Impact of Policies and Planning on Realizing Intellectual Capital Economy Case Study: Policy of Qatar National Vision 2030

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Abstract:

The study aims to determine the levels of both Qatar's policies and planning implementation with its dimensions (The study aims to determine the levels of both Qatar's policies and planning implementation with its dimensions (Strategy, Motivation Culture, Continuous Innovation, and Economic and Political Goals) and intellectual capital economy with its dimensions (Human Intellectual Capital, Structural Intellectual Capital, Relational Intellectual Capital, and Renewal Intellectual Capital) in Qatar state, in addition to investigate the impact of Qatar's policies and planning on intellectual capital economy after the application of Qatar National Vision 2030. The study used the quantitative approach for testing its hypotheses with a self-report questionnaire as the study tool for data collection. The study used convenience sampling. The study sample is composed of (148) academics and experts from different Qatari universities and business organizations. Statistical Package for the Social Sciences (SPSS) was used for analyzing the collected data. The results of the study found that both: Qatar's policies and planning implementation and intellectual capital economy in Qatar state were found at high levels, and Qatar's policies and planning with all its dimensions has a significant impact on intellectual capital economy in Qatar.

Keywords: Qatar Policies and Planning, Qatar National Vision 2030, Intellectual Capital, Economy.

1. The General Framework

1.1 Introduction

Our world today is described as the world of knowledge explosion and information overload. It is a world where individuals have become knowledge workers, communication and information revolution has emerged, and the role of knowledge in the organizations' success has increased, where all of these and more others are reflected in all aspects of human life. This astounding leap in the concepts of development has reinforced the organizations today to rearrange their business policies and strategies to keep alignment to the accelerated change in business demands (Hill, Schilling, & Jones et al, 2019). This indicates that for an organization that needs to keep its competitive position, it has to fetch multi-skilled human resources whose competences can meet the new and multiple job requirements and get flexibility and adaptability to new rapid changes. (Vijayasundaram & Sivakoumar, 2009) [(1)]. These insistent demands and others have forced the organizations undergo stressful challenges, especially with the global and open-gate worldwide competition.

To be responsive to these inevitable changes creatively, organizations have rethought their strategic thinking about the significance of the human resources investment in terms of knowledge and intellectual capital (IC) investment (Goldin, 2014) [(2)]. With this new organizational view of human resources importance, organizations today consider the intellectual capital as the most important asset and devote much more efforts to invest in this resource effectively (Mercier-Laurent, 2014) [(3)].

Intellectual capital is one of the most important resources of a country, and it is the main instrument for achieving development goals. The pivotal role of intellectual capital has highly increased in knowledge-based economies, and it has become one of the most valuable assets of any country (Chao, Xiao, L & Lingyu, 2014) [(4)]. This promoted many countries to

[1] _Vijayasundaram, K. & Sivakoumar, N. "Intellectual capital: A strategic management perspective." *The IUP Journal of Knowledge Management*, 7 (5–6), pp. 55–69, 2009.

[2] _Goldin, C. *Human Capital*. Department of Economics-Harvard University and National Bureau of Economic Research, 2015.

[3] _Mercier-Laurent, E. "Managing intellectual capital in knowledge economy." *Computer Science and Information Systems*, 3, pp. 253–257, 2014.

[4] _Chao, L., Xiao, L., & Lingyu, X. *The Influence of regional intellectual capital on regional economic development evidence*

develop policies aiming to maximize the benefits of IC in order to achieve success, sustainability, and growth. Hence, IC can have a significant effect on the development of countries and on their economic policies, if it was well used and managed. Qatar is one of these countries that had given remarkable consideration for intellectual capital by developing policies, represented by Qatar National Vision (QNV) (Qatar General Secretariat for Development Planning (QGSDP), 2011) [(5)] that can ensure enough support and maintenance for IC (Richer 2014) [(6)].

1.2 Research problem

Qatar has witnessed improvement and development in all its sectors (Economical, Educational, Industrial, etc.) and attained a remarkable position compared with other countries in the region. Still, it aspires to achieve more development in the knowledge economy, and to get a more developed position that enables it to be in parallel with developed countries. This targeted purpose cannot be achieved today except with investment in intellectual capital, which supports the country and gives it more power to get progressive pace toward diversified economy in various fields (Bailoa, 2017) [(7)].

According to AL-Sartawi (2017) [(8)], Qatar still needs to invest in intellectual capital that gives the country more support to realize the diversified economy. Nevertheless, Qatar has been giving huge considerations for this issue as it adopted a new policy concentrating on this main affair, as a fundamental prerequisite of development of diversified economy. Such policy requires strenuous efforts that should be taken and implemented by developing effective strategies. The strategies that must be built to support this policy have to support all levels of intellectual capital development in all its fields (such as education, health, industry, etc.) Jawad (2011) [(9)] stated that the importance of IC lies in being the key for the development of any organization or country, and this needs effective policies and strategies that show the organization how to invest properly in IC economy.

Thus, the problem of this study can be manifested by the following main question:

Q: What is Impact of Qatar's Policies and Planning (QPP) on Realizing Intellectual Capital Economy?

Form this main question; the following questions can be formulated:

Q1: What are the levels of QPP and ICE application by Qatari organizations?

Q2: Is there a significant impact of Qatar's Policies and Planning (Qatari state strategy, Qatari motivation, Qatari continuous innovation, and Qatari economic and political goals) on intellectual capital economy?

1.3 Research Aim and Objectives

The current study aims to examine the impact of Policies and Planning based on (QNV 2030) on realizing Intellectual Capital Economy.

From this main aim, the following objectives can be formulated:

Theoretical objectives:

1. To clarify the concepts and components of IC and QPP.
2. To explain the relationship between IC and knowledge economy

Practical objectives:

1. To identify the levels of QPP and ICE in Qatar.
2. To investigate the relationship between Qatar State (strategy, motivation culture, continuous innovation) and ICE.

1.4 Research Importance:

For its great distinct advantages, intellectual capital has become very necessary to be invested in all organizations in all their fields. Hence, ignorance of intellectual capital investment may lead a country to be a victim for lag and retreat compared with other developed countries that consider intellectual capital as one of their economy pillars (Barakat & Beh, Loo-See, 2018) [(10)]. For that, during several years, Qatar State has been devoting considerable efforts to invest in intellectual capital, and still needs more research that can provide efficient techniques in how Qatari governments can get benefits of knowledge and diversified economy by investing in intellectual capital. Therefore, the importance of this current study is included in the following:

from Shandong province. International Conference on Management of e-Commerce and e-Government. IEEE, Computer Society, 10(3).

[5] _ *Qatar General Secretariat for Development Planning*, Qatar (2011). *Qatar National Development Strategy* , Qatar, 2011-2016.

[6] _Richer, R. *Sustainable development in Qatar: Challenges and opportunities*. QScience Connect 22, 2014.

[7] _Bailoa, S. Intellectual capital: The strategic resource of organizations. *The Małopolska School of Economics in Tarnów Research Papers Collection*, 36 (4), 2017.

[8] _AL-sartawi, A. "The level of disclosing intellectual capital in the gulf cooperation council countries." *International Research Journal of Finance and Economics*, 159, pp.5465, 2017.

[9] _Jawad, N. "Analyzing intellectual capital as a strategic tool." *PhD Study*, Baghdad University, College of Economics and Management, 2011.

[10] _Barakat, W. & Beh, L. "Influence of intellectual capital dimensions on knowledge process capability and organizational performance," *Asian Journal of Scientific Research*, 11, pp. 308-318, 2018.

1. Theoretical importance:

This study is considered an important scientific resource for researchers interested in this field. It opens a new gate for researchers to provide further studies on how to implement the country's policy, related to diversified economy, to exploit intellectual capital in Qatar to realize a diversified knowledge economy. The study is a significant scientific source for Qatari, Arab, and World libraries, especially that few studies were found searching in this topic in Qatar library.

2. Practical importance:

This study is a strong support for economic officials and decision-makers in Qatar to support them to take appropriate decisions by which intellectual capital can be invested in a better way and in all fields of science so that it can benefit Qatar State and its citizens and make its economy strong against various challenges, regionally and internationally.

1.5 Terms and Procedural Definitions of the Research

QNV 2030: It can be defined as the vision that builds on a society that promotes justice, benevolence, and equality. It embodies the principles of the Permanent Constitution, which protects public and personal freedoms, promotes moral and religious values and traditions, and guarantees security, stability, and equal opportunities (QGSDP, 2011) [(11)].

Intellectual Capital (IC): There seems to be no single IC definition that can be generally accepted. 'It is difficult to define IC due to its invisible and dynamic nature' (Zhou and Fink, 2003, p. 37) [(12)]. Despite this, many definitions depart from the idea that the IC is based on a set of intangible assets related to the existing knowledge in organizations. Vijayasundaram and Sivakoumar (2009, p. 56) [(13)] corroborate this idea by pointing out that in knowledge-based industries intellectual property is the most valuable capital, so IC is the manifestation of collective knowledge, ideas, innovation, and wisdom of a company's employees.

The researcher defines IC as intellectual material - knowledge, information, intellectual property, experience - that can be used to create diversified economy in Qatar State.

2. Literature Review

2.1 Intellectual Capital Economy (ICE)

In mid-nineties, Intellectual capital theory has emerged as intangible asset that can determine the organizational success. Sveiby (1997) [(14)] presented his model in intellectual capital "Intangible Assets Monitor" (IAM), followed by "Skandia Navigator" model presented by Edvinsson and Malone, 1997 [(15)]. Since that time, several contributions have been presented by many administrative specialists that refined the intellectual theory. 'Intellectual capital 'of an organization can be defined as the intellectual or knowledge-based resource (Striukova, Unerman, & Guthrie 2008) [(16).] IC as an intangible asset has a positive influence on competitiveness, business performance, and market value. It is expected to become a key indicator for financial performance in the future (Guerrero-Baena, Gómez-Limón, & Fruet, 2015) [(17).] Striukova et al. (2008) [(18)] defined intellectual capital as knowledge-based resources. Guerrero-Baena, Gómez-Limón, & Fruet (2014) [(19)] defined intellectual capital as an intangible asset that affects business performance, competitiveness, and market value positively. There is a different typology of IC classification. However, some researchers (Goldsmith, Ramos, & Steiger, 2003, p. 139; Erickson & Rothberg, 2009; Djekic, Dimitrijevic, & Tomic, 2017) [(20)] mentioned that there is a tripartite classification of intellectual capital; which are human capital, structural capital, and relational capital.

Human intellectual capital encompasses employees' qualifications, knowledge, experience, commitment, skills, experiences, creativity, collective competences, professional training, capacity for innovation, and motivation

[11]_ *Qatar General Secretariat for Development Planning*, Qatar, 2011. *Qatar National Development Strategy* , Qatar, 2011-2016.

[12]_Zhou, A., & Fink, D. "The intellectual capital web: A systematic linking of intellectual capital and knowledge management." *Journal of Intellectual Capital*, 4 (1), pp.37.

[13]_Vijayasundaram, K. & Sivakoumar, N. "Intellectual capital: A strategic management perspective." *The IUP Journal of Knowledge Management*, 7 (5–6), pp. 56.

[14]_Sveiby, K-E. The new organizational wealth, San Francisco, Berett-Koehler, 1997.

[15]_ Edvinsson, L., & Malone, M. *Intellectual Capital.* Harper Business. Harper Business, New York, 1997.

[16] _Striukova, L., Unerman, J., & Guthrie, J. "Corporate reporting of intellectual capital: Evidence from UK companies." *The British Accounting Review*, 40(4). pp. 297–313, 2008..

[17]_Guerrero-Baena, M. D., Gómez-Limón, J. A., & Fruet, J. V. "A multicriteria method for environmental management system selection: An intellectual capital approach." *Journal Of Cleaner Production*, 105, pp. 428–437, 2015.

[18]_Striukova, L., Unerman, J., & Guthrie, J. "Corporate reporting of intellectual capital: Evidence from UK companies." *The British Accounting Review*, 40(4). pp. 297–313, 2008.

[19]_ Guerrero-Baena, M. D., Gómez-Limón, J. A., & Fruet, J. V. "A multicriteria method for environmental management system selection: An intellectual capital approach." *Journal of Cleaner Production, 105*, pp. 428–437 2014

[20]_Goldsmith, P., Ramos, G., & Steiger, C. *Intellectual property piracy in a north-south context: Empirical evidence.* Manuscript submitted for publication, 2003; Erickson, G. S., & Rothberg, H. N. "Intellectual capital in business-to-business markets." *Industrial Marketing Management*, 38(2), pp. 159–165, 2009. Djekic, I., Dimitrijevic, B. & Tomic, N. "Quality Dimensions of Intellectual Capital in Serbian Fruit Industry." *Engineering Management Journal*, 29(3), pp. 154-164, 2017.

(Djekic et al., 2017) [21]. This kind of intellectual capital is possessed by the employees, not by the organization unless converted to physical assets in products or services (Chen, Liu, Chu, & Hsiao, 2014; Yang & Lin, 2009) [22]. Structural capital comprises of intangible assets relating to the organizational internal environment. This kind of intellectual capital is reproduced in form of institutionalized knowledge (Guerrero-Baena et al., 2014) [23]. Structural Intellectual capital includes organizational procedures, technologies, processes, software, hardware, databases, data warehousing, data miming, brands, patents, and organizational structure (Guthrie, Ricceri, & Dumay, 2012) [24]. This type of intellectual capital is embedded in the organization rather than in its employees' minds (Chen et al., 2014) [25]. Relational capital includes commercial relationships and incorporates intangible assets derived from his activity. This capital comprises of organization's relationship with its vendors, customers, and investors (Isabel & Bailoa, 2017) [26].

Both human and structural (organizational) capitals motivate relational capital, which it in turn reflects into products and process development (Chen et al., 2014) [27]. Goldsmith et al (2003, p. 139) [28] describe the integration between these three main types of intellectual capital by mentioning that people in their work create knowledge (Human Capital), then they share and diffuse the knowledge they created (Relational Capital), which is ultimately codified and institutionalized in the organization (Structural Capital). Guerrero-Baena et al. (2015) (29) express intellectual capital as a mixture of human, structural, and relational capital. According to Bygdås, Røyrvik, and Gjerde (2004) (30), intellectual capital is divided into four main types, which are: human, structural, relational capital, and renewal. Intellectual capital is split into four main categories so that each one represents a particular knowledge, and together encompasses an integrative knowledge that supports the organizational success (Guthrie et al., 2012, p. 70) [31]. According to Guthrie et al (2012) [32], human capital refers to the knowledge embedded in people mind; structural capital refers to the knowledge embedded in the organization, relational capital refers to the knowledge embedded in the externally organizational relationships, whereas renewal capital refers to the employees' ability to learn and update the organization's knowledge base, where learning leads to continuous innovation.

2.2 Importance of IC in Economy

Benefits and advantages provided by intellectual capital motivate the governmental and private organizations to strive stressfully to invest in intellectual capital. Intellectual capital contributes to the development of the political situation and economy of any country, through production and investment in pioneering ideas and innovations (Muhammad, Syed Quaid, Mumtaz & Asim, 2018) [33]. Therefore, it is the main source of competitive advantage and an influential factor in the success of institutional performance. Moreover, intellectual capital strengthens the competitive position of the organization by offering new products while reducing costs and improving productivity, in addition to maximizing the intellectual value that a country has through developing knowledge and increasing its value (Roos, 2017) [34].

In fact, moving toward the pyramid head, regionally, Qatar had the pace in intellectual

[21] Djekic, I., Dimitrijevic, B. & Tomic, N. "Quality Dimensions of Intellectual Capital in Serbian Fruit Industry." *Engineering Management Journal*, 29(3), pp. 154-164, 2017.

[22] Chen, C., Liu, T., Chu, M., & Hsiao, Y. "Intellectual capital and new product development." Journal of Engineering and Technology Management, 33(0), pp. 154–173, 2014.; Yang, C., & Lin, Y. "Does intellectual capital mediate the relationship between HRM and organizational performance? Perspective of a healthcare industry in Taiwan." The International Journal of Human Resource Management, 20(9), pp. 1965–1984, 2009.

[23] Guerrero-Baena, M. D., Gómez-Limón, J. A., & Fruet, J. V. "A multicriteria method for environmental management system selection: An intellectual capital approach." *Journal of Cleaner Production*, 105, pp. 428–437 2014.

[24] Guthrie, J., Ricceri, F., & Dumay, J. "Reflections and projections: A decade of intellectual capital accounting research." *The British Accounting Review*, 44(2), pp. 68–82, 2012.

[25] Chen, C., Liu, T., Chu, M., & Hsiao, Y. "Intellectual capital and new product development." *Journal of Engineering and Technology Management*, 33(0), pp. 154–173, 2014..

[26] Isabel, S., & Bailoa, R. Intellectual capital: "The strategic resource of organizations. The Małopolska School of Economics in Tarnów Research Papers." *Collection*, 36(4), pp. 58-77, 2017.

[27] Chen, C., Liu, T., Chu, M., & Hsiao, Y. "Intellectual capital and new product development." *Journal of Engineering and Technology Management*, 33(0), pp. 154–173, 2014.

[28] Goldsmith, P., Ramos, G., & Steiger, C. *Intellectual property piracy in a north-south context: Empirical evidence.* Manuscript submitted for publication, pp. 139, 2003

[29] Guerrero-Baena, M. D., Gómez-Limón, J. A., & Fruet, J. V. "A multicriteria method for environmental management system selection: An intellectual capital approach." *Journal Of Cleaner Production*, 105, pp. 428–437, 2015.

[30] Bygdås, A. L., Røyrvik, E., & Gjerde, B. "Integrative visualization and knowledge-enabled value creation: An activity-based approach to intellectual capital." *Journal of Intellectual Capital*, 5(4), pp. 540–555, 2004.

[31] Guthrie, J., Ricceri, F., & Dumay, J. "Reflections and projections: A decade of intellectual capital accounting research." *The British Accounting Review*, 44(2), pp. 70, 2012.

[32] Guthrie, J., Ricceri, F., & Dumay, J. "Reflections and projections: A decade of intellectual capital accounting research." *The British Accounting Review*, 44(2), pp. 68– 82, 2012.

[33] Muhammad, T., Syed Quaid, A., Mumtaz, K., & Asim, A. *The Dialogue*, 13(1), 105-118, 2018.

[34] Roos, G. (2017). Knowledge management, intellectual capital, structural holes, economic complexity and national prosperity. *Journal of Intellectual Capital, 18*(4), 745-770.

capital investment. This proactive step by Qatari state was crystallized to appear in several life fields (Educational, Industrial, Social, etc.). However, with this obvious Qatari state's treatment, there is still a gap compared to highly developed countries (Richer, 2014) [35]. Qatar, as a producer and exporter of gas and oil, seeks to achieve high rates of economic growth by providing all necessary resources to support diversification of the economy and increase its resources. Thereby, QNV 2030 implemented strategic plans to achieve Qatar's policy that aims at diversifying the country's economy. As a respond, Qatar has entered a transitional stage in market economy, where the biggest part of its annual budget was allocated to support education, training and health projects, and other projects that can transfer the country to be one of the diversified economic countries (QNDS, 2011-2016) [36].

2.3 Qatari Policies and Planning (QPP)

Policies and planning adopted in Qatar is considered as the motivator of all activities practiced in a country. It is known that for organizational aims and objectives in all organizations working in a country should not be achieved successfully unless there were supportive policies taken by their government (Zaina, Zaina & Furlan, 2016) [37]. For a long period of time Qatar state had provided support to all working sectors, public and private, to realize renaissance throughout the country, especially for health and education sectors (Weber, 2014) [38]. Owing to the importance of government policies in supporting development of the working sector, Qatar state launched QNV 2030 which obviously reflected in more increased investment in the intellectual capital. Therefore, based on the above literature, the following hypothesis can be formulated:

H01: There is no significant impact of Qatari policies and planning (QPP) on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

2.3.1 Strategy:

Building intellectual capital economy needs a robust strategy that can support the development of all pillars of this type of economy. Such strategy includes aims, objectives, policies, short-term and long-term plans that can direct the country resources toward the main objectives to be realized (Furlan & Faggion, 2015) [39]. Qatar state had given much effort to realize QNV 2030 through engaging different knowledge resources to develop the country to be in parallel with highly developed countries (Zaina et al., 2016) [40]. This preceding pace toward intellectual capital economy investment appears obviously through fetching different scientific qualifications, adopting new information and communications technologies, activating new innovative education methods, etc. All these successive processes have been applied mightily since the emergence of QNV 2030 in 2011.

Alothman and Busch (2009) [41] conducted a study that aimed to identify major knowledge economy critical factors from knowledge management and national culture perspectives in the Saudi context. The study found that linking these factors (Knowledge Strategy Factors, Knowledge Creation Factors, Knowledge Reusing Factors, national culture, knowledge sharing) is a key to the productive adoption and use of knowledge economy system in Saudi Arabia.

Based on the above literature, the following hypothesis can be formulated:

H01: QPP strategy has no significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

2.3.2 Motivation culture:

The motivation of human resources in organizations depends to a large extent on the use of incentives in order to stimulate employees and guide them to do their work better, and therefore, the process of motivating workers is one of the best ways to raise the efficiency of human resources in organizations, and play an active role in achieving the objectives of the individual and the organization. Vanhala and Stavrou (2013) [42] described the motivation

[35]_ Richer, R. *Sustainable development in Qatar: Challenges and opportunities*. QScience Connect 22, 2014.

[36]_ Qatar General Secretariat for Development Planning, Qatar, 2011. Qatar National Development Strategy, Qatar, 2011-2016.

[37]_ Zaina, S., Zaina, S., & Furlan, R. "Urban planning in Qatar: strategies and vision for the development of transit villages in Doha," *Australian Planner*, 53(4), pp.286-301, 2016.

[38]_Weber, A. *Education, development and sustainability in Qatar: A case study of economic and knowledge transformation in the Arabian Gulf", Education for a Knowledge Society in Arabian Gulf Countries* (International Perspectives on Education and Society, Vol. 24), Emerald Group Publishing Limited, pp. 59-82 2014.

[39]_ Furlan, R., & L. Faggion, L. "The Development of Vital Precincts in Doha: Urban Regeneration and SocioCultural Factors." *American Journal of Environmental Engineering* 5 (4), pp. 120–129, 2015.

[40]_Zaina, S., Zaina, S., & Furlan, R. "Urban planning in Qatar: strategies and vision for the development of transit villages in Doha," *Australian Planner*, 53(4), pp.286-301, 2016.

[41]_ Alothman, F. & Busch, P. *Development of a Critical Factors Model for the Knowledge Economy in Saudi Arabia*. Australian Information Security Management, Originally published in the Proceedings of the 7th Australian Information Security Management Conference, Perth, Western Australia.1st to 3rd December, 2009.

[42]_Vanhala, S., & Stavrou, E. "Human resource management practices and the HRM performance link in public and private

culture as motivation factor for both; employees and organization. They mentioned that stimulating human resources in organizations leads to increasing the profits of the organization by raising the level of productivity, the reason that contributes to increasing the income of employees in the organization, their sense of job stability, their loyalty to the organization, which ultimately leads to reduce production costs, reduce waste in the production process, and overcome many work problems.

A study conducted by Osabiya (2015) [43] aimed to investigate the effect of motivation culture on organizational performance. The study used a survey approach. The study results indicated that the motivation culture had a significant impact on organizational performance. Also, it was found that among all critical factors of motivation culture. The two factors (teamwork and leadership) had the great impact on organizations' performance.

Qatar state has been aware of the motivation culture importance in its organization's development, thus, Qatari government entered it into QNV 2030 policy to be adopted at all Qatari organizations in such a way that can enhance its IC economy (Anas, 2017) [44]. This motive can be observed in its real application in all Qatari organizations that have enough keenness in motivating their employees tangibly or intangibly to motivate them work loyally to their organizations.

Based on the above literature, the following hypothesis can be formulated:

H02: QPP Motivation culture has no significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

2.3.3 Continuous Innovation:

The current organization environments reinforced organizations and governments to adopt some attentive and recent events that enable them to get more competitive position (Yidong & Xinxin, 2013) [45]. Continuous innovation associated with innovative thinking is considered as one of these creative events dominating the current organizational brain (Muchtar & Qamariah, 2014) [46]. Today, an organization that practices its work conventionally may not ensure its sustainability along during the revolution of information and communication technology (Vanhala & Stavrou, 2013) [47]. For its considerable importance, Qatari state has been giving a huge attention to continuous innovation and entering it into QNV 2030 to achieve intellectual capital economy. This importance by Qatari state appears obviously through increasing importance in research and development in all scientific fields throughout all its organizations.

Ali (2019) [48] conducted his study to investigate the effect of innovation in developing knowledge economy. The study results proved that the various efficiency channels, namely human capital, technology, market specialization, innovative outputs, economic growth and competitiveness all of which speed economic growth and shape the knowledge-based economy**.**

Based on the above literature, the following hypothesis can be formulated:

H03: QPP continuous innovation has no significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

2.3.4 Economic and Political goals:

Undoubtedly, a strategy should not accomplish its aim unless it identified a set of goals supporting that strategy. For all governments aspire to develop knowledge economy, and integrate all goals together, economic and political goals are considered as the most relatively significant ones for knowledge economy development. Accordingly, Qatari state included economic and political goals into QNV 2030 (Anas, 2017) [49].

According to the literature above, the following hypothesis can be formulated:

sector organizations in three western societal clusters." *Baltic Journal of Management*, 8, pp. 416-437, 2013..

[43] Osabiya, B. J. "The effect of motivation in organizational performance." Journal of Public Administration and Policy Research, 7(4), pp. 62-75, 2015.

[44] Alhaj, Anas. "Leadership Styles and Employee Motivation in Qatar Organizations." *Doctorate thesis*, Walden University, 2017.

[45] Yidong, T., & Xinxin, L. "How ethical leadership influence employees' innovative work behavior: A perspective of intrinsic motivation." *Journal of Business Ethics*, 116, pp.441-455, 2013.

[46] Muchtar, Y. C., & Qamariah, I. "The influence of transformational leadership style on innovation mediated by organizational culture." *Journal of Management Research*, 6, pp. 176-186, 2014.

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[48] Ali, A. n. "The status of Iran's innovation in the context of the knowledge-based economy: a comparative study with selected countries." *Journal of Academic Research in Economics*, 11(1), pp. 7-26, 2019.

[49] Alhaj, Anas. "Leadership Styles and Employee Motivation in Qatar Organizations." *Doctorate thesis*, Walden University, 2017.

H04: QPP Economic and Political goals have no significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

Based on the four previous hypotheses, the study model could be suggested as follows:

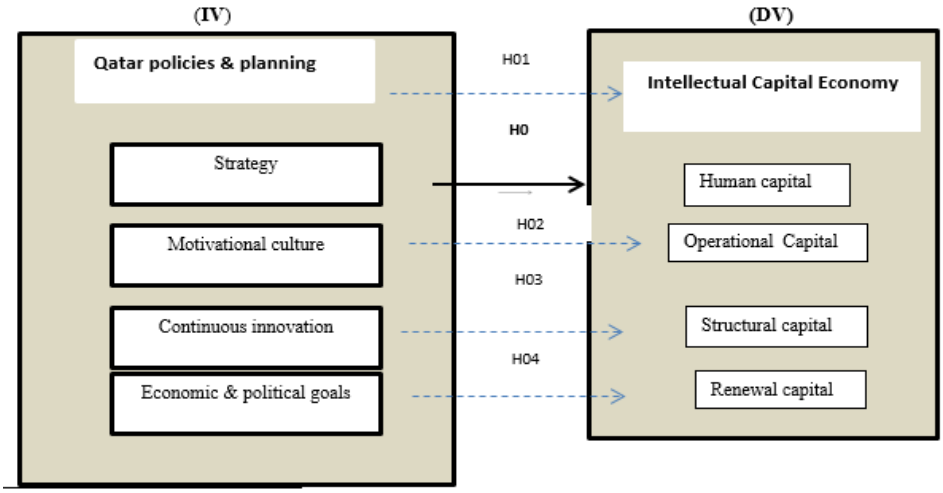

Figure (1): The Research Suggested Model

3. Research Methodology:

3.1 The Targeted Population and Sample Size

The targeted population of the study was identified according to the aim of the study which is focused in evaluating the level of QNV 2030 application and ICE in Qatar and their expected relationship through long period of time. Such aim targets all people in Qatar who have good knowledge of administrative and economic science and expertise. The study used convenience sampling. The convenience sampling is defined as a type of non-random sampling where the targeted population members meeting the certain criteria (e.g. availability, accessibility, geographical proximity, or willingness to participate) are included to achieve the study objectives (Etikan et al., 2016) [50].

The sample of the study is composed of (148) experts who have good knowledge about plans and policies of Qatar as well as economic science, especially those who witnessed the economic growth of the country. Therefore, the sample was selected intentionally, (80 academics from different universities in Qatar, and 68 business experts from different business organizations in Qatar).

3.2 Description of the Study Instruments

A Questionnaire is used to collect data related to the two main dimensions (QPP and ICE) from the targeted respondents, represented by academic and business experts, by responding to specific items. The study instrument was composed originally of (40) items that were built based on the study literature. Then the items were justified to be (37) items distributed to main constructs, (18) items to measure QPP, and (19) items to measure CEE.

3.3 Description of the Study Sample:

Table (1) explains the study sample distribution according to the variables of the study: (Gender, Qualification Level, and Experience).

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Table 1. Distribution of the Study Sample by (Gender, Qualification level, & Experience) Variables.

Variable	Variable Categories	Frequency	Percent (%)
Gender	Male	90	61
	Female	58	39
	Total	**148**	**100**
Scientific qualification level	Bachelor	16	11
	Master	64	43
	Doctorate	68	46
	Total	**148**	**100**
Experience	< 5	9	6
	5 To 10	24	16
	>10	115	78
	Total	**148**	**100**

[50] Etikan, I., Musa, S. A., & Alkassim, R. S. "Comparison of convenience sampling and purposive sampling." American journal of theoretical and applied statistics, 5(1), pp. 1-4, 2016.

Table (1) shows that the largest number of the sample was from male gender with percent of (61%), most of the respondents were from the highest qualification level with doctorate certificate with percent of (46%), and most of them were highly experienced (more than 10 years) in the field of knowledge economy with percent of (78%).

3.4 Testing Validity & Reliability

To test the validity and reliability of the Study, a pilot test was implemented

3.4.1 Testing Validity

a) Content Validity: To test the instrument validity, it was presented to a set of experienced arbitrators from three Qatari Universities to justify its items and evaluate their consistency with their main dimensions. Then, based on their amendments and suggestions, some items were adapted, but no item was removed.

b) Constructive Validity of the Quantitative Approach Tool

Pearson correlation coefficients were used to verify the validity of the study instrument by measuring the internal consistency between each item with its sub-construct as well as each set of items with their main construct. In case the correlation was not significant, it should be excluded. Therefore, three items were excluded from the instrument.

Table 2. Correlation coefficient values between each QPP items with their sub-constructs

Qatar policies & planning (QPP)							
Strategy		**Motivation culture**		**Continuous innovation**		**Economic & Political Goals**	
items	Pearson correlation	items	Pearson correlation	items	Pearson correlation	items	Pearson correlation
St1	0.854**	MC1	0.868**	CI1	0.608**	EPG1	0.741**
St2	0.751**	MC2	0.312*	CI2	0.342*	EPG2	0.881**
St3	0.742**	MC3	0.741**	CI3	0.582**	EPG3	0.618**
St4	0.685**	MC4	0.504**	CI4	0.428**	**EPG4**	**0.180**
ST5	0.415**	MC5	0.556**	CI5	0.841**	EPG5	0.541**

Note. The correlation coefficient is statistically significant at the significance levels (α = 0.01) **, (α = 0.05)*

Table (2) shows that except item (EPG4), all correlation coefficients of QPP items with their expected sub-constructs were significant at the levels (α = 0.05). Correlation coefficient of Item (EPG4) was not significant at the level of (α = 0.05), therefore it was excluded.

Table 3. The correlation coefficients between QPP sub-constructs and between each sub-construct with the main construct

Sub-construct	**Strategy**	**Motivation culture**	**Continuous innovation**	**Economic & Political Goals**	**construct (Total)**
Strategy		0.745**	0.822*8	0.795**	0.872**
Motivation culture			0.698**	0.876**	0.795**
Continuous innovation				0.705**	0.841**
Economic & Political Goals					0.746**

The correlation coefficient is statistically significant at the significance level (α = 0.01)**

Table (3) shows that the values of correlation coefficients between all QPP sub-constructs as well as each sub-construct with its main construct were significant at the level of (α ≤ 0.05). This indicates the validity of all these sub-constructs for measuring QPP.

Table 4. Correlation coefficient values between ICE items with their sub-constructs

Intellectual Capital Economy:							
Human ICE		**Structural ICE**		**Relational ICE**		**Renewal ICE**	
items	Pearson correlation	items	Pearson correlation	items	Pearson correlation	items	Pearson correlation
HICE1	0.708**	SICE1	0.428**	RICE1	0.545**	RNICE1	0.825**
HICE2	0.604**	SICE2	0.841**	RICE2	**0.025**	RNICE2	0.322*
HICE3	0.819**	SICE3	0.452**	RICE3	0.492**	RNICE13	0.314*
HICE4	**0.103**	SICE4	0.654**	RICE4	0.604**	RNICE4	0.547**
HICE5	0.756**	SICE5	0.348*	RICE5	0.443**	RNICE5	0.642**

Note. The correlation coefficient is statistically significant at the significance levels ($\alpha = 0.01$) **, ($\alpha = 0.05$)*

Table (4) shows that except items (HICE4) and (RICE2), all correlation coefficients of ICE items with their expected sub-constructs were significant at the level ($\alpha \leq 0.05$). Correlation coefficient of Item (EPG4) and (RICE2) were not significant at the level of ($\alpha \leq 0.05$), therefore they were excluded.

Table 5. The correlation coefficients between ICE sub-constructs and between each sub-construct with the main construct

Sub-construct	Human ICE	Structural ICE	Relational ICE	Renewal ICE	construct (Total)
Human ICE		0.891**	0.681*8	0.694**	0.871**
Structural ICE			0.806**	0.825**	0.760**
Relational ICE				0.759**	0.781**
Renewal ICE					0.877**

The correlation coefficient is statistically significant at ($\alpha = 0.01$)**

The correlation coefficient is statistically significant at ($\alpha = 0.01$)**

Table (5) shows that the values of correlation coefficients between all ICE sub-constructs as well as each sub-construct with its main construct were significant at the level of ($\alpha \leq 0.05$), Which confirms the validity of all these sub-constructs for measuring ICE.

The correlation coefficient is statistically significant at the significance level ($\alpha = 0.01$)**

3.5 Testing Reliability

Table 6. Cronbach's Alpha Coefficients of the study instrument

QPP			ICE		
Sub-constructs	**No. of Items**	**Cronbach's alpha coefficients**	**Sub-constructs**	**No. of Items**	**Cronbach's alpha coefficients**
Strategy	4	0.95	Human ICE	4	0.96
Motivation culture	5	0.92	Structural ICE	5	0.87
Continuous innovation	4	0.89	Relational ICE	5	0.92
Economic & political goals	5	0.94	Renewal ICE	5	0.89
construct (Total)	**18**	**0.93**	**construct (Total)**	**19**	**0.91**

The study instrument reliability was tested using Cronbach's Alpha equation. Table (6) shows that the reliability coefficients of the study instrument in its two main constructs as well as for each

sub-construct was accepted because it was more than the cut-off level (0.60), which confirms the study instrument reliability for achieving the study aim and objectives.

3.6 Testing Multi-Collinearity and Normality:

Table 7. Variance Inflation Factors (VIF) and Tolerance of the Instrument's sub-constructs.

QPP			ICE		
Sub-construct	**Tolerance**	**VIF**	**Sub-construct**	**Tolerance**	**VIF**
Strategy	0.715	1.52	Human ICE	0.621	1.65
Motivation culture	0.624	1.62	Structural ICE	0.712	1.84
Continuous innovation	0.581	1.42	Relational ICE	0.549	1.91
Economic & political goals	0.621	1.64	Renewal ICE	0.745	1.66

The sample size (148) is sufficient to apply the central limit; therefore there is not normality problem. Variance Inflation Factor (VIF) and Tolerance were used for testing multicollinearity in which tolerance Value should be more than (0.1), and (VIF) should be less or equal to (10). Table (7) shows that there is no multicollinearity problem.

4. Results:

4.1 Results Relating to the First Main Study question: What Is the Level of Qatari policies and planning application (QPP) in Qatari organizations (governmental & private)?

4.2 Results Relating to the Second Main Study Question: What Is the Level of intellectual capital economy (ICE) in Qatar?

Descriptive statistics (Range, Mean & Standard Deviation) were calculated to answer those two main questions (table). To identify the level of the two main dimensions: "Qatari policies and planning" and "intellectual capital economy" and their dimensions, according to the triple scale (low, medium, high), the range was extracted in the following way:

Category Length = (Upper Limit - lower limit)/ (The number of levels)

Range = 3-0 = 3, Category length = 3/3 = 1 (Table 8).

Table 8. Judgment criterion to estimate the levels of QPP & ICE dimensions

Mean	**Response Level**
0 <1	Low
1 to <2	Medium
2 to ≤ 3	High

According to the table above (Table 8):

0+1= 1, so the first degree of respondents agreement is (0 to < 1) expressing the low level.

1+1= 2, so the second degree of respondents agreement is (1 to < 2) expressing the medium level.

2+1= 3, so the third degree of respondents agreement is (2 to ≤ 3) expressing the high level.

Table 9, The Degree of QPP & ICE at the Study Sample.

Dimension order	**Dimension**	**Mean**	**S.D**	**Level**
2	Strategy	2.45	0.35	High
1	Motivation culture	2.62	0.27	High
4	Continuous innovation	1.78	0.83	Medium
3	Economic & political goals	2.31	0.48	High
QPP (Total)				**High**
1	Human ICE	2.65	0.164	High
2	Structural ICE	2.54	0.24	High
3	Relational ICE	2.36	0.52	High
4	Renewal ICE	1.32	0.892	Medium
ICE (Total)				**High**

Table (9) indicates that the level of "Qatari policies and planning" with its three dimensions (Strategy, Motivation culture, Economic & political goals) were high, whereas the level of "Continuous innovation" was medium. Also, the level of " intellectual capital economy "with its three dimensions (Human ICE, Structural ICE, Relational ICE) were high, whereas the level of "Renewal ICE" was medium.

4.3 Testing hypotheses:

H0: there is not significant impact of Qatari policies and planning (QPP) in all its dimensions (Strategy, Motivation Culture, Continuous Innovation, and Economic and Political Goals) on intellectual capital economy (ICE) in all its dimensions (Human Intellectual Capital, Structural Intellectual Capital, Relational Intellectual Capital, and Renewal Intellectual Capital)) at significance level of ($\alpha \leq 0.05$).

Anova- test was conducted for testing the main hypothesis:

Table 10. ANOVA-test results

Model Summary			**ANOVA**	
Model	R	R^2	F	Sig.
1	.852	.725	278.705	.000

Predictors: (Constant), QPP Dependent Variable: ICE

The model summary above (Table 10) shows that there is a positive relationship between the two main variables (QPP and ICE), and QPP explains that (%72.5) of the variance is related to (ICE), which is very accepted predictive percent. Also, ANOVA test confirms that QPP significantly affects ICE at ($\alpha \leq 0.05$), where ($F = 278.705$, $Sig. = 0.00$).

This result indicates that the null hypothesis (H01) is rejected and replaced by the following alternative hypothesis:

H01: there is significant impact of Qatari policies and planning (QPP) on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

4.4 Testing Sub-Hypotheses:

Multi- Regression analysis was conducted for testing the sub-hypotheses (Table 11).

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Table 11. Coefficients of Hypotheses Test

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	.093	.106		.881	.379
	Strategy	.008	.002	.165	5.244	.000
	Motivation culture	.007	.002	.122	4.282	.000
	Continuous innovation	.031	.002	.588	17.922	.000
	Economic & political goals	.010	.002	.165	5.308	.000

Table (11) shows that all QPP variables (Strategy, Motivation Culture, Continuous Innovation, and Economic & Political Goals) significantly affected ICE at the significance level of ($\alpha \leq 0.05$) with ($ß = 0.165$, $p = 0.00$, $ß = 0.122$, $p = 0.00$, $ß = 0.588$, $p = 0.00$, $ß = 0.165$, $p = 0.00$) respectively. Moreover, "Continuous innovation" is the most affective predictor of ICE (t= 17.922), and "Motivation culture" is the least affective predictor of ICE (t= 4.282). This result indicates that the null hypotheses (**H01, H02, H03, and H04)** are rejected and replaced by the alternative hypotheses:

H11: QPP strategy has a significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

H12: QPP motivation culture has a significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

H13: QPP continuous innovation has a significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

H14: A QPP "economic and political goals" has a significant impact on intellectual capital economy (ICE) at significance level of ($\alpha \leq 0.05$).

5. Discussion:

The results of the study found that policies and planning in Qatar affects significantly intellectual capital economy ($F = 278.705$, $Sig. = 0.00$). This confirms that Qatar state adopts and applies policies that support all sectors

(industrial, social, educational, etc.) to get competitive position worldwide. This result comes in consistence with the new political and strategical direction that Qatar state has looked for since 2011 in its new comprehensive and integrated vision (QNV). This pioneer vision has supported all organizations in Qatar, governmental and private, to work collectively to achieve QNV 2030 goals. This positive result can be noticed clearly through the improvement and development Qataris have witnessed in their country, especially after QNV 2030 implementation. For instance, in human intellectual capital in the education sector, The percentage of Qatari adult people with a high school diploma increased from (63.8%) in 2012 to (%74.2) in 2018, also in structural intellectual capital in communication sector, the number of employees using internet from (0.49) employees in 2012 to be (0.76) in 2018, and in the relational intellectual capital The index of exports and imports as a percentage of GDP increased from (%46.2) in 2012 to reach (%86.5) in 2018 (Indicators Of Sustainable Development in Qatar, 2018).

The development in all Qatari sectors since QNV 2030 emergence has been a very astounding leap for every year during this period (2011-2018) compared to the period before the emergence of QNV. All variables of QPP (strategy, motivation culture, continuous innovation, and economic & political goals) were found to significantly affect ICE, with "continuous innovation" variable as the most affective one. This indicates that Qatari organizations build and implement robust strategies eligible to develop products and services. Such these strategies have been developed in accordance with QNV 2030 policy. Motivation culture is considered as one of the most basic pillars adopted by Qatari organizations to enhance organizational performance. Aligned to the organizations in some developed countries, Qatari organizations entered motivation culture as one the human resource practices, especially with the increasing demand for creative and innovative human resources that enable the organization to provide innovative products or services. For that, motivation culture is considered the precedent to "continuous innovation" which is considered as basic factor in Qatari state policy. Generally Qatari organizations in all their fields are aware of and keen about the effect of innovation in their sustainability. This manifests frankly through Qatari organizations' interest in continuous research and development throughout most of the Qatari organizations, their interest in patents, the governmental interest in motivation practice, and governmental support to the scientific research and postgraduate educational stages. To activate the role of all these factors, Qatari organizations had determined economic and political goals that enable them to implement these factors (strategy, motivation culture, and continuous innovation) successfully.

Qatar state motivation to all Qatari organizations to change their policies and planning in all its dimensions has led all sectors to increase remarkably the level of investment in intellectual capital, which reflected in improvement of intellectual economy. The obvious increase in intellectual capital economy in Qatar is an indicator that Qatar started to alter its policies from depending on the natural resources, represented in gas and oil, to depending on diversified economy. Although this change may seem to be in its radical stage, but it is considered very hopeful and promising for successive endeavors in the future in which oil and gas will be considered as a part of that diversified economy.

6. Limitations & Future Research:

The study used the quantitative approach using a questionnaire as the study instrument. This may assist in evaluating the effect of policies and planning in Qatar on intellectual capital economy, but it mostly tolerates percent of error in the respondents' appreciation giving inaccurate estimates in some cases. Also, because the study topic includes the development level of investment intellectual economy, some respondents may bias their responses as reactive to their home loyalty. Moreover, the study was conducted to evaluate the levels of QPP and ICE in Qatar and the impact of QPP on ICE during six years of QNV 2030 emergence, which is not considered sufficient enough to evaluate accurately the study aim and objectives. The study presents a good opportunity to researchers interested in the field of ICE in Qatar to keep evaluating ICE early in this country, determine challenges facing its development, and provide strategic plans that ensure its improvement.

Recommendations:

According to the study results, the following recommendations can be provided:

- Qatari government should continue in implementing policies and strategies with updated justifications to achieve the objectives of Qatar National Vision 2030.
- Human intellectual capital is considered the core of intellectual capital. Hence, Qatari government should be aware of human capital development.

- Qatar National Vision 2030 is achieved via public and private organizations. Therefore, Qatari government has to support effective cooperation, coordination, and integration among all the organizations so that they can adopt strategies meeting Qatar National Vision 2030 objectives to achieve effective intellectual capital.
- Qatari organizations should take more considerations to the motivation culture to their employees helping them provide more innovative and creative performance.

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أثر السياسات والتخطيط في تحقيق اقتصاد رأسمالي فكري "دراسة حالة: سياسة رؤية قطر الوطنية 2030"

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الملخص:

تهدف الدراسة إلى تحديد مستويات تنفيذ السياسات القطرية والتخطيط بأبعادها (الاستراتيجية، ثقافة التحفيز، الابداع المستمر، الأهداف الاقتصادية والسياسية) واقتصاد رأس المال المعرفي بأبعاده (رأس المال الفكري البشري، رأس المال الفكري الهيكلي، رأس المال الفكري العلائقي، رأس المال الفكري التحديثي) في دولة قطر، فضلًا عن البحث في تأثير السياسات القطرية والتخطيط في اقتصاد رأس المال الفكري بعد تطبيق رؤية قطر الوطنية 2030. واتبعت الدراسة المنهج الكمي لاختبار فرضياتها إلى جانب استبانة إبلاغ ذاتي بوصفها أداة الدراسة وذلك لجمع البيانات. وتألف مجتمع الدراسة من (148) أكاديمي وخبير من مختلف الجامعات القطرية ومنظمات الأعمال. واستخدم برنامج الرزمة الإحصائية للعلوم الاجتماعية (SPSS) لتحليل البيانات. وخلصت نتائج الدراسة إلى أن كلًا تنفيذ السياسات القطرية والتخطيط وكذلك اقتصاد رأس المال الفكري في دولة قطر كانت بمستويات عالية، كما أن السياسات والخطط القطرية بجميع أبعادها كان لها أثر في اقتصاد رأس المال في قطر.

الكلمات المفتاحية: السياسات القطرية والتخطيط، رؤية قطر الوطنية 2030، رأس المال الفكري، اقتصاد المعرفة.