. Conversely, weak capability development, poor alignment, and ineffective leadership may create hidden organizational costs through rework, delays, duplication, employee disengagement, and inefficient resource use.

2.2 Organizational Values, Integrity, and Resource Discipline

Organizational values establish principles for employee behavior and decision-making. Values such as integrity, responsibility, transparency, and performance orientation can influence how employees use organizational resources and respond to organizational priorities. When values are understood and consistently practiced, they can strengthen accountability and reduce the gap between formal policy and operational behavior.

2.3 Value-Based Leadership and Human Capital Investment

Leadership is a mechanism through which organizational values become employee behavior. Value-based leaders communicate direction, model integrity, support employee development, and create conditions for accountability and learning. In financial terms, leadership decisions also shape the effectiveness of investment in human capital because training, capability development, and organizational change generate value only when employees are supported to apply new capabilities.

2.4 Strategic Alignment and Resource Allocation

Strategic alignment connects organizational vision, goals, processes, and employee activities. Alignment can improve the efficiency of resource allocation by reducing fragmented activities and helping organizational units work toward common objectives. Employees who understand how their work contributes to organizational goals are better positioned to prioritize tasks and use available resources effectively.

2.5 Cultural Alignment and Organizational Efficiency

Cultural alignment concerns the consistency between organizational values, leadership behavior, employee practices, and organizational systems. A persistent gap between stated values and actual practices can weaken coordination and accountability. Conversely, cultural consistency can support reliable work practices, cooperation, learning, and disciplined execution. These mechanisms create a plausible pathway through which culture can influence operational and financial efficiency (Samad, 2025).

2.6 Employee Capability and Performance

Employee performance includes work quality, accuracy, target achievement, timeliness, innovation, improvement of work methods, adaptability, learning, and teamwork. These dimensions are relevant to both human resource management and organizational efficiency. Employee capability is therefore treated in this study as a key mechanism through which organizational values, leadership, and strategic alignment can contribute to sustainable performance.

2.7 From Human Capital Priorities to Financial Efficiency

The central proposition of this study is not that the survey establishes a causal financial model. Rather, it is that organizational capabilities prioritized by employees can identify areas where human resource investment and managerial attention may have the greatest potential to improve organizational efficiency. The conceptual chain is therefore expressed as: organizational values → value-based leadership → strategic alignment → cultural alignment → employee capability and performance → organizational efficiency and financial sustainability.

This framework positions finance as an organizational consequence and managerial concern rather than as a separate disciplinary domain. It also preserves the central role of human resource capacity development, which is consistent with the journal's focus on human resource management and capacity building.

RESEARCH METHOD

3.1 Research Design and Data Collection

This study employed an exploratory quantitative survey design to identify organizational and human capital priorities. Primary data were collected through a structured questionnaire using Likert-scale indicators covering organizational values, value-based leadership, strategic alignment, cultural alignment, and employee performance.

Respondents evaluated the extent to which each indicator represented an important organizational capability. The survey indicators were designed to capture human capital conditions that may influence productivity, organizational efficiency, and sustainable performance. The study does not introduce a financial performance variable that is absent from the original questionnaire; therefore, financial implications are interpreted from the perspective of resource efficiency, productivity, and organizational sustainability.

3.2 Data Analysis

The analysis was redesigned to emphasize quantitative survey evidence rather than NVivo. First, responses for each indicator are aggregated and summarized using descriptive statistics, including mean and standard deviation where appropriate. Second, indicators are ranked according to their mean score or another clearly specified ranking rule. Third, the ranked indicators are grouped according to their substantive human capital dimensions.

The ranking procedure provides evidence of relative priority rather than causal effect. A higher-ranked indicator means that respondents assign greater relative importance to that capability. The analysis therefore avoids causal language such as 'influences' or 'causes' unless supported by an appropriate inferential test.

Where the underlying dataset permits, reliability analysis can be conducted for each multi-item construct using Cronbach’s alpha and composite reliability, followed by validity assessment. If the dataset contains sufficient information for inferential modeling, PLS-SEM or regression analysis may subsequently be used to test relationships among human capital capabilities and employee performance. Such testing should only be reported when supported by the actual dataset.

Financial interpretation is deliberately limited to implications supported by the available indicators. The study links human capital priorities to financial efficiency through mechanisms such as productivity, resource utilization, process improvement, error reduction, and sustainable performance, rather than claiming a statistically demonstrated effect on financial performance.

RESULT

4.1 Ranked Human Capital and Organizational Indicators

The results are presented first through the relative ranking of the survey indicators. The ranking identifies which organizational values, leadership practices, strategic alignment mechanisms, cultural alignment conditions, and employee performance capabilities are perceived as most important by respondents.

Table 1 reports the mean score, rank, and human capital dimension for each indicator based on the survey responses. The indicators are ranked according to their mean scores to identify their relative priority within the assessed organizational context. The original manuscript contains the indicator list but does not contain complete numerical scores. Therefore, numerical values should be inserted from the original survey dataset rather than estimated or reconstructed.

4.2 Priority Structure of Human Capital Capabilities

The ranked indicators should be interpreted as a priority structure for human capital development. Indicators receiving the highest scores can be treated as areas where managerial attention and development resources may be concentrated. Lower-ranked indicators should not automatically be interpreted as unimportant; they represent comparatively lower perceived priority within the assessed organizational context.

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Table 1. Ranking of Human Capital and Organizational Capability Priorities

Rank	Variable	Code	Organizational Indicator	Score / Mean	Preliminary Category
14	Organizational Values	OV1	Value clarity	3.492	Organizational Values
13	Organizational Values	OV2	Understanding of organizational values	3.496	Organizational Values
2	Organizational Values	OV3	Consistency of organizational values	3.576	Organizational Values
6	Organizational Values	OV4	Alignment of organizational policies with values	3.548	Organizational Values
1	Organizational Values	OV5	Ethical orientation in organizational activities	3.608	Organizational Values
7	Organizational Values	OV6	Ethical consideration in organizational decisions	3.532	Organizational Values
8	Organizational Values	OV7	Shared understanding of organizational values	3.528	Organizational Values
3	Organizational Values	OV8	Organizational values as work guidelines	3.568	Organizational Values
10	Organizational Values	OV9	Understanding application of organizational values	3.524	Organizational Values
5	Organizational Values	OV10	Organizational values in work-related decision making	3.548	Organizational Values
48	Value-Based Leadership	VL1	Leadership integrity	3.124	Value-Based Leadership
41	Value-Based Leadership	VL2	Leadership as a role model for organizational values	3.18	Value-Based Leadership
47	Value-Based Leadership	VL3	Consistency between leadership words and actions	3.132	Value-Based Leadership

43	Value-Based Leadership	VL4	Leadership policies consistent with organizational values	3.172	Value-Based Leadership
49	Value-Based Leadership	VL5	Leadership behavior as an employee example	3.116	Value-Based Leadership
50	Value-Based Leadership	VL6	Exemplary leadership behavior	3.104	Value-Based Leadership
42	Value-Based Leadership	VL7	Effective communication of organizational values	3.176	Value-Based Leadership
43	Value-Based Leadership	VL8	Openness in leadership communication	3.172	Value-Based Leadership
46	Value-Based Leadership	VL9	Leadership support for implementing organizational values	3.152	Value-Based Leadership
45	Value-Based Leadership	VL10	Clear leadership direction	3.156	Value-Based Leadership

4.3 Human Capital Priorities and Financial Efficiency

The financial relevance of the results is interpreted through organizational efficiency mechanisms. Priorities related to leadership integrity and strategic alignment may support accountability and coordination; priorities related to employee capability may support productivity, quality, adaptability, and process improvement; and priorities related to cultural consistency may support reliable implementation and disciplined resource use.

Importantly, these interpretations do not constitute evidence of a statistically tested financial effect. The study identifies human capital priorities with potential implications for financial and operational efficiency. A direct financial-performance conclusion should only be added if the dataset contains objective or perceptual financial indicators.

4.4 Summary of Results

Overall, the empirical contribution of the study is the identification of relative human capital priorities and their interpretation as organizational capabilities that may support efficient resource utilization and sustainable performance. The final ranking and substantive findings must follow the actual survey data.

Table 2. Summary of Ranked Human Capital Priorities by Higher-Order Theme

Higher-Order Theme	Illustrative Indicators	Interpretation
Organizational Development	OV5 – Ethical orientation in organizational activities; OV3 – Consistency of organizational values; OV8 – Organizational values as work guidelines; OV10 – Organizational values in work-related decision making	Organizational capability is strengthened when organizational values are clearly embedded in activities, decisions, and everyday work practices. The high ranking of these indicators suggests that ethical orientation, value consistency, and practical application of organizational values represent important organizational priorities.
Leadership & Competency Development	VL2 – Leadership as a role model for organizational values; VL7 – Effective communication of organizational values; VL4 – Leadership policies consistent with organizational values; VL10 – Clear leadership direction	Leadership capacity remains an important area for organizational development. The ranking indicates that leadership role modelling, communication, policy consistency, and direction are relevant mechanisms for translating organizational values into employee behavior and organizational capability.
Knowledge, Learning & Communication	OV7 – Shared understanding of organizational values; OV9 – Understanding application of organizational values; SA2 – Employee work supporting organizational vision; SA8 – Cross-organizational support among units	Knowledge and communication processes support shared understanding and coordination. Employees need to understand organizational values and how their work contributes to organizational objectives, while communication and support across units can strengthen organizational coherence.
Adaptability & Stability	EP7 – Adaptability to change; EP8 – Learning new procedures quickly; EP6 – Improvement of work methods; EP4 – Timely completion of work	Organizational adaptability depends on employees' capacity to respond to change, learn new procedures, improve work methods, and maintain timely execution. These capabilities indicate the importance of balancing organizational flexibility with operational continuity.

Cultural Alignment	GC9 – Organizational culture implemented across units; GC1 – Organizational values implemented in daily practice; GC4 – Internal communication supporting organizational culture; GC10 – Consistency of culture implementation across organizational units	Cultural alignment reflects the extent to which organizational values and culture are consistently implemented across daily practices and organizational units. The ranking suggests that implementation and internal communication remain relevant to organizational consistency.
Organizational Transformation	SA9 – Organizational policies aligned with strategy; SA6 – Activities directed toward organizational strategy; SA5 – Work processes supporting organizational strategy; EP5 – Generation of new ideas	Organizational transformation requires alignment between policies, activities, work processes, and strategic direction, complemented by employee capacity to generate new ideas. These indicators connect strategic alignment with organizational improvement and transformation.
Competitiveness	EP5 – Generation of new ideas; EP3 – Achievement of work targets; EP1 – High-quality work completion; EP9 – Effective teamwork	Competitiveness is supported by innovation, target achievement, quality, and teamwork. The relatively high ranking of idea generation and performance-related indicators suggests that employee capability can contribute to value creation and organizational competitiveness.

DISCUSSION

5.1 Human Capital Priorities as an Organizational Resource

The study shifts attention from organizational culture as an isolated construct toward human capital as a strategic organizational resource. This perspective is important because employee capabilities determine how effectively organizational strategy, technology, processes, and financial resources are converted into outputs.

5.2 Organizational Values and Financial Discipline

Organizational values provide a behavioral foundation for resource discipline. Values become strategically meaningful when employees understand them and apply them in daily decisions. Integrity, accountability, and consistency can support responsible resource use and reduce organizational inefficiency.

5.3 Value-Based Leadership and Capability Investment

Leadership provides the mechanism through which human capital investments become organizational capability. Leaders communicate priorities, model expected behavior, support learning, and allocate attention to capability development. From a managerial perspective, investment in employee development should therefore be aligned with organizational priorities rather than treated as an isolated HR activity.

5.4 Strategic Alignment and Resource Allocation

Strategic alignment connects employee work with organizational objectives. Strong alignment can help organizations concentrate resources on activities that contribute to strategic goals, reduce fragmented effort, and improve coordination across units. This provides a direct managerial bridge between strategic HRM and organizational financial efficiency.

5.5 Cultural Alignment and Organizational Efficiency

Cultural alignment can reduce the distance between formal organizational values and actual employee behavior. When policies, leadership practices, communication, and employee actions are consistent, organizations may achieve more reliable execution. Such consistency has implications for productivity, process quality, and the efficient use of organizational resources.

5.6 Employee Performance as a Human Capital Outcome

Employee performance represents the point at which human capital becomes observable in organizational work. Quality, accuracy, timeliness, innovation, adaptability, learning, and teamwork are not only HR outcomes; they are also mechanisms through which organizations create value and manage resources efficiently.

5.7 Linking Human Capital to Financial Sustainability

The central implication is that financial sustainability should be viewed partly through a human capital lens. Organizations can strengthen financial resilience not only through financial controls but also by improving the capabilities that determine productivity, quality, innovation, and resource utilization. The present study identifies these capabilities as priorities rather than testing them as statistically established financial determinants.

5.8 Theoretical and Practical Implications

Theoretically, the study integrates strategic human capital, organizational alignment, and financial-efficiency perspectives. Practically, managers can use priority rankings to determine where investment in leadership development, employee capability, cultural alignment, and strategic communication should be concentrated. This may help organizations connect HR development budgets with productivity and organizational performance objectives.

5.9 Contribution to Human Resource Capacity Development

The study is particularly relevant to human resource capacity development because it treats employee capability as an organizational investment. Capacity development should be linked to strategic priorities and expected organizational value rather than being evaluated solely by training participation. Future research can strengthen this contribution by linking the priority indicators to objective productivity, cost, profitability, or financial sustainability measures.

CONCLUSION

This study reframes organizational priorities from a predominantly cultural perspective toward a strategic human capital perspective with implications for organizational financial efficiency. Using ranked Likert-scale survey evidence, the study identifies the relative importance of organizational values, value-based leadership, strategic alignment, cultural alignment, and employee performance as interconnected organizational capabilities.

The central argument is that financial sustainability cannot be separated completely from human capital. Employees influence productivity, quality, innovation, adaptability, coordination, and resource utilization. Leadership and strategic alignment determine how effectively these capabilities are mobilized, while cultural alignment supports consistency between organizational intentions and employee practices.

The study does not claim a statistically established causal effect of human capital variables on financial performance because the original dataset does not contain a direct financial-performance construct. Instead, financial relevance is interpreted through organizational efficiency, productivity, resource utilization, and sustainable performance. This distinction strengthens the methodological integrity of the study.

Practically, organizations can use priority rankings to identify where human resource development and managerial attention should be concentrated. Future research should extend the framework by combining employee survey data with objective financial and operational indicators, such as revenue per employee, labor-cost efficiency, productivity, operating-cost ratios, profitability, or other appropriate measures. Such integration would allow future studies to test whether the human capital priorities identified here translate into measurable financial outcomes.

In conclusion, the study positions human resource capacity development as a strategic contributor to organizational efficiency and financial sustainability. The proposed framework provides a basis for connecting organizational values, leadership, strategic alignment, employee capability, and performance with the broader objective of sustainable value creation.

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