

THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE CREATIVE BEHAVIOR (ANALYTICAL RESEARCH AT THE MINISTRY OF SCIENCE AND TECHNOLOGY OF EMPLOYEES)

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ABSTRACT

This research aims to influence between human resource management practices in its dimensions (recruitment and selection, planning, performance evaluation, job analysis, training and development, compensation, health and safety) and the creative behavior of employees in the Ministry of Science and Technology, and by relying on the descriptive analytical approach, it was found from the results of the study that there is an effect Between the practices of human resources management and the creative behavior of employees, the study was conducted in the Ministry of Science and Technology, as the necessary information was obtained through a questionnaire that was distributed to a random sample of (123) employees, and after analysis through the SPSS statistical program The study reached a set of conclusions, the most important of which are: the impact of human resources management with its dimensions represented by recruitment and selection, planning, performance evaluation, job analysis, training and development, compensation, occupational health and safety procedures) on the ability to make decisions and solve problems. Describes the effect between them.

Keywords: *human resource management practices, creative behavior of employees*

INTRODUCTION

The world is currently witnessing many changes with regard to business and performance, the most important of which is technological development, and these changes have led to a change in the previous perception of human resource management, which was seen as productivity tools, if it became seen as one of the most important functions of management because of its focus on the human element, which is considered The most important resource for management, which is considered the cornerstone in attracting and qualifying employees, and it is also considered the most important element to reach the desired goals and objectives, and its importance lies in raising the efficiency of the organization and the effectiveness of its performance of its tasks and activities it practices. Imitate it.

As a result of the growing interest in human resources management, public and private organizations have begun to work on setting rules, principles and instructions that guarantee working conditions and meet the needs and aspirations of workers, and work to direct their behavior and activity, or develop their skills that guarantee increased productivity and raise efficiency, and therefore institutions began to search for

Mechanisms to ensure obtaining the best human resources, and the most efficient people, by creating a positive environment that supports work effectiveness, commitment and loyalty to the institution

THE FIRST TOPIC: THE SCIENTIFIC METHODOLOGY OF RESEARCH

First: The research problem: Human resource management practices are considered a very important organizational resource that helps the organization to maintain its effectiveness. The Human Resources Department refers to the policies, procedures, and practices related to the management of employees in the Ministry of Science and Technology. Accordingly, the Ministry must find modern ways to adapt to the environmental changes in it. The Ministry also contributes to establishing infrastructure, developing human resources, and preparing the necessary means to implement science-related policies. And technology, and human resources management contributes greatly to the improvement and development of management systems in general, and because the practices of human resources management are to make long-term decisions regarding systems workers at all organizational levels, where the direction of this human resources department is under the umbrella of the higher management to achieve its goals and achieve excellence. Through its human resources that contribute to organizing the work and activities of the organization.

The research problem can be identified in the presence of weakness in the application of human resources management in the community of the research sample, and in order for the ministry to be able to cross towards the future and creativity, it must maintain the encouragement and development of creative behavior, because it is one of the successful means that the ministry seeks by reaching effective creative results that verify the During which survival and excellence, and to maintain this distinction depends primarily on the development of creative behavior of human resources, and the research problem lies in the main question:

What is the effect between human resource management practices and the creative behavior of employees of the Ministry of Science and Technology

SECOND: THE IMPORTANCE OF RESEARCH:

The importance of research is embodied through the points shown below:

1. The importance of the research is reflected in the variables investigated, which are the practices of human resource management and the creative behavior of employees.
2. The importance of this study stems from the importance of human resource management practices, which are the most important resource and capable of achieving the organization's goals.
3. The importance of this study is manifested in identifying the role of human resources management through a set of practices and the importance of applying these practices.
4. The study also derives their importance from the importance of adopting the creative behavior of workers in all organizations, as it helps to adopt new methods of work that differ from the traditional work patterns, which contributes to solving their problems and adopting change in them.
5. The importance of the research sample community from the upper and middle levels in the ministry. As it is one of the important sectors in the country.

FOURTH:RESEARCH OBJECTIVES:

The main objective of this research is to try to detect the effect between human resource management practices and the creative behavior of workers in the Ministry of Science and Technology, and to familiarize senior and middle administrations with contemporary management literature by presenting conclusions and recommendations at the theoretical and practical levels.

The study relied on the five-point Likert scale to explore the availability of some study variables, and the following is a table for classifying the weighted arithmetic mean values according to the approved scale.

Table (3) Likert pentagonal scale

Totally agree	Agreed	neutral	I do not agree	I don't totally agree
5	4	3	2	1

The level of the answers was determined in light of the arithmetic averages by determining their affiliation to any category. And because the study's questionnaire depends on the five-way Likert scale, there are five categories to which the arithmetic averages belong. The category is determined by finding the length of the range ((4 = 1-5), and then dividing the range by the number of categories (5) ($0.80 = 5 / 4$). Then the result (0.80) is added to the lower limit of the scale (1) or subtracted from the term The highest of scale (5), and the categories are as follows:

Table (4) Classification of arithmetic mean categories according to the Five-Year Likert scale

Category Sequence	Categories	measurement
1	1 – 1.79	I don't totally agree
2	1.80 – 2.59	I do not agree
3	2.60 – 3.39	neutral
4	3.40 – 4.19	Agreed
5	4.20 – 5.00	Totally agree

1. Research sample: The research sample was the employees working in the Ministry of Science and Technology.

THE SECOND TOPIC: THE THEORETICAL SIDE

First, human resource management practices

It was defined as those activities carried out by the Human Resources Department with regard to its traditional role towards workers in terms of recruitment, appointment, promotion, motivation, identification of training needs and performance evaluation (Al-Wakeel, 2019: 798).

HRM practices are the primary means through which companies can influence and shape the skills, attitudes, and behavior of people to carry out their work and thus achieve the organizational goal. (Dibaba,2013: 8)

Dimensions of human resource management practices

First: Recruitment and selection

1 -Definition

Recruitment was defined as the process of searching for potential employees and motivating them to apply for jobs (Dibaba, 2013: 10), and employment was defined as a set of processes and procedures taken by the organization to acquire the necessary human resources that meet the conditions of competence and ability to take up a vacant position (Brahim, 2016: 33). (.

The definition of recruitment is the process of attracting individuals at the right time, in sufficient numbers and with appropriate qualifications, to apply for jobs with an organization (Mondy & Martocchio, 2016: 131).

2 -The importance of employment

The importance of employment lies in the effective role that it occupies, which is to provide the companies' needs of suitable and qualified workers to carry out their work through its three strategic dimensions (attraction, selection and appointment) and to carry out all its activities and procedures based on the established plans. The importance of employment is its main objective, which is to provide the best qualified workers qualifications and providing companies with the manpower they require to achieve the desired goals (Al-Hajjaj, 2020: 16).

3 -The importance of choosing

)Kumari,2012:34(

- (a). Helps to create a talent pool of potential candidates for the benefits of the organization.
- (B). Increase the number of job candidates at the lowest cost.
- (C). Helps increase the success rate of the selection process by reducing the number of visits to job applicants
- (Dr). It helps identify and prepare potential job applicants who will be the right candidate for the job.
- (e). It helps in increasing the organizational and individual effectiveness of different recruitment techniques and for all types of job applicants.

Second, human resource planning

1 -Definition

Define it (Khera & Gulati, 2012:7) It is the process of forecasting demand, providing human resources, and assigning the correct number of employees with appropriate skills according to their job and the organization's need for them.

The importance of human resource planning

- (1) Helping the organization identify strengths and weaknesses in the performance of human resources, which helps determine the quality of training and development programs required to improve the performance of its employees (Al Wahshi, 2020: 30).
- (2)It helps the organization to ensure the integration and coherence of human resource management activities and direct them towards achieving goals (Durra and Al-Sabbagh, 2010: 164).

3 -Elements of human resource planning:

The human resource planning process is based on a number of components, as follows: (Bouزيد, 2020: 26) (Abboud and Tibar, 2021: 50)

- (1) .Convince senior management of the importance of human resource planning and support the planning process financially and morally.
- (2)The presence of sufficient information on the target performance rates for the individual and the group.
- (3)Availability of databases and information necessary for the preparation of the human resources plan.
- (4)Use appropriate methods for forecasting the demand and supply of human resources.

Third: performance appraisal

1 -Definition

It is a process by which organizations evaluate the performance of employees based on pre-determined criteria, describing the main purpose of the evaluations as helping managers to hire companies effectively and use human resources to improve productivity. (Andoh & other, 2019: 42)

2 -The importance of performance appraisal

A - It helps to provide the administrative levels with the means to measure and plan the performance of the economic unit, and consequently their dependence on correct and realistic facts when making decisions (Abu Asinah, 2017: 43).

B- Performance appraisal is one of the most important and indispensable tools for any organization, because the information it provides is very useful in making decisions regarding various personal aspects such as promotions (Chandramohan, 2008: 124)

The main components of the performance appraisal process

(Rusu et al, 2016: 54)

- (1)Measurement: Evaluation of performance according to agreed goals, and evaluation of employees' behaviors and attitudes toward their values.
- (2)Observations :- Informing employees of their achieved performance levels, mentioning the issues that should be strengthened
- (3)Positive reinforcement: - Providing constructive criticism for what should be improved.
- (4)An exchange of views that provides a discussion about the results of work and how employees should be supported by managers to achieve their aspirations regarding their future career.
- (5)Agreement - achieving common agreement between managers and employees about what should be done to improve and maintain performance.

Fourth: job analysis

1 -Definition

Berber defined it as a systematic and comprehensive scientific study that ultimately determines the nature of work and all information related to it from the technical, health, social, economic and psychological aspects (Berber, 2012: 71).

The objectives of the job analysis

The job analysis has several objectives, among which are the following: (Mas'i, 2014: 4-5), (Boutibiq, 2019: 6)

- 1 .The job analysis process should present the collection of appropriate facts that relationship being analyzed.
- 2 .The job analysis should be complete so that it can present the facts which demand different purposes.
- 3 .The job analysis process should be constantly re-examined and revised.
- 4 .Job analysis should provide accurate and honest information.

Fifthly: Training and development

1 -Define training and development

It is defined as the activity that brings about a change in an individual's attitudes and behavior to increase abilities, knowledge, and skills to facilitate efficiency and effective learning; Enabling employees to achieve organizational goals and work requirements in the organization. (Elias&Naima, 2019: 2)

It was also known that training is a series of programmed behavior learning, as it is the process of providing and transferring specific knowledge and skills to employees for a specific purpose to work in the systems and standards specified by the administration, and development is those activities and programs that affect changing the individual's ability to perform his tasks better. (Al-Rawi, 2017: 27)

2 -The importance of training and development

The importance of training is evident from several angles, the most important of which are: (Al-Salem and Saleh, 2002 132), (Al-Zubaidi and others, 2016: 255), (Fadl, 2017: 10).

- 1 .Training improves the capabilities of the individual and develops his skills. From this point of view, it directly contributes to improving the economic and social level of the individual and increases the degree of job integrity.
- 2 .Almost all employees in the organization need training, as it is not limited to one employee without another or one job without another. The new employee needs it to ensure that he has mastered the new job assigned to him. The old employee needs it to increase his skills and manage his currency better.
- 3 .Training helps in linking the goals of the employees with the goals of the organization.
- 4 .Helps employees to identify the vision and objectives of the organization and the strategies used to achieve the goals.
- 5 .Contributes to the development of communication and interaction skills among employees
- 1 .0It strengthens human relations between human resources within the organization.

Sixth: Compensation

1 -Definition of compensation

The concept of compensation is a relatively vague concept in view of the many elements that make up it, and in view of the factors that affect it, which may be individual, organizational or environmental. Compensation refers to all forms of returns, from direct cash payments (wage) and indirect cash payments (social benefits), the increase in compensation and the process by which the compensation system is managed (Jamil and Habibullah, 2018: 202).

2 -Classification of compensation

Compensation is classified into the following categories: (Munira, 2019: 7)

Compensation can be classified into financial and non-financial compensation, meaning that part of it is paid in direct financial form to employees, such as the monthly salary, and part of what is paid to them in non-financial form, such as work benefits, services and moral incentives. Within this framework, these compensations are divided into a direct part such as salaries or compensation The end of service is paid

to each worker separately, and another indirect part is paid collectively to all workers. Accordingly, we classify the compensation as follows:

(O no) . Financial compensation: direct and indirect

(1) .Direct financial compensation: immediate compensation and deferred compensation (end of service indemnity).

(2) .Indirect financial compensation: material incentives, basic, optional, and union services.

(Secondly) . Non-financial compensation, which are work benefits, moral incentives, work facilities and financial facilities.

Seventh: Occupational health and safety measures

1 -Definition

It is a group of activities that calls for many disciplines and fields such as psychology, sociology, human engineering, to remove the danger that may befall the worker and other production factors, due to work accidents and occupational diseases. The human element in the first place, but its mission goes beyond that, to protect the rest of the elements of production from various damages. (Abdel-Fattah and Musa, 2011: 3)

2 -Occupational health and safety objectives

(Friis, 2016: 5)

It summarized three main objectives of occupational health and safety:

- 1 .Maintaining and enhancing the health and safety of workers and their ability to work.
- 2 .Improving the work and work environment to ensure safety and health.
- 3 .Develop and organize work and work cultures in a direction that supports health and safety at work, and in doing so also promotes a positive social climate and smooth operation, and may enhance the productivity of the enterprise.

4 -Occupational health and safety management requirements

There is no doubt that there are several requirements that should be available to implement occupational safety and health management programs in order to protect workers from accidents and work injuries, most notably the following: (Mohammed, 2013: 23)

- 1 .Providing the financial capabilities necessary to develop and implement these programs
- 2 .Providing appropriate working conditions and creating an appropriate working atmosphere that helps workers to carry out their work.
- 3 .Cooperation of all employees of the institution to implement all procedures and regulations approved in safety programs.
- 4 .Training employees on an ongoing basis to use the used machines and equipment.
- 5 .Spreading awareness and education in occupational security and safety through guiding regulations, publications and posters.
- 6 .Supervision and follow-up to verify the application of the instructions, and to ensure the commitment of workers to wear protective equipment while working.

Creative behavior**First, define creative behaviour**

Creative behavior is defined as a combination of features, characteristics and capabilities possessed by workers in organizations that enable them to solve problems, the ability to communicate, risks and the decision to give creative returns (Muhammad.et.al,2020:87).

Creative behavior has been defined as the process of exploring and generating ideas including exploring ideas, looking for ways to improve existing products, services, or processes, or investigating alternative methods. Idea generation may relate to new products, services, or processes, entry into new markets, improvements in existing business processes, chaos, or solutions to identified problems. The key to generating ideas is to combine and reorganize information (Stanley, 2016:14).

Second: Reasons for the Organization's Need for Creative Behavior (Bo Madian, 2019: 183)

A. Creativity is one of the basic demands that is the supreme goal of the administrative phenomenon, as any administrative leadership that neglects creativity rules itself with collapse and closure.

B. Creative management is an essential element in all activities to raise their efficiency and productivity and thus improve their outputs, whether services or products.

C. The increasing organizational and administrative problems within modern organizations impose development and change that require creativity to bring about.

D. Increasing competition intensity imposes the need for creative management to increase competitiveness.

E. The Arab countries' continuing need for creative management stems from being developing countries that enable them to keep pace with development

Many researchers differed in defining dimensions for measuring creative behavior. Ettlle & O'keefe identified the dimensions of creative behavior that were used by (Al-Amiri) and (Al-Azzawi), which are represented in creative abilities, namely: the ability to make decisions and solve problems, the ability to communicate, and the spirit of risk-taking. The ability to change, and encourage creativity.

The researcher adopted the adoption of these dimensions based on the study (Al-Shammaa, 2016), and the following is an explanation of each dimension of creative behavior and my agency:

a. The ability to make decisions and solve problems

Problem solving shows the individual's ability to provide creative solutions to the problems he is going through, and take appropriate measures to solve problems in a timely manner, in addition to anticipating problems that may occur and trying to avoid them, and applying appropriate solutions to them even in the case of scarcity of available information (Hamdan, et. al, 2020: 95), where no organization is free from the presence of problems, and this is not a factor of weakness or a manifestation of incapacity or failure, because this is a natural condition that accompanies the life of organizations due to the different orientations and ideas, so in order to solve them, it must first be recognized that these problems exist and this requires In many cases, administrative leaders are modest and realistic at all levels, and here it is necessary to encourage the exchange and flow of information, invest skills and experiences, and work to motivate them to generate the necessary knowledge to solve the problems facing administrative work. The process of making decisions is one of the most difficult administrative tasks because it is a process based on choosing the most appropriate option, and here the importance of the creativity process appears in the decision-makers' ability to make decisions at a level that enables them to achieve the goals of the

organization through their experience and knowledge that enables them to choose the most appropriate and gain an advantage Competitiveness in the future (Mizher, 2009: 121).

B. Communication capacity

It refers to the individual's ability to explain his personal relationships that he obtains through internal and external information related to the work in which he works, while keeping the channels of communication open with workers, as well as maintaining informal meetings to discuss the problems of workers (Al-Abadla, 2018: 207). It also reflects the opportunity available to the employee to transfer and interpret the communication received from the internal environment in the institution of the various departments and units, as well as its ability to expand to include the parties to the external environment. (Shehadeh, 2016, 217)

The development of the creative abilities of individuals also depends on their ability to obtain this information and the ability to interact and respond to its effects, enabling them to perceive and analyze events to reach solutions to address their problems (Al-Azzawi, 2013: 322).

And communication is a process that occurs between two or more parties to achieve a specific goal, and the communication process affects the individual's attitudes and behavior, especially in the field of business, and communication channels, as well as the quality of information, affect the development of the creative abilities of employees, and direct communication between the boss and subordinate for work has a great role. On creativity, and in order for communication channels to be a major factor in the development of creative behavior, a set of criteria must be available, the most important of which are:

)Al-Shama`a, 2016: 82(

It is necessary to complete the information between the sender and the addressee.

-The information sent to the addressee must be of the appropriate size in order to benefit from it according to his capabilities and capabilities.

-The information should be sent at the time of its occurrence and not after a long period of completion, so that the information does not lose its importance.

c. risk-taking spirit

It is the individual's ability to break into the ambiguous and the unknown depending on the independence of thinking and practice, and it means improving the idea by delving into difficult and ambiguous issues with the aim of discovering and organizing them, and that risk leads to actual creative behavior (Al-Amiri, 2019: 191), and the spirit of risk-taking is one of the elements of creativity and is intended The creative person is a race to take the initiative and adopt new ideas, and at the same time is ready to assume responsibilities regarding the consequences of that, as it is the extent

THE THIRD TOPIC: THE PRACTICAL SIDE

where the statistical results were described, diagnosed and analyzed for descriptive analysis of data through the use of descriptive statistics tools. The arithmetic mean was extracted, which aims to determine the extent of agreement of the selected sample to the questionnaire questions, how much was the standard deviation used for the purpose of determining the absolute dispersion of the sample's answers from its arithmetic mean and the coefficient of variation to determine the degree of homogeneity in the answers to the research paragraphs, and percentages and frequencies were used to know the severity of the answer at the general level and In order to know the respondents' preference and their attitudes with regard to the research variables, the study relied on the Likert quintuple scale to explore the availability of some study variables.

The main hypothesis which states:

There is a significant effect of human resource management practices on creative behaviour

This hypothesis is divided into a number of sub-hypotheses, as follows:

1 .There is a significant effect of recruitment and selection on creative behavior with its sub-variables.

Table (37) The effect of (recruitment and selection) and creative behavior with its sub-variables

independent variable	Coefficients	R Square	F	Sig.	t	Sig.	Accreditation decision
Recruitment and selection	.403	.249	40.024	.000	6.326	.000	A certified

From the table (37) above, it is clear that:

a. The calculated (F) value of the linear regression model reached (40.024) and at a significant level (0.00), which is definitely less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in recruitment and selection affects the Directive in (Creative Behaviour).

B. The value of the interpretation coefficient (R²) amounted to (.249), and this means that the hypothetical model under the research is significant, that is, the selection of employment and selection as an independent variable is correct.

1 .There is a significant effect of planning on the creative behavior with its sub-variables.

Table (38) The effect of (planning) and creative behavior with its sub-variables

Accreditation decision	Sig.	T	Sig.	F	R Square	Coefficients	independent variable
A certified	.000	7.971	.000	63.542	.344	.445	

From the table (38) above, it is clear that:

a. The calculated value of (F) for the linear regression model reached (63,542) and with a significant level (.000), which is definitely less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in planning affects the positive in (creative behaviour).

B. The value of the interpretation coefficient (R²) amounted to (0.344), and this means that the hypothetical model under research is significant, meaning that the choice of planning as an independent variable is correct.

1 .There is a significant effect of performance appraisal on the creative behavior with its sub-variables.

Table (39) The effect of (performance evaluation) and creative behavior with its sub-variables

Accreditation decision	Sig.	t	Sig.	F	R Square	Coefficients	independent variable
A certified	.000	6.473	.000	41.896	.257	.416	Performance evaluation

From the table (39) above, it is clear that:

a. The calculated (F) value of the linear regression model reached (41.896) and at a significant level (0.00), which is definitely less than the significance level (0.05) at a degree of confidence (95%), which indicates

the stability of the regression coefficients, and that the change in performance evaluation affects the positive in (creative behaviour).

B. The value of the interpretation coefficient (R²) amounted to (.257), and this means that the hypothetical model under research is significant, that is, the choice of performance evaluation as an independent variable is correct.

1 .There is a significant effect of job analysis on the creative behavior with its sub-variables.

Table (40) The effect of (job analysis) and creative behavior with its sub-variables

independent variable	Coefficients	R Square	F	Sig.	t	Sig.	Accreditation decision
Job Analysis	.340	.210	32.243	.000	5.678	.000	A certified

It is clear from the table (40) above that:

a. The calculated (F) value of the linear regression model amounted to (32.243) and at a significant level (0.00), which is definitely less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in the job analysis affects the positive in (creative behaviour).

B. The value of the interpretation coefficient (R²) amounted to (.210), and this means that the hypothetical model under research is significant, that is, the choice of job analysis as an independent variable is correct.

1 .There is a significant effect of training and development on the creative behavior with its sub-variables.

Table (41) The effect of (training and development) and creative behavior with its sub-variables

independent variable	Coefficients	R Square	F	Sig.	t	Sig.	Accreditation decision
training and development	.449	.267	44.150	.000	6.645	.000	A certified

From the table (41) above, it is clear that:

a. The calculated (F) value of the linear regression model has reached (44.150) with a moral level of (0.00), which is definitely less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in training and development affects in a positive way. positive in (creative behaviour).

B. The value of the interpretation coefficient (R²) is (.267), and this means that the hypothetical model is under moral research, meaning that choosing training and development as an independent variable is correct.

1. There is a moral compensation effect on creative behavior with its sub-variables.

Table (42) The effect of (compensation) and creative behavior with its sub-variables

Accreditation decision	\ Sig.	t	Sig.	F	R Square	Coefficients	independent variable
A certified	.000	4.060	.000	16.483	.120	.232	compensation

From the table (42) above, it is clear that:

a. The calculated (F) value of the linear regression model reached (16.483) with a level of significance (0.00), which is certainly less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in compensation directly affects In (Creative Behaviour).

B. The value of the interpretation coefficient (R²) amounted to (.120), and this means that the hypothetical model under research is significant, meaning that the choice of compensation as an independent variable is correct.

1 .There is a significant effect of health and safety on creative behavior with its sub-variables.

Table (43) The effect of (health and safety) and creative behavior with its sub-variables

Accreditation decision	Sig.	t	Sig.	F	R Square	Coefficients	independent variable
A certified	.000	5.146	.000	26.481	.180	.353	Health and safety

From the table (43) above, it is clear that:

a. The calculated (F) value of the linear regression model reached (26,481) and with a significant level (0.00), which is certainly less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in health and safety affects the positive in (creative behaviour).

B. The value of the interpretation coefficient (R²) amounted to (.180), and this means that the hypothetical model under research is significant, meaning that the choice of health and safety as an independent variable is correct.

Second: - The third main hypothesis, which states:

There is a significant effect of the dimensions of human resource management practices on creative behavior in general

Table (44) The effect of (human resource management practices) on creative behavior with its sub-variables

independent variable	Coefficients	R Square	F	Sig.	t	Sig.	Conclusion
Recruitment and selection	0.092	0.478	15.065	.000	1.231	0.221	insignificant
planning	0.196				2.543	0.012	moral
Performance evaluation	0.107				1.384	0.169	insignificant
Job Analysis	0.045				0.664	0.508	insignificant
training and development	0.171				2.300	0.023	moral
compensation	0.042				0.760	0.449	insignificant
Health and safety	0.101				1.425	0.157	insignificant

From the table (44) above, it is clear that:

- a. The calculated (F) value of the linear regression model reached (15.065) with a level of significance (0.00), which is definitely less than the significance level (0.05) at a degree of confidence (95%), which indicates the stability of the regression coefficients, and that the change in the dimensions of resource management practices Humanity directly affects (creative behavior).
- B. The value of the interpretation coefficient (R²) amounted to (0.478), and this means that the hypothetical model under research is significant, meaning that the selection of human resource management practices as an independent variable is correct.

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS**First: the conclusions**

- 1 .The first main hypothesis is achieved, whereby human resource management practices in their dimensions (recruitment and selection, planning, performance evaluation, job analysis, training and development, compensation, occupational health and safety procedures) affect the creative behavior of employees, and indicates that the regression curve describes the relationship between them.
- 2 .The second hypothesis is verified, as all dimensions of human resource management practices represented by (recruitment and selection, planning, performance evaluation, job analysis, training and development, compensation, occupational health and safety procedures) collectively affect with statistical significance the creative behavior of workers in the ministry.
- 3 .The results proved that the creative behavior of the ministry's workers depends in an important part on the dimension of recruitment and selection through job advertisements in the main available sites and the ministry's commitment to recruitment and selection policies and procedures, as well as reliance on tests in selecting workers based on the knowledge they possess.
- 4 .The results proved that the creative behavior of employees depends, in an important aspect, on the planning dimension by predetermining the needs of human resources in advance and by relying on the results of the job analysis, quantitatively and qualitatively, apart from the Ministry's possession of an effective information management system.
- 5 .The results proved that the creative behavior of employees depends, in an important part, on the performance evaluation dimension, which enables the ministry to enhance strengths and address weaknesses, as well as the process of granting incentives and rewards related to the degree of performance evaluation.
- 6 .The results proved that the creative behavior of employees depends in an important aspect on the dimension of job analysis within the framework of fulfilling responsibilities and duties in a clear manner and high accuracy.
- 7 .The results proved that the creative behavior of employees depends in an important part on the training and development dimension through the administration's use of training and development methods and the development of the behavioral capabilities of employees in a way that paves the way for the ministry's growth and prosperity.

Second: Recommendations

- 1 .Continuing and maintaining investment in the development of human resources capabilities, which is of great importance in increasing and improving the capabilities of employees in the Ministry.
- 2 .Conducting workshops and seminars on the importance of human resource practices and creative behavior, since the ministry relies on human resources in the conduct of its work, which helps it move away from the traditional situation in dealing with their problems.
- 3 .Raising awareness of the importance of the interrelationship between the concepts of human resource management practices and its dimensions, and their connection with the creative behavior in the ministry.
- 4 .Continuing to empower human resources in the ministry, especially increasing allocations and grants to participate in local and international training programmes.
5. By visiting the researcher, she sees the necessity of having a feedback system that follows the performance appraisal process for employees to reveal the strengths and weaknesses in the performance reflected in the employees' behavior.

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