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ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND POLICIES ON CREATIVITY AND INNOVATION CASE STUDY ON GEDIK HOLDING

MASTER'S THESIS

Rahma Assam Abbed Al-HAJRAHO

Business Administration Department

Business Administration Master in English Program

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Thesis Advisor: Prof. Dr. Enver Alper GÜVEL

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İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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Enstitümüz, Business Administration Department İngilizce Tezli Yüksek Lisans Programı 191285037 numaralı öğrencisi Rahma Assam Abbed AL-HAJRAHO'nin "The Impact of Human Resource Management Practices and Policies on Creativity and Innovation Case Study on Gedik Holding" adlı tez çalışması Enstitümüz Yönetim Kurulunun 14.01.2022 tarihinde oluşturduğu jüri tarafından *Oy Birliği* ile Yüksek Lisans tezi olarak *Kabul* edilmiştir.

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DECLARATION

I, Rahma Assam Abbed AL-HAJRAHO, do hereby declare that this thesis titled as "The Impact of Human Resource Management Practices and Policies on Creativity and Innovation Case Study on Gedik Holding" is original work done by me for the award of the masters degree in the faculty of Engineering Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (14/01/2021)

Rahma Assam Abbed AL-HAJRAHO

DEDICATION

I dedicate my thesis to all my family

My beloved father, my role model in life, who was the support for me in all my steps towards success

My dear mother, my source of strength and inspiration, from whom I derive patience in everything

My dear brothers, my support in this life

My sisters, whom I consider a ray of hope in my life

My dear uncle, who helped me a lot by giving me advice

Finally, I dedicate my achievement to everyone who gave me advice and had a great role in my reaching this stage and realizing my dream.

PREFACE

Praise be to God and thank for his great blessing

First of all, I would like to thank my father, who was the main supporter for me and from whom i drew strength and patience to continue my studies.

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In the end, I would like to thank our university for giving us the opportunity and supporting us to complete our studies in the best way

JANUARY 2022 **Rahma Assam Abbed AL-HAJRAHO**

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ABBREVIATIONS

CMA	: Certified Management Accountant
CO	: Company
HR	: Human Resources
HRM	: Human Resource Management
OECD	: Organization for Economic Cooperation and Development
R&D	: Research and Development
SHRM	: Society for Human Resource Management
SUM HR	: HR Management Software

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THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES AND POLICIES ON CREATIVITY AND INNOVATION CASE STUDY ON GEDIK HOLDING

ABSTRACT

This research aims to measure the impact of human resource management practices and policies on creativity and innovation in industrial companies in Istanbul, due to the increase in competition between organizations and keeping pace with the rapid development taking place in industrial organizations. Research aims to show the importance of the human resource in achieving the success of organizations and its role in achieving creativity and innovation and the impact of human resource management practices on creativity and innovation. To achieve this purpose, GEDIK holding was chosen as a community for the study, and the sample was taken from the three companies(Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve) where the questionnaire was designed and distributed to managers and employees of the departments of human resources management, marketing and production. The sample size was (77), The descriptive approach was used, where data were collected and analyzed, and hypotheses were tested using the SPSS program. Through this research, several results were reached, the most important of these results which is that the practices and policies of HRM (recruitment &selection, Involvement, performance appraisal, compensation, rewards, training and development) have a strong positive impact on creativity and innovation. Several conclusions have been reached, the most important of which is the need for organizations to have a policy of creativity and innovation, and to have the ability to innovate and be creative, and the human resources department must hire and select people who have the qualifications and creative skills that lead to them presenting innovative ideas, and employees must be constantly trained and developed in order to looking forward to all that is new, In order for organizations to have the ability to keep pace with the development and compete with the current market, they must provide new services in their field and provide innovative products with new and unfamiliar packaging methods, and thus all these things lead to the success of organizations. Several recommendations were made, the most important of which are the continuous development and training of managers and employees of human resources, products and marketing departments to develop their creative skills that lead to innovation, giving employees value and enhancing their confidence and urge them to present their creative ideas, giving rewards to employees and increasing salaries relatively in order to maintain employees with creative and creative abilities, the importance of introducing new human resource management policies and practices to achieve competitive value.

Keywords: *Human resource management practices and policies, creativity, innovation*

İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARI VE POLİTİKALARININ YARATICILIK VE İNOVASYON VAKA ÇALIŞMASI ÜZERİNE ETKİSİ GEDİK HOLDİNG

ÖZET

Çalışma, kuruluşlar arası rekabetin artması ve sanayi kuruluşlarında yaşanan hızlı gelişime ayak uydurabilmesi nedeniyle İstanbul'daki sanayi şirketlerinde insan kaynakları yönetimi uygulama ve politikalarının yaratıcılık ve yenilikçilik üzerindeki etkisini ölçmeyi amaçlamıştır. organizasyonların başarısının sağlanmasında insan kaynağının önemi ve yaratıcılık ve yenilikçiliğin sağlanmasındaki rolü ve insan kaynakları yönetimi uygulamalarının yaratıcılık ve yenilikçiliğe etkisi. Bu amaca ulaşmak için çalışma topluluğu olarak GEDİK holding seçilmiş, anketin tasarlandığı ve insan kaynakları yönetimi, pazarlama ve üretim departmanlarının yönetici ve çalışanlarına dağıtıldığı üç şirketten (Gedik Kaynak, Gedik İleri Döküm Teknolojileri ve Gedik Termo Vana) örneklem alınmıştır. Örneklem büyüklüğü (77), Verilerin toplandığı ve analiz edildiği betimsel yaklaşım kullanılmış ve SPSS programı kullanılarak hipotezler test edilmiştir. Çalışmada, en önemlisi insan kaynakları yönetimi uygulama ve politikalarının (işe alım, seçim, Katılım, performans değerlendirme, ücretlendirme, ödüller, eğitim ve geliştirme) yaratıcılık ve yenilikçilik üzerinde güçlü bir pozitif etkiye sahip olduğu birçok sonuca ulaşılmıştır. En önemlisi, kuruluşların yaratıcılık ve yenilikçilik politikasına sahip olması, yenilik yapma ve yaratıcı olma yeteneğine sahip olması gerektiği ve insan kaynakları departmanının bu niteliklere sahip kişileri işe alması ve seçmesi gerektiği gibi çeşitli sonuçlara ulaşılmıştır. Yenilikçi fikirler sunma ve çalışanların sürekli eğitilmesi ve geliştirilmesi, yenilikleri dört gözle beklemeleri, kuruluşların gelişime ayak uydurabilmeleri ve mevcut pazarla rekabet edebilmeleri için onları yönlendiren ve yaratıcı beceriler , kendi alanlarında yeni hizmetler sunmalı ve yeni ve bilinmeyen paketleme yöntemleri ile yenilikçi ürünler sunmalıdır ve bu nedenle tüm bunlar kuruluşların başarısına yol açmaktadır. En önemlileri, insan kaynakları, ürün ve pazarlama departmanlarının yönetici ve çalışanlarının yenilikçiliğe yol açan, çalışanlara değer veren ve güvenlerini artıran yaratıcı becerilerini geliştirmeleri için sürekli gelişimi ve eğitimi olan ve onları sunmaya teşvik eden çeşitli önerilerde bulunulmuştur. yaratıcı fikirlerin, çalışanlara ödül verilmesinin ve çalışanların yaratıcı ve yaratıcı yeteneklere sahip olmaları için göreli olarak ücretlerin artırılmasının, rekabetçi değer elde etmek için yeni insan kaynakları yönetimi politika ve uygulamalarının getirilmesinin önemi.

Anahtar Kelimeler: *İnsan kaynakları yönetimi uygulamaları ve politikaları, yaratıcılık, yenilikçilik*

1. INTRODUCTION

In the current era in which competition between organizations of all kinds is increasing, human resources are a very important entry point for the organization to be effective. Effective management of HR has a fundamental and important role in organizations in terms of performance and success. Because of competition between organizations, there is a proactive approach in determining what problems exist in Human resources and companies have adopted a lot of innovative practices not only as a direction to take but also for survival .because of the increasing competition between organizations, effective human resource management is no longer sufficient to implement a set of standard practices, As there is a continuous need to develop and improve new human resource practices and their implementation so that the organization can compete and be able to face challenges with the same organizations that work in the same field (Agarwala, 2003).

The study (Jiang et al, 2012) showed that there are some HRM practices that have a positive association with the creativity of employees in the company and that they can have a role in managing people and thus enhancing creativity.

To keep pace with development and competitive strength, there have been several changes in the nature and objectives of HRM, as one of the basics of the success of organizations lies in creating a positive work environment, as well as in the organizations' ability to promote creativity, and all this is done by providing employee independence, encouraging him to take risks, accepting his ideas and suggestions and encouraging behavior creative performance. (Heffernan et al,2019)

Organizations are increasingly promoting creativity because it is considered one of the important sources that lead to innovation (Beheshtifar & Kamani-Fard, 2013)

The increase in the competitive pressure that occurs due to the globalization of manufacturing activities and the continuous change of the business environment encouraged and urged the manufacturing companies to change in all respects to something better and newer in terms of their operations and systems as well as technologies and services. (Tan & Nasurdin, 2011)

In order to obtain a competitive advantage, organizations must have an innovation policy. One of the elements that are essential for the organization to be innovative is to have the ability to innovate and that is done through two things, namely, process development and product development and the adoption of new methods of marketing and organizational methods that are also new and unconventional. (Calik et al., 2017)

In this direction lies the idea of the research, which states is there a positive impact of the practices and policies of HRM on creativity and innovation, and the study hypotheses were formulated on this basis.

The theoretical study was prepared based on the literature, and the theoretical framework was prepared, where the first chapter was on human resource management, where the term human resources and its activities were addressed, and an explanation was provided about the concept of HRM, its functions, practices & policies, and what is its importance. The second chapter addressed the concept of creativity, its importance and levels. Organizational creativity and how to evaluate the work environment in order for the organization to be creative, and display the obstacles to creativity. As for the third chapter, the concept of innovation and its importance and effects were discussed, highlighting how to measure the organization's ability to innovate, what are the types of innovation, and what are the obstacles to innovation. As for the fourth chapter, the research methodology was prepared, while the fifth chapter dealt with the practical aspect, the data was analyzed and the results reached, and in the sixth chapter the results were discussed and conclusions and recommendations were presented.

1.1 Study Topic

The chosen topic is (The Impact of HRM Practices & Policies on Creativity and Innovation) case study about Gedik holding company, and the main reason for choosing this topic is to explain the practices & policies of HRM and their positive impact on the employee, which leads to creativity and innovation.

(HRM) It is a strategy followed by a company, organization or factory to manage people whose main objective is to gain advantages that compete with institutions in

the same field. The goal of HRM is to improve employee performance for the purpose of achieving the strategic goal of the organization. (Johnason, 2009)

HRM is Management that focuses on policies and procedures and manages people in companies (Collings & Wood, 2009).

Departments of HRM are concerned with preparing employee benefits, hiring and training them, preparing courses for their development, and thus evaluating their performance and rewarding them and preparing a system for managing wages and benefits (Paauwe& Boon, 2009).

Human Resources ensures that achieving the success of companies depends primarily on the individuals working in them, and this is a primary purpose of the Human Resources Department (Armstrong, 2009).

The Human Resources Department has specialists who are responsible for preparing the processes and rules, and therefore they also focus on hiring and developing the company's employees. The specialists are divided into managers who train and develop employees through training programs and achieve this through performance reviews and incentives (Wikipedia).

Manufacturing companies were urged to make a change in terms of the company's operations and company systems, as well as the technologies and services that the company provides on an ongoing basis to something new and better than the previous, a process known as organizational innovation. As a result of the competitive pressures that are increasingly occurring in the business environment and the change that occurs continuously due to the globalization of manufacturing, companies must do something that distinguishes them from others. In order to obtain this position, companies must constantly focus on their employees' abilities. The importance of the organization's HRM strategy in motivating employees to engage in positive behaviors at work that lead to enhancing organizational creativity ,has long been recognized (Tan & Nasurdin, 2011)

Companies' creativity becomes a key resource in this context, referring to their ability to develop fresh and useful ideas, ideas that may be utilized to tackle a significant and novel challenge. Creativity is valuable because it is unique and breaks patterns. This includes, for example, in the context of innovation. Putting ideas into goods, processes, or procedures that benefit the company or the team. This applies to

both extreme and modest changes. The former refers to significant adjustments or something entirely new, while the latter refers to slight tweaks or enhancements to existing items, methods, or procedures. Management methods can improve the potential for innovation, but it is the employees who are recognized as the source of new ideas. Individuals are the ones that generate new concepts, they should be proposed and implemented. As a result, it is stated that innovation begins with creativity. (HRM) has an important role in promoting innovation in businesses through influencing creativity (Awasthi, 2018).

1.2 Purpose of Thesis

Due to changes in the business climate, all organizations strive for success, and the policies followed by management, particularly the human resources department, are the most important aspect in achieving success, As a result, management must implement policies and procedures that are primarily focused on employees and have a good impact on them, which leads to urging the employee to present his creative ideas and inventing ideas that are new and unfashionable in line with the times. In today's globalized world, businesses face fierce competition, which forces them to alter on a regular basis in order to stay afloat and thrive. Companies must be flexible and adaptable to environmental changes in such conditions.

The goal of every organization is success, and in order to achieve this goal, the organization must have the ability to be creative and to be innovative, as achieving the goal depends on the availability of this thing. (Anderson et al 2014)

One of the important factors for the survival of increased organizational performance and the survival of the organization's success for a long time at work is innovation and creativity. We can say that creativity and innovation are considered to have multiple levels of origin that take some time to achieve. To enjoy the full benefits of new and improved working practices, strong leadership is required. (Anderson et al 2014)

In this line, the purpose of the research is to show a positive impact of HRM practices & policies on creativity and innovation. Presenting a theoretical concept of HRM practices & policies, creativity & innovation. What are practices? How do we measure creativity and innovation?

Depending on the main objective of the research, there are several objectives that the study aims at:

1- Presenting an integrated theoretical framework on the concept, practices and policies of HRM.

2- Presenting a theoretical framework on the concept of creativity & innovation and its role in achieving the company's success.

3- Getting to the results of correlation and influence between the study variables.

4- Reaching a set of conclusions through which a set of proposals can be submitted to the company in question.

1.3 Literature Review

This paragraph aims to review a number of studies that are relevant to the same idea of the current research that contributed to covering the theoretical framework, in addition to clarifying the picture for the researcher to build the study outline and the methodology framework, in addition to the most important areas of benefit from these studies, In the following, tables have been prepared that included several paragraphs in order to review each study that has the same idea as the current research.

1.3.1 Study De Leede & Looise, (2005)

Research topic	The relationship between innovation (management) and HRM is investigated in this study.
Research purpose	Preparing a comprehensive and developed conceptual framework that combines innovation and human resource management
The study sample	Case study Philips CMA.
Results	Combining the benefits of both innovation and HRM while limiting the drawbacks The focus should be on the level of innovation activities and the level of the organization.
Recommendations	Traditional HRM strategies, such as work processes, HR flows, rewards, and influence, should be updated to coincide with the company's creative strategy. Using the Tidd, Bessant, and Pavitt model for multiple stages of the innovation process.

1.3.2 Study Beugelsdijk, (2008)

Research topic	Updating hypotheses Is there a relationship between the company's ability and human resource practices to generate product innovations Uses innovation theory as a guiding method.
Research purpose	Preparing a large-scale empirical study in order to supplement existing knowledge of human resource practices. Make a contribution to discussing the reasons for the disparity between companies in terms of innovation.
The study sample	A sample of 988 Dutch companies was selected and the information was obtained through the Chamber of Commerce.
Results	Among the most important factors that generate new ideas are functional independence, rewards according to performance, training. Highlight that task independence and flexible working hours are very important in terms of radical penetration. There are interactive effects for individual HR practices, business volume, and R&D intensity.
Recommendations	The most advanced thinking in order to push the boundaries of research in the types of innovation, creativity and HR methods. Create a vision for HR systems to see if they are moving towards exploitation or exploration.

1.3.3 Study Tan & Nasurdin, (2011)

Research topic	In order for companies, especially those working in the field of industry, to maintain a competitive advantage in the era of globalization, they must innovate continuously.
Research purpose	developing a strategy to for examining and exposing the relationship between HRM practices & organizational innovation.
The study sample	674 large manufacturers in six Malaysian states
Results	The results showed that training profoundly affected the types of innovation, which are product innovation, management innovation and process innovation). Performance appraisal positively affects managerial innovation. Effective performance management contributes to the formation of employees and urges them to strengthen efforts in order to reach the goals set by the organization.

Recommendations	Manufacturing companies in Malaysia must continue to provide appropriate and complete training for all their employees, and thus training leads to improved performance so that they acquire new skills, information and ideas, which will aid in product, process, and management innovation. Manufacturing executives should devote a lot of time to developing effective performance appraisal procedures because it has a positive impact on organizational innovation.

1.3.4 Study Jennie Karlsson, (2013)

Research topic	How to enhance the HRM approach and stifle creativity at work and is there an impact between them on how organizations deal with innovation, and focus attention on executives, HR competence and employees who contribute to innovations.
Research purpose	Gaining knowledge on how to enhance HRM practices and discourage innovation within companies which is essential to conducting innovation in many companies.
The study sample	Two different multinational companies have diverse HRM strategies and operate in a global arena.
Results	HRM affects innovation processes in a stable and unstable manner, and it is impossible for HRM to ignore this duality. HRM enhances creativity in similar ways that you imagine as affecting creativity and innovation in general in organizations, but the differences are usually related to all the different settings for different technologies. Lack of or opposition to practices and activities that foster creativity and lead to innovation stifle HRM.
Recommendations	Testing the results using a quantitative rather than qualitative approach in order to find out whether the results can be generalized to the largest possible number of people.

1.3.5 Study Fay et al.,(2015)

Research topic	The role of groups in organizations in preparing a new and diverse set of business outcomes
Research purpose	Researching the possibility of organizing employees into two groups in special teams for production and managerial employees) and whether this affects organizational innovation and whether the RHM system works to strengthen innovation relations and also promote teamwork

The study sample	111 different manufacturing establishments covering several industries (telecommunications, electronics, mechanical engineering and beverages) in the United Kingdom.
Results	The increased use of collaboration on a large scale in organizations leads to a higher level of organizational innovation. The failure of teamwork is caused by a lack of motivation and coordination, as well as poor decision-making.
Recommendations	For teams to be effective, there must be a role for the HRM context, because it has a facilitative or restrictive nature.

1.3.6 Study Pukienė, (2016)

Research topic	HRM determines the behavioral aspect - emotional commitment, which has a decisive role and affects the behavior of innovative work due to their relationship to attitudes and behaviors that positively affect during change in organizations.
Research purpose	Shedding light on the relationship between creative work behavior, emotional commitment and HRM.
The study sample	Six institutions in different fields (two companies representing consulting services and management consultancy, a beverage industry company, a bank, a digital advertising company, a technical company).
Results	Employees in the company have interconnected perceptions between HRM and innovative behavior at work. There is a positively affecting correlation between emotional commitment, HRM & early work behavior. Managers are more creative and dedicated than employees.
Recommendations	Taking a larger sample of organizations that are highly developed in terms of HRM and innovation in order to provide more statistical power. Conduct a potential regression analysis in order to obtain identification of causation and the variables that have an impact on innovative work behaviors.

1.3.7 Study Salamzadeh & Mirzadeh, (2016)

Research topic	In order for organizations to have the ability to compete with their peers, creativity& innovation are assets that enable them to keep pace with changes and challenges at work, creative employees with a positive role, new ideas as well as organizational innovation add value to a organization.
Research purpose	Examining the effects of HRM practices on innovation and creativity using the case study method.
The study sample	Alborz's staff of Industry, Mines, and Trade is located in the province of Alborz.
Results	Strategies of HRM practices directly affect creativity and innovation, so the strategy of developing business relationships affects creativity, but the strategy of HR development affects innovation.
Recommendations	Organizational managers are advised to work toward achieving organizational goals, increasing efficiency, and improving organizational performance effectiveness by modifying executive practices, laying the groundwork for education, organizational learning, and culture, and utilizing the most up-to-date knowledge and technology and the implementation of innovative management strategies based on employee innovation.

1.3.8 Study (Seeck & Diehl, (2017)

Research topic	A study of the empirical evidence on the impact of HRM on innovation from the year (1990 - 2015).
Research purpose	Testing the gaps or contradictions between HRM and innovation and examining the relationship between them.
Results	The methods used by human resource management in isolation do not have a clear impact and show their difference in relation to the possibility of dependence on the industry and the amount of internationalization.
Recommendations	Increasingly focus on the phases of the invention process. Increasing research in order to radically develop innovation. The need to measure HRM and innovation in a more consistent manner. Developing the theoretical aspect between HRM and innovation.

1.3.9 Study Awasthi, (2018)

Research topic	Investigate HRM terms of activities and procedures responsible for direct impact and indirect impact on enhancing creativity & driving innovation in business in India.
Research purpose	What are the activities and practices of (HRM) that promote creativity in Indian organizations in the innovation process? What are the processes & practices adopted by the HR department in order to promote creativity in Indian organizations?
The study sample	two distinct multinational corporations operating on a worldwide scale, each with its own HRM strategy.
Results	It has been proven that the role of HRM in the innovative process is very complex and depends on many variables. There is a discrepancy between cases and the reason is that they may be related to the environments that different technologies provide in a distinct manner.
Recommendations	Use a qualitative approach instead of a quantitative. Since the two organizations on which the study was conducted are international and own many work sites, and thus they were unable to conduct the study on some other sites, so it is recommended to conduct studies on many other sectors.

1.4 Hypothesis

1.4.1 Research Questions

In order to provide a better concept of HRM, its practices, policies and their impact on creativity & innovation, the following questions have been formulated:

1- Is there a direct positive impact and a positive indirect impact of HRM on creativity & innovation??

2- Is there a clear vision of the GEDIK holding contract for the concept of creativity and innovation?

3- Does the research organization have a policy of innovation and creativity?

4- Does the organization in question have the ability to innovate, and is the organization's environment creative?

1.4.2 Research Hypothesis

H1: HRM practices & policies positively influence creativity.

H2: HRM practices & policies positively influence innovation.

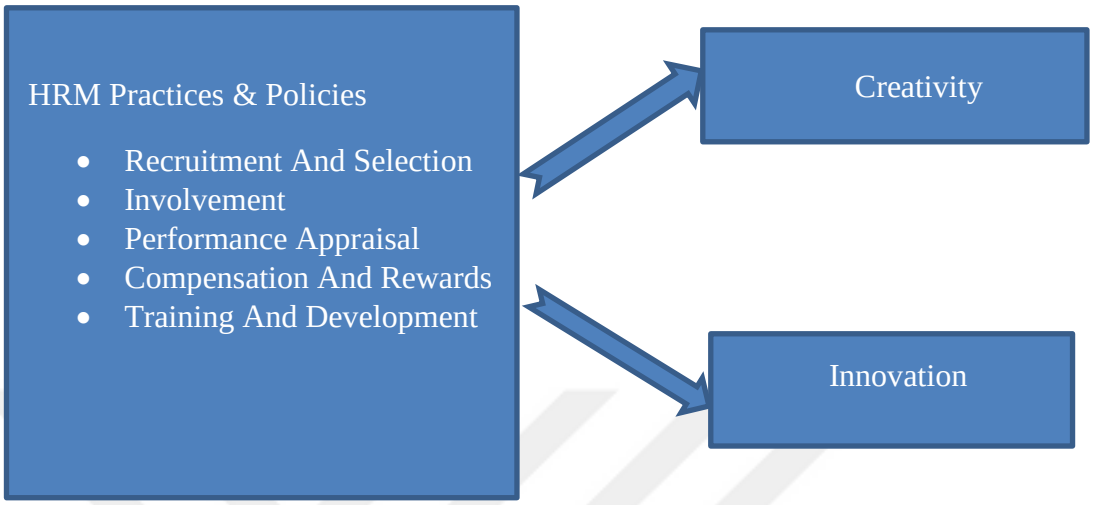


Figure 1.1: Hypothetical Study Model

2. HUMAN RESOURCE MANAGEMENT

In this section, the concept of HR will be presented in general and a concept of HRM in particular, and what are its functions, practices and policies.

2.1 Human Resources (HR)

HR are among the most important resources that an organization possesses, and it is the essential element for its success, as it includes the set of knowledge, skills & competencies of the workforce in the institution (Rawya,2001).

HR have been defined as the size of the workforce, it means a group of groups or individuals that are present in the institution at a specific time, and there is a difference between these individuals and groups among themselves, as each of them has a certain experience or a certain behavior and their composition varies, as well as there is a difference between their orientations and aspirations. They also differ in their jobs, management levels, and career paths. We can consider that the most important strategic resource in organizations is the human resource, because the HR works to achieve organizational goals and improve its performance, and this is done through several things, namely, the use of different skills and the use of knowledge in order to design and implement their own strategies, thus adding value to them for these reasons, in order for the individual to be able to be an important and successful resource, he must possess the experience, skill, ability, and preparations necessary in order to perform specialized and distinguished tasks (Hamdaoui, 2004).

HR are considered one of the basic measures by which the wealth of nations is measured, given that these resources are the most important capital components and assets affecting the economic and social situation of countries value and return, for through man the nations advanc (Kru, 2016).

There are several production factors that affect the quality of organizational performance, the most important of which is the human element, and this leads to making organizations more concerned with managing people and raising the levels of

human resource management. Directing human resources and technology to serve their interests (Abu Jleida, 2018).

HR are a group of individuals who are considered the workforce in any field, whether in an organization or a company or in the industrial sector or the economic field or in the field of the business secto (Wikipedia).

(Heathfield, 2021) defines HR as one person within the total workforce of the company so that each person helps the company to achieve success by imposing his talents and skills.

The HR department is responsible for identifying candidates for jobs in the company and then screening, hiring and training them, as well as managing employee benefits programs. Human resources in the twenty-first century represent an important role to helping companies adapt to the rapidly changing business climate and the increasing demand for distinguished employees (Kenton, 2020).

HR is the department within an organization that is responsible for all of the organization's employees as well as all of the operations that pertain to them. The word "human resources" can be used to refer to an organization's whole staff. (Workable)

The HR department is a necessary and important component of any company, whatever its size. Its function is to increase employee productivity as well as provide protection for the company from problems in the workplace. (Bundy, 1997).

HR is a department of the company that focuses on the most important element that is considered one of the company’s assets, which is the employee, in order to obtain employee satisfaction and participation and focus on that the employee has all the resources that the company needs in order to perform what is expected of him. (Williams, 2021).

HR are responsible for all things related to employees. Among these things are recruitment, selection, training, etc. The human resources department is also responsible for all new legislation regarding the treatment of employees during their employment, work and dismissal (Shopify).

HR professionals help give the company structure, enhance production and achieve organizational success (Williams,2021), Many business strategists consider human

resources the most important resource of the company because employees are always able to gain new skills and this leads over time to increase the competitiveness of the company (Heathfield, 2021).

Today, HR are considered one of the main sources in order to achieve a sustainable competitive advantage for organizations, especially in the areas of technology, knowledge production and modern means of communication. In the past three decades, there has been a trend that urges thinking on knowledge investment among employees and urging the development of human resources who have High efficiency in order to achieve the goal of possessing knowledge as intellectual capital. (Dumay 2016).

2.2 Human Resources Activities

In order to add value to the company, the HR department must carry out major activities related to individuals, which are six activities, as shown as follows (Bundy, 1997):

1. Management must be effective and benefit from people.
2. Performance evaluation and compensation should be based on the competency of individuals.
3. Developing competencies in order to get better the performance of worker and the performance of the company.
4. To enhance competition with companies, the level of innovation, creativity and flexibility must be raised.
5. New ways of working must be implemented that include design, career development, succession planning, and organizational mobility.
6. Improving recruitment, training, and employee communication through technology management and integration.

It also presented (Sarangam, 2021) the most important 11 activities of HR, as shown below:

1. Alignment and integration of the organization's plan with human resource requirements

2. HR Planning.
3. Recruitment of human resources.
4. Performance should be evaluated and monitored on a regular basis.
5. Take initiatives to keep employees engaged and motivated.
6. development and training.
7. Compensation and rewards.
8. Ensure the safety and well-being of employees.
9. organizational growth.
10. Employee participation in the decision-making process.
11. Provide employees with job security and advancement opportunities.

2.3 The Concept of HRM and Historical Background

The management of HR is not a product of the hour but is the result of a number of overlapping developments, as it has passed through historical labors and periods of time in which it responded to external environmental changes and changes in the environment of institutions and the composition of human resources in them. Industrial psychology, industrial sociology, anthropology, organizational behavior, political science and public administration, these fields interacted with each other to be the management of workers and then the management of people, HRM and finally strategic HRM (Khaled, 2003).

HRM is the process of attracting, developing and maintaining individuals within the framework of achieving the organization's goals and objectives, it is also defined in a nutshell as the process of providing the right number of the right people and appointing them to the right jobs at the right time in addition to their development and maintenance to achieve the goals of the organization efficiently and effectively. (Rajm et al, 2017).

In the twenties of the last century, HRM was referred to by the term (personnel management). In that era, management focused on the aspects of hiring, evaluating and compensating employees. They did not focus on any work relationships at the

level of organizational performance or on methodological relationships (Abdullah, 2015).

The National Cash Register Co in 1900 was the first to set up a Personnel Management Department, and its owner John Henry Patterson organized this department to deal with layoffs, safety and grievances. In 1913 the Ford Company followed the same procedure (Universalclass, 2018).

American companies in the seventies faced challenges due to the increase in the great competitive pressure and the abolition of restrictions and because of globalization and the rapid change in technology all of this made the big companies to strengthen their strategic plans, and this led to the development of jobs gave opportunities for people to show their skills and direct them towards achieving individual, collective and organizational goals. After several years, the HRM sub-specialty was established in universities and colleges known as business administration, as it consists of all the activities that companies used in order to ensure the effectiveness of the employee, but at the present time, human resources in management focus on the people side (Wikipedia, 2018).

Since the beginnings of HRM, its meaning has been suffering from confusion and has not been resolved in the first place. In this paragraph, we will discuss what is HRM and determine its requirements This is a good starting point in order to understand the limits of this field due to its importance and regardless of the complexities. for the success of any company, HRM is very important (Collings &Wood, 2009).

In order to enhance efficiency and production there should be a range of designed relationships between the main partners of the organization and between the employer and the employee.

HRM can be defined as the practice of hiring, recruiting, and managing company employees.

There is frequent mutual use between the expression HRM and HR. The HR department in companies or organizations is responsible for development and implementation, as well as managing policies that organize employees as well as the organization’s interaction with its employee (Chai&Sutner2020).

HRM is the process of attracting, developing and maintaining individuals within the framework of achieving the organization's goals and objectives (Rajm et al, 2017).

Dessler, 2012 also defined HRM "The process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety, and fairness concerns"

2.4 Define HRM

In the table below, the definition of HRM will be presented by several authors.

Table 2.1: The Concept of HRM From the Viewpoint of a Number of Authors

Author	**Definition**
Pigors and Myers 1964	"It is basically a method of developing potentialities of employees so that they feel maximum satisfaction of their work and give their best efforts to the organization".
Ivancevich & Glueck ,1989	"Is the function performed in organizations' that facilitate the most effective use of people (employees) to achieve organizational and individual goals".
Story ,1995	"Is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques"
Byars and Rue 2000	"Encompasses those activities designed to provide for and coordinate the human resources of an organization Human resource functions refer to those tasks and duties performed in organizations to provide for and coordinate human resources"
(De Leede & Looise, 2005)	"All management decisions and activities that affect the nature of the relationship between the organization and its employees – the human resources"
Bratton &Gold 2007	"A strategic approach to manage employment relations, which emphasizes that leveraging people's capabilities is critical to achieve competitive advantages, this is being achieved through a distinctive set of integrated employment policies, programs and practices"
Collings&Wood 2009	"In contemporary organizations is usually conceived as an interconnected set of activities aimed at systematically enhancing the performance of employees' tasks in a manner commensurate with the strategic objectives of top management"
Saylor academy,2011	"Is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them"
Zadeh & Mirzadeh,2016	"Are variety of activities that will changes as results of organization's performance"

Table 2.1: (Cont.) The Concept of HRM From the Viewpoint of a Number of Authors

Author	Definition
Rasool et al,2019	"As the policies and practices required to perform the routines of human resources in an organization, such as employee staffing, staff development, performance management, compensation management, and encouraging employee involvement in decision making"

2.6 The Importance of HRM

The HR Department is classified among the administrative departments that have importance in various business organizations and organizations, and their importance appears in the following (Randa, 2021):

- It works to provide HR with different and appropriate qualifications by relying on the best management that helps in developing production in quality and quantity, working to provide employees with all the tools and means by preparing a set of training programs, and providing them with salaries and incentives that guarantee good performance and increase productivity.
- It works in order to achieve the enhancement of coordination and arrangements between all administrative units and the tasks of the employees and this is done through achieving the discussion with the executive management.
- Work to achieve cooperation in order to detect the main problems of the employees, which make the establishment efficiency negative.
- It works on sharing the task of identifying the main problems of the working personnel that have a negative impact on the efficiency and effectiveness of the facility.
- Assist in the study of all used indicators and organizational competencies in accident rates that affect work and determine performance efficiency, and other factors.
- It works to provide support and assistance to managers in resolving any problems or issues related to employees and implementing policies.

(Rajm et al, 2017) also define the importance of human resources as follows:

- Directs and advises executives on all matters related to employees, helping them to formulate, manage and implement policies and solve problems related to individuals working in the organization.
- Ensure coordination between all activities related to workers and administrative units in the institution by discussing with the executive departments about these activities. This includes providing benefits and material and moral incentives to satisfy their individual and collective needs and desires.
- In order to ensure better production and high performance, it provides all procedures related to workers, including (preparing workers, services, preparing training programs, administering wages and incentives, etc).
- It helps managers in the process of uncovering the major problems and difficulties of the workforce which thus affect the effectiveness of the organization.
- Human resources are gaining great importance in our time. It is the management of the most important element and the most valuable assets that are distinguished from other assets as being productive, thinking and contributing to the transformation of the rest of the assets during the production process.

The methods used by the HR department are responsible for managing people at work towards achieving the organization mission and promoting its culture. It helps human resource managers to appoint new specialists with high professionalism and they have the ability to achieve the goals set by the company, and they develop and train current employees until the goals are achieved.

One aspect of keeping a company's business on track is managing HR because the company is as good as its employees. Where human resources managers can monitor the labor market in order to preserve the company’s position and its ability to compete with companies, justice must be ensured in rewards and benefits and taking into account the organization of events so that the employee does not feel exhausted, and there must be positions dedicated to the market (Chai&Sutner2020).

2.7 HRM Functions

The functions of HR in light of the changes taking place on our planet at all local and sectoral levels and because of growth, development, expansion, customer service and creativity has become one of the most important jobs that achieve a highly competitive position among organizations. (Saadi, 2018).

In this section, we will discuss the four main functions of HRM

2.7.1 Staffing

It is the process of obtaining the right number and type of HR, where this process takes place in light of the process of job analysis, human resource planning and the recruitment process begins with polarization, it includes a series of activities concerned with attracting qualified numbers of candidates for a particular job. and growing the burdens in the employment process in service organizations than in the production organizations; The quality of the service provided depends on the skills and capabilities of service providers from human resources (Abdullah, 2015).

The staffing process is one of the most important functions carried out by the administration in order to determine the organization's needs of human resources in terms of quantity and quality. The human resources department must carry out the recruitment process, which means the procedures for obtaining effective human resources, which result in bringing a number of competencies that are expected to perform Business effectively, and when attracting new employees, it is necessary to take into account the nature of the labor market, such as the availability of skills. (Rajm et al, 2017).

When selecting potential employees interviews, networks and applications are used.

The most important aspects of recruitment are (a - Attract qualified competencies whose specifications comply with the requirements set by the institution, b - Recruitment resources).

HR managers prepare well-developed and specific recruitment strategies and action plans, they then implement methods and strategies by using staffing resources. Recruitment is a competitive job because every company wants top performers and as a good starting point to attract people, use media strategies.

2.7.2 Training and Development

It is the second step after recruitment, and It is an ongoing training process and preparing skilled and adaptable employees (Team Sum HR, 2013).

Training is a deliberate process to modify knowledge, attitude, or behavior, and this is done by gaining some experience in order to achieve effective performance in one specific activity or several activities. The goal of on-the-job training is to develop the ability of individuals to meet the needs of people working in the organization now and in the future.

On the other hand, it is difficult to overestimate the effective training process many systems fail (particularly computer systems) because their users are not trained. sufficiently that it would have been operating efficiently had it not been for this reason.

Effective training is an essential component of effective performance as well. (Bary, 2006).

Training is a planned effort aimed at changing the behavior, skills, attitudes, and opinions of employees by using various training and guidance methods to prepare them to perform the required work in accordance with acceptable work standards. As for development, it is a long-term planned effort and activity that aims to change the organization's culture for the sake of continuous improvement. The organization appreciates it in developing its vision and increasing the quality of its performance through the participation and cooperation of its employees to achieve its mission and goals. (Rajm et al,2017)

2.7.3 Motivation

Motivation is defined as "a set of factors that motivate an individual to choose the appropriate behavior to achieve a goal" (Meignant, 2000).

Those efforts made by management to urge workers to increase their productivity by satisfying their current needs, creating new needs, and striving to satisfy those needs, provided that this is characterized by continuity and renewal. (Al-Serafy,2003)

It is necessary to maintain the productivity of employees and this is done by providing and designing benefits and rewards and reviewing performance to encourage the best employees to progress.

The motivation process begins with the organization knowing the needs that employees want to satisfy through their behavior, which is affected by the following factors(Masay&Bualaq, 2020):

The reason: a change that occurs in internal and external working conditions.

Objective: The goal that the worker seeks to achieve.

Motivation: It is the one who directs the behavior of the worker to satisfy an unsatisfied desire for him, so he determines the direction of his behavior and the extent of his strength.

2.7.4 Maintenance

The last job is maintenance, as it must be maintained to make employees do their best in their work and steps must be taken to keep employees so that they choose to continue the job and contribute to the success of the company (SHRM, 2021).

There are four activities in human resource management that are concerned with how to maintain the commitment of employees to the organization and their loyalty towards it.

- Health
- Safety
- Communication
- Employee Assistance Programs

Employee maintenance has broad dimensions compared to wage and safety plans in the workplace and well-being. The expectations of employees differ from one institution to another, and the process of realizing these expectations is difficult, and because of the difference in the desires of individuals, groups, and the organization, all the different aspects must be studied, and attention must be paid to these differences that occur at work (Mirhoseini, 2007).

(Rajm et al, 2017) also specified the maintenance of human resources in the following three points

1. Preserving the institution's human resources assets, as well as making the institution a source of attraction and temptation for human competencies outside it.

2. Paying attention to health, educational and social services.
3. Paying attention to raising people's morale and job satisfaction

Figure 2.1: HRM Functions

Source: depending on, (Team Sum HR ,2013) & (SHRM, 2021)

2.8 HRM Practices and Policies

(HRM) in brief is the management of the workforce in the organization. It includes special strategies in selecting people and working to develop their capabilities, motivate and retain them regardless of the size and field of the company (Kortekaas, 2007).

Al-Salem indicated that it is a set of strategies that include: the strategy of HR formation, The strategy of managing the performance of human resources, and the strategy for compensating and rewarding employees (Al-Salem 2009).

It is called by many administrative thinkers the functions of human resource management, which is the set of activities that would put human resource strategies into practice and be directed towards improving performance and enhancing human resources skills and knowledge in order to achieve strategic goals (Heneman, 2011).

In order for organizations to have the ability to achieve goals, the effectiveness and flexibility of developing their strategies organizations must implement human

resource management policies such as training, development, selection, compensation and appointment systems in a manner consistent with the policies established in order to achieve the goals of the organization and the internal methods established and applied by the organization, as well as developing solutions in order to help improve the capacity of employees and their motivation (Nguyen et al., 2020).

In this paragraph, we will present the reasons for engaging in human resource management practices according to (Foss & Laursen, 2012):

- Responsibilities are given to individuals and groups
- Advertisements are prepared and incentives are provided for those who share knowledge, individual achievements and benefit-sharing.
- Considering HRM as a means of transferring information related to job rotation and knowledge sharing in the company.
- The possibility of internal and external training for employees.
- In response to the company's HR requirements, recruitment and promotion retention policies are implemented.

The practices of HRM have been subjected to several elements of pressure due to the reflective competitive conditions, and this has led to the HRM adapting its strategies in all its main functions and areas of her job (those related to the recruitment of individuals training and development and then motivating them and ultimately evaluating their performance) (Abu Jleida, 2018).

At the same time, this calls for the necessity of compatibility between these strategies for human resources with other strategies adopted by the organization in all its fields, whether in the areas of production, marketing, economics, finance...etc. This is done in several ways that must have integration and agreement in order to help Achieving the goals that the organization seeks to achieve in order to ensure its continuity and survival (Bratton & Gold, 2017).

This research focuses on presenting five practices of HRM, and a detailed explanation of each practice will be provided as follows:

2.8.1 Recruitment and Selection

Despite the different definitions of the practice of recruitment and selection, all definitions contain common features, which are the focus on attracting, identifying and retaining employees.

However, there are some differences despite the fact that the two practices are used frequently. For some, recruitment is done, and people are selected from external applicants, while others are selected from internal applicants for others, recruiting begins with the identification and attraction of qualified candidates and ends with the submission of an application. According to the purpose of the study, employment refers to attracting people who have the ability to be creative and innovative to positions in human resources management, while selection focuses on reviewing and selecting people who are qualified for creativity and innovation from the advanced group. (Collings&Wood, 2009).

Selection of the individual who has the qualifications required to accomplish the tasks and functions specified or specified in the required form, i.e., the adoption of a series of procedures or steps that begin with the submission of an application by the individual who desires employment and end with the completion of the decision to approve the selection of one employee to fill each vacant position in a particular organization (Salah, 2017).

There is a direct link between the organizations' need for human resources and their strategic need in terms of several things, which are the specifications and quality of those resources, there must be a focus on its quality, characteristics and requirements of the work environment, and work must be done to be harmonious with each other. Organizations determine their current and future needs and requirements of individuals in terms of quantity, specialization and time depending on the strategy they follow in their work, as well as taking into account the factors that surround the organization's environment externally and internally (Al-Anzi and Al-Saadi, 2007).

The recruitment and recruitment stage goes through a number of stages and procedures in order to attract the best talent and subject them to a number of tests, interviews and examinations in order to ensure their competence and Their suitability to fill the vacant positions, after which the most qualified are selected from among

them, who have proven the results of his interviews and check him as the right person for this job (Kru, 2016).

Recruitment is the second strategic option available to the Human Resources Department. It is a set of human resource activities designed to recruit workers and put them in the right place (Mahmood, 1996).

Others have also defined selection and appointment as the practice adopted by the organization by which the needs are explored and human resources are organized in order to reach them or obtain the best applicants in order to ensure the operation of the organization's operations in a sustainable manner, and this includes the search for qualified human resources in the labor market available to fill Vacancies and they explore potential candidates in order to prepare the ground for selecting the best among the candidates and who will be the fittest, and then install them in those jobs (Noe, et al., 2015).

Due to the current competitive conditions, the modern trend in the field of human resource management has become for organizations to attract and assign human resources that have multiple and many skills in order for the employee to be able to work in several different fields or different jobs and to be able to perform various tasks in a collective manner. Where in our modern age, the ways of doing business in organizations are no longer individually, but rather have become collective. They formed work teams and within the work team, they put individual exercises and set up multiple tasks within the team and made them exchange their responsibilities and tasks among themselves (Abu Jleida, 2018).

2.8.1.1 Three Paradigms for Recruitment and Selection

1-Psychometric Paradigm: According to (Schmidt &Chan, 1998), this approach is considered the most established for recruitment and selection. The superiority of the company in this approach is implicit, that is, it is possible to identify, select and measure those who apply for the job with knowledge capabilities, high skills and good talents. In this model, there are three main factors, which are as follows: individual differences (that is, there are differences between applicants), functional roles (performing roles in one way to create a standard space), and finally (making rational decisions by companies).

In this model, there are basic factors (Simon, 1960), (Zedeck, 1986):

- Individual differences: When choosing, the applicants must be considered as having very clear and stable differences.
- Functional roles: They mean the roles that a person can perform in only one way, and there is the possibility of picking them up objectively in order to create a standard space.
- Decision-making: Organizations must have the possibility of rationality in making decisions, even if there are restrictions on this matter.

2-Social Process Paradigm: According to (Herriot, 1987), this approach is considered an overcrowded option in rapidly changing and more global societies. In some positions, labor scarcity has become a reality. In this model, there are two main partners, the candidate and the recruitment company, where attention is focused on the social interactions between them in a manner aimed at rebalancing them and as a result The candidate is an active negotiator and participates in any recruitment activity in order to bring multiple skills to the work function. An environment is created that enhances the mutual culture between the candidate and the company by preparing a relationship between them. In this approach, one-time vacancies are best dealt with, such as higher professional positions, where people with distinctive abilities, talents and specific methods are sought, which will network and improve job delivery. As a result, the applicant and the company are constantly evaluating and reviewing their perceptions during the recruitment process.

In this model, there is no goal to provide an alternative for how to choose the alternative, but rather aims to challenge a new look before the entry process and consider the applicants as having a perception of the organization. (Ryan et al. 2000)

3-Person Organization (PO) Fit: According to (Bowen et al., 1991) it is a recently developed model that focuses on the multiple dimensions of these processes, so that the focus is on the interactions between the individuals and the environment, so that the environment affects the behavior of the individual. (Mischel, 1968). This model differs from the psychometric model in that the person's interaction with the situation is more effective in predicting behavior, so that the psychometric model claims that the individual shapes behavior through the characteristics that he possesses and that inconsistencies in his behavior are considered a measurement error. (Bowers, 1973) This method emphasizes the balance between the individual and the company and

focuses in particular on preparing a mutually beneficial fit. From the point of view of social interaction, employees are people who have a complete external life and may influence the company and change it by establishing their presence and interaction with the company's environment and other employees.

2.8.2 Involvement

A list has been made by several writers on special management techniques to provide high employee involvement and performance. They include hiring the right people, developing coaching skills, teamwork, rewards, incentives, and job security. Thus, training programs benefit both current and future talent, new and experienced employees. Despite the many options, preparing a highly involvement working group throughout the organization and supporting each other is difficult for managers (Konrad, 2006)

The rapid development that our current world is witnessing, especially the technological development and rapid changes in the external and internal environment of the organization, have made the role of the manager difficult and increase his responsibilities. Better and improve the quality of decisions taken. When employees perform their tasks and achieve the goals of the organization together and as a team, that makes them able to face problems better and makes them more creative and more loyal to their organization, which is reflected in the success of the organization as well (Kru, 2016).

There are four interrelated principles that have been proposed by Edward Lawler and his colleagues to prepare a high-involvement work system to ensure that the system and activities work together positively for employee participation as follows: (Konrad, 2006).

1-Power: There are several meanings of power, including that power means having ultimate power and accountability for decisions and their results. Authority gives the employee the ability to make decisions that consequently affect the performance and professional life of employees. Or that power means having a relatively moderate impact, such as contributing to the inputs that pertain to decisions taken by others. To maximize participation, the highest level of power is pushed to the people involved in implementing the options. To improve the performance of the company, a platform can be created to generate ideas, be discussed and implemented.

2-Information: An information system must be developed that provides employees with appropriate data, the use of data in a timely manner makes employees the ability to influence individually, by making an effort or not, and this is one of the basic things for managers who want to design a high-involvement work system. for the success of any company, the company's operations must be more transparent and therefore the employee will be more effective. Transparency is vital because it provides employees with the opportunity to learn about the relationship between Their actions and their impact on the performance of the company, and this leads to an improvement in knowledge of involvement, and as a result, openness is important for employees to know what works and does not work.

3-Knowledge: There is a possibility of distinguishing between the information that employees use in making and making decisions and between the employees' skills and competence that they possess, and employees' knowledge must be improved through training and development. Training investments in high-involvement business are very important because this makes employees have the ability and skill to make the necessary and critical decisions in the job.

4-Reward: Incentives in the high-involvement equation means paying employees to push them to improve organizational performance as far as possible. It is an important part because it ensures that employees will use all their strength, information and knowledge that they have in the best interests of the organization

2.8.3 Performance Appraisal

It is the process that includes measuring and evaluating the results of the performance of employees and the work they do. Performance evaluation is linked to opportunities for promotion and clarification of the career path and is considered an incentive for further learning and development to keep pace with the broader and more complex requirements for higher positions in the administrative ladder, maintaining workers in organizations and avoiding wasting minds (Werner 2012).

Many institutions in our time have tended to apply performance appraisal for their employees, and theoretical studies show an increase in writings and research on performance appraisal in recent times because of the great importance it has on the performance of workers in the future, and the results of performance appraisal can be used in order to strengthen the weaknesses of workers And help them to overcome

them and also to detect outstanding employees who perform their work skillfully and develop their performance and maintain it at the highest level, and performance evaluation strategies may encourage the active participation of groups of workers from supervisors, colleagues and others in the evaluation of the performance of the worker under evaluation (Al-Zuhri, 2000).

It is a procedural and analytical process through which employees are determined about how employees accomplish their work and the extent to which this achievement is compatible with their specific work, in order to determine what are the strengths and then strengthen them and discover their weaknesses, address and improve them in order to comply with the applicable policies of the organization. (Shields, et.al., 2015).

Human resource performance appraisal means studying and analyzing the performance of employees for their work and observing their behavior and their behavior while working to judge their success and efficiency in doing business curren (Kru, 2016).

It is simply a system for evaluating the performance of employees individually. (Fletcher, 2001) defined performance evaluation as all the company's activities aimed at evaluating employees and developing their competencies and thus enhancing performance and giving incentives.

The basic success criterion upon which human resource management practices are based, the results of their implementation, and the extent of their contribution to achieving higher effectiveness of employees' performance levels. The success of the human resource management strategy it means high-level human organizational performance, which leads to the achievement of the organization's goals and general strategy (Abu Jleida, 2018).

This makes it imperative for organizations to carry out the process of verifying the performance level of employees in the organization as a whole, and this process must be carried out through systematic and periodic bases in order to assess the job performance of employees and the extent of their productivity level. By referring to pre-established standards that are compatible with work requirements and conditions. And then evaluating the actual performance against these criteria, to develop a final

vision of what the future performance will be in the form required to reach the highest levels of efficiency and effectiveness in performance (Al-Susu, 2017).

2.8.3.1 The Effectiveness of Appraisals

(Randall, 1989) He believes that evaluations improve organizational and administrative performance, as well as increase employee motivation.

In order to achieve positive results, the following activities must be implemented correctly (Longenecker, 1997):

- Defining goals and planning performance.
- Training and giving feedback.
- Professional development of employees.
- Establish a link between employee performance and salary and promotion decisions.

2.8.3.2. Performance appraisal techniques

There are five methods of performance appraisal as shown in the following points (Collings & Wood, 2009):

a. Rating.

b. Ranking.

c. Performance or objective oriented systems.

d. Critical incident

e. Self-assessment.

The main characteristics of each method and their strengths and weaknesses will be shown in the following table

Table 2.2: Performance Appraisal Techniques (Main Characteristics, Strengths and Weaknesses)

Method	Characteristics	Strengths	Weaknesses
Rating	The appraiser rates the degree to which the appraisee possesses relevant (job, behavior, or personality) characteristics on a scale.	The comparison is easy, the rate of complexity ranges from very easy to very complex, based on behavior or performance descriptors.	Subjective; difficult to assess personality or behavioral features; may overlook aspects that affect work performance; may suffer from "central tendency"
Ranking	Based on specific traits or overall job performance, appraisers rank appraisees from best to worst.	Easy to use; allows for comparisons.	Decisions are based on a limited; degrees of difference aren't specified, and they're subjective; there's a chance they'll be affected by "central tendency."
Performance or objective oriented systems	The degree to which specific job aims or criteria have been met is assessed by the appraiser.	objective; participa tive; job-related	Needs definable goals; a strong quantitative focus may obscure more qualitative measures; risk of collusion
Critical incident	The appraiser keeps track of how often good and bad performance occurs. These serve as a foundation for judging, grading, and debating performance.	When it is difficult to define jobs as a term to be measured it is very useful, more objective, relevant to work	It is time-consuming and requires good observing abilities.
Self-assessment	Appraisees use a specific format or framework to evaluate themselves.	Participatory, which allows dialogue and encourages self-analysis	Potential sources of disagreement between appraiser and appraisee; dangers of mild tendencies

Source: (Collings & Wood, 2009)

2.8.4 Compensation and Rewards

It is a comprehensive process for all financial payments provided by organizations to employees and bonuses as well as benefits that are non-monetary. Its goal is to attract people and human cadres who have the eligibility and can maintain the organization's current status. We can consider that compensation is one of the important factors that have an impact on the motives of the individual and his continuity in Learning, its development, growth.

Compensation is an important catalyst in order to increase productivity and seek to improve the performance of the organization in general (Casio, 2013).

(Collins & Smith, 2006) defined compensation practices as practices that focus on worker motivation and on collective and organizational performance indicators.

As for (Dessler, 2020), defined compensation as including all forms of wages that go to workers and arising from their work. Compensation is a systematic approach to providing monetary value to workers in exchange for the work performed. Compensation may achieve several purposes that help with recruitment, job performance and job satisfaction. An ideal compensation management system will help significantly enhance employee performance and create a more engaged workforce that is willing to put in extra effort for the organization.

Compensations and wages include all forms of wages and returns that an individual receives in return for an effort in a specific job or in return for his work in a specific job. Compensation takes two methods (Kamel, 2012):

- **The first method:** It is the method that relates to all financial payments and is directly, and it is provided through salaries, wages, commissions and incentives.
- **The second method:** It is the method that relates to non-financial payments and is provided by providing a financial benefit such as services, insurance or paid vacations.

It is what organizations reward their employees within several ways: the wages/or salaries that it grants to them for a specific effort they perform, and additional material benefits that it grants, such as transportation, housing, etc., and

compensation for good performance that exceeds what they receive the basic wage for (Al-Tamimi, 2017).

2.8.4.1. Primary factors in pay rate determination

The employee is compensated through a salary he receives as a result of his work, which are direct and indirect financial payments (the direct represented by wages, salaries, incentives, commissions, and bonuses), while the indirect is represented by (financial benefits such as insurance and vacations provided by the employer) and for paying wages to employees directly there are two main ways which are (depending on time or performance dependent)

Most employer compensation plans are start-up time-dependent **(**Dessler, 2012).

2.8.5 Training and Development

Training is defined as that effort that leads to an increase in knowledge, skills, and abilities employees and managers so that each of them becomes more efficient in performing the work assigned to him. The new employee gains the skill, and the employee who has been on the job for years increases his ability productivity. (kru,2016)

It is an activity concerned with training people and helping them to be more confident and capable in their lives and in their lives their jobs. (Al-Ma'shouq, 2011)

(Al-Khatib, 2006) defined it as administrative and organizational efforts related to the state of continuity aimed at making a skill, cognitive and behavioral change in the current and future characteristics of the individual in order to be able to meet the requirements of his work and to develop his practical and behavioral performance better.

In any organization or company, training and development is considered one of the most important human resource management practices. Employees are required to acquire new work procedures with the aim of improving their abilities, competencies and behavior. All these things are done through training. To enhance the efficiency of their work and the productivity of the organization. Training ensures that employees do not deviate to the minimum and that learning in general or behavioral change is in a somewhat organized manner. As for training development, usually known as (learning and development), it is a set of continuous and formal

educational activities aimed at helping employees improve performance and achieve goals.

Training is defined as the process of raising the acquisition and development of skills and knowledge to perform a specific job and that the gap between the job requirements and the employee's current qualification does not exceed, and training contributes to changing the employees' job behavior and performance, as it is a systematic and continuous process, it is important for employees because the organizational profitability base depends on the good performance of employees, and the employee's performance becomes better if he is trained properly (Shakeel & Lodhi, 2015).

Regarding this study, employee training and development in human resource management can be described as a system developed by the company and used in order to improve the capabilities and performance of employees. It is considered an educational tool that contains a quantity of information and instructions that increase the employee's performance, this is done through the introduction of new concepts and knowledge. An effective training and development program that is based on the analysis of the training requirements of the organization helps to improve the skill of the workforce as well as increase production. (Hrhelpboard)

Training and development are one of the continuous processes to develop the areas and trends of individuals or groups to improve their performance, gain experience and create appropriate opportunities to improve the individual's level by expanding his knowledge and refining his skills and abilities through continuous encouragement to learn and the use of modern methods (Salah, 2017).

2.8.5.1 The role of training and development in organizational development

- Usually, companies review and reformulate their goals in order to keep pace with market conditions that are constantly changing, so in this case training and development is required.
- In order to increase employee performance, companies support training and development programs.

- In order to establish a basis for performance that employees meet throughout the year, human resources must be developed and trained, and it is considered necessary and required.
- Team management, communication and leadership behavior are new capabilities that employees learn through training and development activities.
- Work efficiency is enhanced using innovative methods and this is done through training and development (Hrhelpboard).

The importance of training and training programs has increased recently as one of the most important modern practices for human resources that are directly related to the performance of the worker, where their importance to the organization is represented by (Abaas, 2006):

- Training contributes to creating positive attitudes among workers towards work and the organization.
- Increasing productivity and organizational performance: providing employees with the skills and knowledge necessary to perform their jobs helps them to carry out the tasks assigned to them efficiently and reduce wasted time and material resources used in production.
- It leads to clarification of the general policies of the organization, thus raising the performance of employees through their knowledge what goals does the organization want from them.
- It helps in updating and updating information in line with the various changes in the environment.
- Contributes to building an effective base for internal communications and consulting, and thus leads to the development of Methods of interaction between working individuals and management.
- It leads to the rationalization of administrative decisions and the development of methods, foundations and skills of administrative leadership.

2.8.5.2 Importance of training and development

Training has other benefits for employees, the most important of which is that it develops their skills to solve urgent problems that occur Within and outside of their

work, it helps them understand the duties and tasks they must perform and the best way to do it, reduces the anxiety caused by their lack of knowledge or skill, and develops their ability on creativity, it gives them an opportunity to develop themselves (Abaas, 2006).

- Training and development if it are related to the human resources management department is very important in the event that the company wants to achieve the maximum benefit from its employees.
- It is important for succession planning in the company because it contributes to the development of team management and leadership skills.
- It is very important in motivating employees and thus increasing productivity
- Very important in order to enhance the employees' sense of belonging to the workplace.
- From a safety point of view, training and development programs are crucial because they guide employees on how to carry out the job assigned to them without putting their lives at risk.
- HR training and development programs from a regulatory point of view, it is considered a major tool for increasing profit and improving business (Hrhelpboard).

2.8.5.3. Benefits of training and development in HRM

The main reason for conducting the training process for the institution is to ensure that it achieves the best possible return on its investment in its most important and most expensive resource, which is the employees working in the institution. For this, the main objective of any training process is to achieve a kind of a change in knowledge, skill, experience, behavior or direction that would enhance the employee's efficiency, in particular, the training process is used to achieve the following (Keshway, 2003):

- Develop the skills and abilities of individuals in order to improve the level of job performance.
- Creating a kind of familiarity between the employee and the new systems, procedures and ways of working.

- Helping employees and newcomers familiarize themselves with the requirements of a particular job.

(Hrhelpboard) also identified the benefits of training as follows

- Improving job satisfaction and raising the morale of employees.
- It reduces employee turnover.
- Encouraging employees in the company to increase their effort.
- It improves operational efficiency and that leads to earning money.
- It helps to implement new procedures and techniques that are not present in the company.
- Helps increase product innovation and strategy innovation.

3. CREATIVITY

Creativity is a human phenomenon that has existed since God created humanity, as man was inventing and inventing everything what is new, and it is not restricted to anyone, but organized scientific interest began with it since the beginning of the war the second world stage of the last century, as it became a major topic in psychology, and has been linked to competition between western countries during World War II and the conditions of technological competition between developed countries which led to the crystallization of this concept, and there was a debate about a specific concept about the terminology of creativity some viewed it as a mental process, while others viewed it as a result of environmental factors that affect the individual and his creations, which we find that researchers have touched upon the concept of creativity from different angles, according to the difference in the philosophy of each among them, and their view of creativity, and some of them distinguished between it and innovation, and they gave each concept and a special definition. (Kru,2016)

This section aims to provide an explanation of creativity and the work environment in terms of creativity, as well as an explanation of innovation (the concept, how to measure innovation and its types).

Creativity is the thinking process that helps us and helps us to generate ideas. Some have defined it as those processes whose results are the preparation of something that is new and has a value that is noticeable to individuals, organizations, industries, or noticeable to society in general. Therefore, we can consider that creativity is the creation of something that has a specific meaning and value (Higgins, 2001).

It is considered the phenomenon of creating something new, and this thing is considered worthy of attention, and this thing is either tangible or substantial (Wikipedia).

Creativity is considered an important source in the process of organizational innovation, as well as in achieving the competitive advantage of organizations. Therefore, we note that organizations are increasingly promoting creativity.

Creativity is linked to the individual, groups and organizations, so we note that the concept of creativity has been discussed in several disciplines, including (psychology, sociology, and organizational behavior) (Beheshtifar & Kamani-Fard, 2013).

3.1 Defining the Concept of Creativity

The authors provided different definitions of creativity, and here in this paragraph we will address several definitions, including:

Table 3.1: Definition of Creativity According To the Number of Authors

Torrance 1966	"The process of becoming sensitive to problems, deficiencies, gaps in knowledge, missing items, disharmony, etc.; determining difficulty, looking for solutions, making guesses, or formulating hypotheses about shortcomings: testing and retesting these hypotheses and possibly Modify and retest them; and finally communicate the results"
Weisberg 1993	"creative" refers to novel products of value, as in "The airplane was a creative invention." "Creative" also refers to the person who produces the work, as in, "Picasso was creative." "Creativity," then refers both to the capacity to produce such works, as in "How can we foster our employees' creativity?" and to the activity of generating such products, as in "Creativity requires hard work"
Franken 1994	"As the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, and entertaining ourselves and others"
Mumford, 2003	"Creativity involves the production of new and useful products"
Sternberg 2011	"Creativity is the production of "something original and worthwhile"
Amabile & Pratt 2016	"Creativity as production of novel and useful ideas and innovation as implementation of creative ideas"
Shalley &Breidenthal 2018	"The generation of ideas, solutions, or processes that are novel and useful. Novelty and usefulness are both considered necessary conditions for something to be regarded as creative, so even if an idea is very novel, if it is not also useful or feasible it would not be considered creative"

3.2 The Importance of Creativity

The importance of creativity lies in the fact that it is considered a method for development and renewal, and because it is considered a means for inventing a new method and providing solutions that are also new in order to solve current problems in an innovative manner and also save time, save effort and reduce costs.

The existence of the possibility of creativity shows us what are the things that man has reached through civilizations, and if it were not for the presence of innovation & creativity, we would have remained in the primitive form of ancient life (Abdullah, 2015).

1- The importance of creativity for the individual: the importance of creativity for the individual is represented in the following:

- **Self-realization:** Creative people often look to excellence and distinction and are looking for fame that makes them among the greats (Al-Qahtani, 2007).
- **Fear of the unknown and the ambiguity of the future:** Creative people take a calculated risk in order to obtain and mitigate the least risks in the future that are unknown to them. Creativity is either self-motivated in the individual or comes from the environment surrounding creative people or from environmental issues and problems.

2- The importance of creativity for institutions:

- The importance of creativity for institutions lies in the creativity is a necessary element for continuous resilience in institutions: the knowledge of long-term survival depends on re-examination of institutions based on the changing environment, and the methods used assure us that this definition of creativity becomes necessary for survival, often those who view creativity as a type of luxury that is practiced If time permits, however, in the age of knowledge, if time does not permit the continuation of innovation, the survival of institutions will not be long.
- Creativity is a basic requirement for innovation: that is, creativity is a necessary condition for innovation to be achieved, but it is a condition it is not enough, innovation requires creativity, but the latter may not necessarily lead to innovation. management plays an important role in benefiting from creative thinking, by encouraging innovation, so creativity is part of continuous improvement.
- Creativity itself can be a continuous process that helps in continuous innovation, and there are benefits others that creative organizations can achieve include both speed and flexibility in both design and problem solving,

the changing environments of our time are pushing institutions to be more flexible adapt to the current environmental conditions.

- Creative organizations are quick to perceive and react to the changes that characterize the complex environment, making creativity is a motivating factor to lead its industry towards new practices (Gupta, 2008).

Creativity contributes positively at the individual and collective level, as its importance lies in the following (Carson, 2021):

- Turn the mind on more.
- Freeing the mind, making it more absorbing of knowledge.
- Learn to process more efficiently.
- Thinking in an unconventional way, freeing the mind from old patterns and habits of thinking.
- Availability of alternative ways of thinking.
- Revealing the hidden aspects of personality, which increases the individual's connection to himself, which leads him to uniqueness through the manifestation of inner talents and abilities.
- Increased sense of empathy for others.
- Creative participation as it enhances teamwork and collaboration skills.

3.3 Elements of Creativity

Creativity contains several elements, as we will explain them below:

1- Fluency: It means the ability to present ideas that are creative in the largest possible way, even if these ideas will be taken or not taken., Individuals accepting every idea that comes to their mind is very necessary and they must accept it without evaluating it, and When an individual collects the largest number of creative ideas, they are subject to nomination and evaluation, or in other words it is the ability to fluidity of ideas and ease of generation (Abdullah, 2015).

2- Flexibility: It means the person’s ability to the thing under consideration from several angles and his thinking is broad, that is, not within a specific scope, which

makes the individual think in an unconventional way and come up with an idea that is uninhibited. A person who has flexibility in his ideas is more capable of creativity. (Gilford) distinguished between two types of flexibility:

- Spontaneous flexibility refers to the flexibility of an individual's thinking.
- Adaptive flexibility, which suggests an individual's ability to make appropriate changes.

3- Originality: It is considered one of the biggest characteristics that are related to creativity, and originality means producing something that is unknown and unfamiliar, Some scholars say: In order for the idea to be original and new, it must be that the idea had no precedent, and it was unusual and far-reaching and had far-reaching and intelligent connections. (Refat.2005)

4- Expansion: It means that the creative person has the ability to add something of value to the idea of another person, or to add something to a method presented by another, and this leads to the completion of ideas in an optimal way. And when the idea is implemented, it becomes more useful and easier. (Abdullah,2015)

5- Quantity and quality: Based on the hypothesis that quantity gives quality, the greater the number of ideas an individual presents, the more good quality his ideas are at a particular time.as it is necessary to quantitative ideas in order to obtain qualitative ideas, but this process must be carried out in a deliberate and scientific manner (Kru,2016)

6- The ability to sense problems: This ability is embodied as an important element of creativity, in employing the mental capabilities of the individual, and his knowledge, experience and skills, and inventorying issues and problems that can be addressed, in order to reach creative solutions in this regard. (Sumya,2011)

7- The ability to analyze: The creative person has several advantages, which are the analysis of the elements of things and the ability to understand the relationships between these elements. He has the ability to obtain information and categorize it and keep it in case he needs it. He has the ability to reorganize his ideas but organizes them according to a well-studied basis and not in a random way. These features enable him to make several changes in the work and also he can turn a simple idea into a broad idea that benefits him in practice (Khalid, 2008).

3.4 Creativity Levels

1- Individual creativity:

It means the creativity that individuals achieve, because they have a creative trait. (Abdullah, 2015).

(Al-Zuhair, 2015) also defined individual creativity as it is the totality that an individual possesses of creativity capabilities to develop work, and researchers have differed in this level of creativity, about what each individual was creative if he had a set of auxiliary conditions or that creativity was restricted to some individuals who possessed creative abilities and traits without others. There are some qualities that studies have provided that individuals must possess in order to be creative (Abdullah 2015& Al-Zuhair, 2015).

- **Knowledge:** It is the sum of knowledge that the individual has collected through his readings, practices, living with events and actions.
- **Education:** especially gaining the ability to face problems and methods for solving them.
- Intelligence: the enjoyment of the thinking abilities to form flexible relationships between things.
- **Personality:** characterized by a spirit of risk, strength of perseverance, openness to new opinions, and curiosity.
- **The background of the experiments:** affects the creativity of individuals directly, after these people grow up in an environment that values creativity, individuals from childhood and during the stages of their youth are influenced by their parents or relatives.

2- Collective Creativity: Collective creativity means that there is collective cooperation at work by groups in the organization who cooperate in order to present and implement their ideas , in order to make a change for the better, as if there is an artistic group in the production department. As for the factors that affect the creative performance of the group, they are the group's structure, characteristics, mechanisms of action, in addition to external factors, such as the organizational context that surrounds the conditions of creativity or social interaction between members of the group (Al-Zuhair, 2015).

This type of creativity is affected quantitatively and qualitatively by the following factors (Abdullah, 2015):

- **Vision:** Where the possibilities of creativity increase when members of the group share several sets of ideas and values that are similarly relevant to the goals set by the group.
- **Safe sharing:** To promote creativity and achieve it, the organization's climate and environment must encourage employees to present their ideas and express them in an unrestricted manner.
- **Supporting Creativity:** In order for the organization to succeed in achieving creativity, they must provide support through the members of the groups in the organization.
- **Determine the gender of the group:** Having groups of both gender offers much better solutions than if the group is of the same gender
- **Determining the age of the group:** The more recent the age of the group, the more creative it becomes than the old groups.

3- Institutional creativity:

Creativity in all its forms has become inevitable in the midst of our modern age, and an organization cannot abandon it if its goal is to survive, and it must make creativity a method of its work and daily practice. This can be achieved by providing the following conditions (Saleem& Zaid, 2006):

- The need to realize creativity requires individuals with deep thinking, and who have a desire to explore, so it is necessary to the institution should expand the awareness of the individual through training and for the organization to attend conferences and seminars.
- There is a need to develop creative skills and abilities in problem-making through skepticism and questions about the current reality in the institution, whether with regard to the organizational structure or operations working methods and others.
- The need to learn to solve problems creatively.

As explained (Al-Zuhair, 2015) creativity at the level of the institution as the outcome of creativity for a complex economic system, which works in terms of individual creativity, collective creativity, and internal (organizational) contextual influences, including those that come from the external environment, and creativity at this level refers to institutions capable of developing themselves without external interference, as it can be said The system is a creative system in the case of its ability to develop in unknown or previously defined fields, which is the definition that was determined according to the European project led by the Italian University of Yuden. Such as managing creativity, the creative context, the conditions in which creativity takes place, and the ability to benefit from research and development.

3.5. Organizational Creativity

Majaro (1991) Organizational creativity is defined as the factors related to the removal of barriers that illustrate managed innovation, procedures for evaluating ideas, motivational stimuli, procedures for communication, development of sources of ideas, and evidence of the creative planning process (Beheshtifar & Kamani-Fard, 2013).

As for (Woodman et al, 1993) define organizational creativity as the creation of a useful new product, service, idea, procedure, or process by people working together in a complex social system.

According to (Amabile 1998 & Sullivan & Harper, 2009) there is a need for three components to enhance creativity in the business environment, which are:

1. **Experience:** It means the technical, intellectual and procedural knowledge possessed by the employee.
2. Creative thinking skills: It means how employees deal flexible and imaginative with problems.
3. **Motivation:** It means both internal motives (intrinsic, meaning they come from within the employee, employee satisfaction, how he enjoys work, etc.) and external motives (everything related to external factors, such as rewarding the employee with money or threatening him with dismissal).

3.6 Evaluating the Work Environment for Creativity

In this research, the conceptual model presented by The Academy of Management Journal, will be adopted according to the literature on which they relied (Amabile et al.) in order to assess the work environment for creativity.

In Figure 3, the conceptual categories of work environment factors assumed to influence creativity and the scales for evaluating work environment perceptions that have been developed from each category and the correlation between each measure and creativity will be illustrated.

There will be two types of scales (stimuli scales) that are positively related to creativity, while the scales that are negatively related are called (obstacle scales).

A simplified explanation will be provided for each scale as follows (Amabile et al, 1996):

- **Encouragement of Creativity:** This scale is considered very broad, as the encouragement to generate new ideas and work to develop them takes place at three main levels within companies, namely (organizational encouragement, supervisory encouragement, and group work encouragement).
- **Organizational encouragement：** There are several aspects to organization-wide encouragement, which are the following
- Encouraging risk-taking and generating ideas, Through the research that has been prepared on creativity, the employee can produce an idea that is unusual and at the same time useful if the license is given, either through the situation or through clear instructions.
- Fair and supportive evaluation of new ideas, through field experiments it has been shown that the most favorable state of creativity can be enhanced through Supportive and informative evaluation
- Reward and Appreciate Creativity, when reward is offered as a way to get the employee to do a better and useful job that arouses interest in the future, or as a way to ensure that the employee is competent, all of this promotes creativity.
- Collaborative ideas flow across an organization, participatory management and decision making, these three aspects are very important in organizational

encouragement, as the research conducted on creativity indicates that the possibility of generating creative ideas increases with the presence of other possibilities.

- **Supervisory encouragement.** There are several studies that indicate the role of project managers and direct supervisors in the following areas, namely, clarity of purpose, open interactions between supervisor and subordinate and supervisory support for teamwork and ideas. If we turn to the research that shows the critical role of defining the problem in the creative process, its results showed the importance of clarity of purpose in creative behavior. As for open interactions (tangible supervisory support) that work with the same mechanisms associated with fair and supportive evaluation
- **Work group encouragement.** There is the possibility of encouraging creativity in the work group, and this is done when there is diversity in the team in terms of the background of the members, as well as when there is an open intellectual exchange between them, Diversity in team members and mutual openness to ideas among them exposes individuals to a greater number of unusual ideas and thus positively affects creative thinking. There is also the possibility of encouraging creativity when there is a constructive challenge to ideas, as well as the commitment of the members of the joint team to the project, and this leads to an increase in self-motivation.

✓ **Freedom / Autonomy:** Through many of the research presented by scholars on creativity, in the case of a relatively high autonomy of the individual or group in terms of daily behavior at work, as well as their feeling that they can control their work, their own ideas and their sense of ownership, creativity is enhanced. As some studies revealed that if individuals had choices in accomplishing the tasks directed to them, they produced more creative work.

✓ **Resources:** There are many researchers who have suggested that there is a direct correlation between the allocation of resources to projects and the levels of project creativity. As the adequacy of resources positively affects the psychology of workers through their sense of the intrinsic value of the projects they undertake, regardless of any severe restrictions on resources.

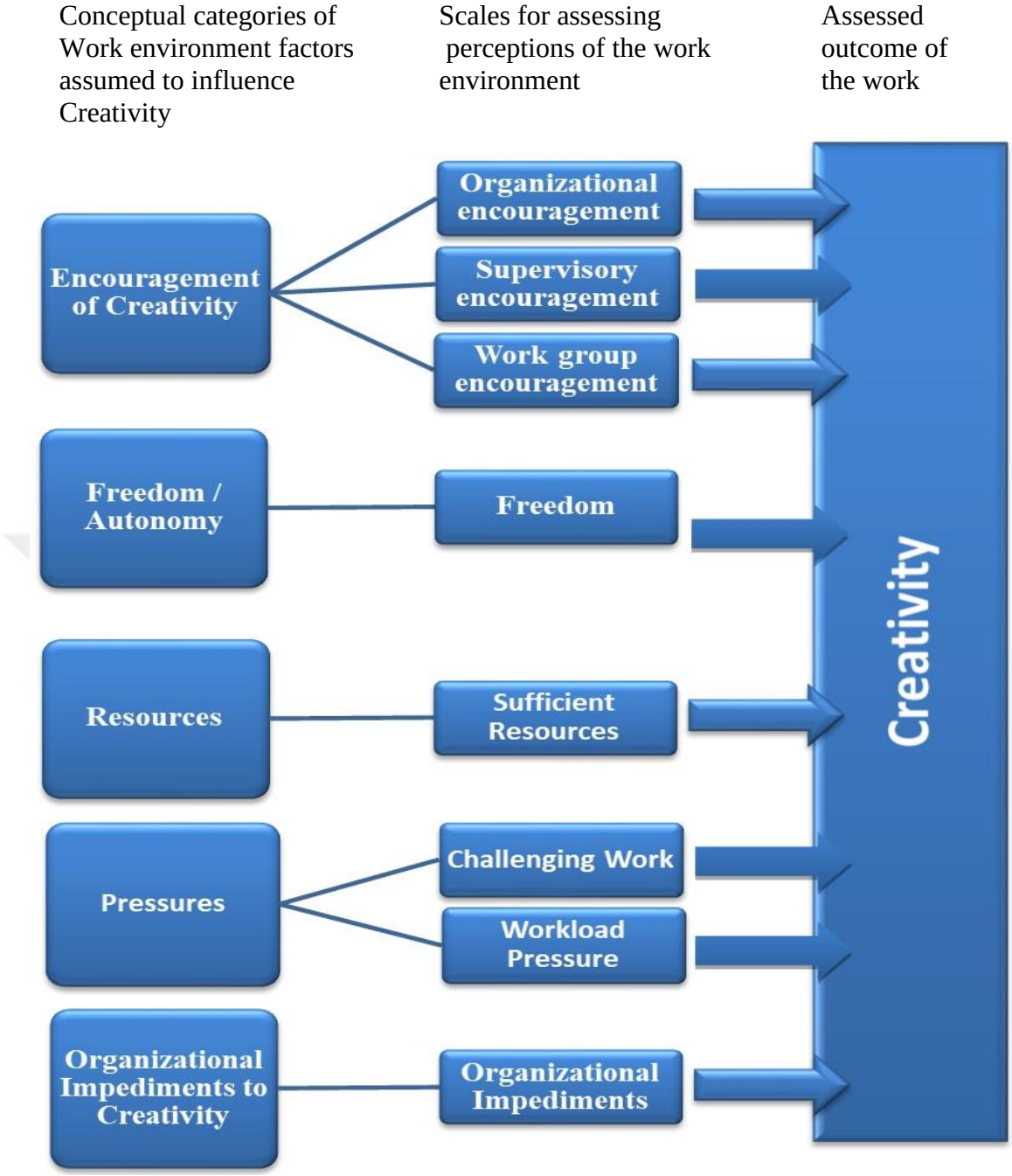


Figure 3.1: Conceptual Model Underlying Assessment of Perceptions of the Work Environment for Creativity

Source: Assessing the Work Environment for Creativity Amabile et al The Academy of Management Journal, 1996-pp 6

- ✓ **Pressures:** There are few studies on the effects of pressure on creativity, and these studies showed results indicating that there are contradictions that affect creativity, either in a negative way that undermines creativity or in a positive way if a certain degree of pressure is used that arises from an intellectual challenge. There is a general correlation between time pressure and high

creativity for research and development scientists, and when it reaches a very high and undesirable level of pressure, a number of pressures is determined, either excessive work pressure (usually has a negative effect) or challenge pressure (has a positive effect).

- ✓ **Organizational Impediments to Creativity:** Some studies indicated that in the event that there is an internal conflict in organizations and strict formal administrative structures, this leads to impeding creativity, because there is a possibility that workers in organizations consider this as control factors and thus the important intrinsic motivation for creativity is reduced.

3.7 Obstacles to Creativity

The researchers specializing in creativity focused on searching for things that hinder creativity or help creativity, and they identified these factors and reached several different results about the things that hinder creativity, where (Campbell) presented two factors that lead to hinder creativity (Abdullah, 2015):

- The fear of individuals that they will present their creative ideas and then fail, as well as their insistence on adhering to their familiar traditions and customs.
- Individuals deal indifferently with the things that happen in the organization, as well as exaggerating the gains of success.

As for (Sainsbury) only, it classified the obstacles to creativity into three main categories:

- **Financial Obstacles:** It means those matters that are related to the financial capacity of the institution and human capacity.
- **Organizational obstacles:** These are the obstacles that pertain to building the organizational and operational structure of the institution.
- **Cultural obstacles**: It means those matters related to the values of the institution. Do these values encourage creativity or hinder it? (Abdullah 2005)

And also, in his study of administrative creativity, Al-Nimer (1992) dealt with a behavioral study, some of the obstacles to creativity and divided them to me:

- **Administrative organizational obstacles:** They focus on the following:

- ✓ The organization does not set organizational goals that are clear and central to the decision-making process.
- ✓ The organization does not have specific and clear criteria for performance appraisal.
- ✓ There is no morale among the individuals working in the organization.
- ✓ Team work is little and interaction between individuals in the organization is little.
- ✓ The organization does not have methods to motivate employees to be creative, and it does not have a policy of encouraging excellence.

- **Socio-cultural obstacles**: which are represented in education, the family and society as a whole, which fights change, so the child becomes accustomed to dependence and lack of independence, whether at home or school, and fights against them every desire for development and change.

4. INNOVATION

There are many different concepts of innovation, as many definitions have been suggested for it that depend in their entirety according to the field and interest of researchers and their interests, in other words the difference in the method in research, and the abundance and multiplicity of areas in which the concept of innovation is used, in addition to the difficulty of the concept, although it is noted that the majority of these definitions only focus on matters related to technological processes and matters related to products (Abdullah, 2015).

The Organization for Economic Cooperation and Development defined innovation as a set of scientific, technical, commercial and financial steps necessary for the successful development and marketing of new or improved industrial products, the commercial use of new or improved methods, processes and equipment, or the introduction of a new method in social service, and research and development is only one of these steps. (Bogumum, 2009).

The definition of innovation can be summarized as:

- ✓ Renewing and expanding the scope of products, services and markets needed for them, and adopting new methods of production presentation and distribution.
- ✓ Introducing changes to management, work organization and conditions or the skills of the workforce (Jawad, 2007).

4.1 Defining the Concept of Innovation

Table 4.1: Definition of Innovation According To a Number of Authors

Joseph 1983	"Is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services"
Altshuler & Behn 1997	"Defines innovation as a generation, admission and realization of new ideas, products, services and processes and includes original invention and creative use"
Peter F 2002	"Innovation is the specific function of entrepreneurship, whether in an existing business, a public service institution, or a new venture started by a lone individual in the family kitchen. It is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth"
Rogers,2003	"An idea, practice, or object that is perceived as new by an individual or other unit of adoption"
Baregheh et al 2009	"Innovation is the multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace"
Edison et al 2014 (OECD)	"Innovation is production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and the establishment of new management systems. It is both a process and an outcome"
Amabile et al 2016	"The successful implementation of creative ideas within an organization"

4.2. Important and Critical Aspects of Innovation

- The introduction of all new products, services or technology, or the introduction of new organizational structures for the current institution.
- There should be a process component that includes activities and aspects such as design, organization, goal development, implementation, and then monitoring.
- The existence of evolution with somewhat drastic leaps (interruptions), although there are many authors talking about gradual innovation
- Desire to gain a competitive advantage for the company. (De Leede & Looise, 2005)

The importance of innovation revolves around the institutions achieving long-term

continuity of their activities, and this is very necessary due to the increase in competition that is taking place globally. on the other hand, increasing its growth rate and yield (Abdullah, 2015).

The importance of innovation appears in several matters, including the development of the production process, the acquisition of greater capabilities for the development of production technology, technical change, and thus lead to the achievement of the strategic goals set by the economic institutio. (Mostafa, 2006).

Many researchers have emphasized the institutions' need for innovation, as it is an important resource for the organization that must be managed and even developed. Aware of its importance, some have established specialized units to develop innovatio. (Bouhaza, 2009).

4.3 Traces of Innovation

We can present the impact of innovation on consumption, cost, product quality and workflow through the following:

- **Influence of Innovation on Final Cost:** Cost reduction is a real factor for innovation by rationalizing the production process and optimizing the use of production factors. This often leads to lower production costs in general. (Abdullah,2015)
- **Influence of innovation on consumption & quality:** In order to achieve customer satisfaction, the institution seeks to provide its products in an improved manner, and there lies the role of innovation in order to provide products of high quality as well as provide good services. In order to achieve consumer satisfaction, the institution seeks to provide its products in an improved manner, and here lies the role of innovation in order to provide products of high quality as well as provide good services. Innovation leads to the activation of consumption, and this process is carried out through the institution's adoption of an integrated system that possesses international standards in terms of determining dimensions, characteristics, quality standards, performance and methods of operation, and then expanding the range of services provided by the organization to the consumer (Abdullah, 2015).

- **Influence of innovation on the organization of work:** The introduction and use of new production methods leads not only to improving production and making products of high quality, but also to the organization and methods of work. Experience in the largest American industrial organization has proven that innovation or innovation at the level of production equipment is not sufficient to raise production capacity unless accompanied by investment in the hands of workers by training them to use modern means (Said,1995).

4.4 Innovation Capability Measurement

At the present time, in order for the organization to obtain a competitive advantage, it must be innovative, and this is done through the development of products, processes, marketing and the introduction of new organizational methods, and in order to achieve this, the organization must develop and improve its ability to innovate. The management of creativity and capabilities (such as the ability to innovate) is one of the most important elements for the organization to be innovative (Saunila &Ukko).

The ability to innovate can be defined as "the ability of a company to use the knowledge it possesses, skills and collective resources and to apply all these things to all innovative activities of each of the products, processes, services, administrative system, or every activity related to marketing, as well as the organization of work in order to add value to the company (Hogan& Soutar). In this research, the proposed model will be adopted according to (Calik et al 2017) to measure innovation ability, if they present the assumptions of their model according to the consideration of the literature as follows:

- **Potential and process-focused measurements should be made:** it means an approach that does not focus on results (outputs) and capabilities (inputs), because the trend of innovation performance began by moving to focus on the result, so the lack of distinction between ability and performance in innovation is confusing for measurement in the literature. Among the qualifications for enabling innovation are the capabilities of the system and the measurement of its outputs, But sometimes the measurement of system outputs is appropriate for some specific types and a few innovations, as depending on the size and nature of the institution, it is not recommended to measure system outputs in small and service institutions.as for the potential

(input) organizations differ from each other, so not all of them have the ability to invest in research and development, and they do not have equal opportunities. At the same time, the ability to innovate and investment in research and development cannot be considered directly proportional.

- **The model must have more than one dimension**: The dimensions of innovation reflect the ability to innovate, so we sometimes notice inconsistencies in terms of identifying and distinguishing these dimensions, as there are different patterns of innovation, including unilateral and multiple, some literature defines five dimensions of innovation (product innovation, market, operations, behavioral., strategic), and some Four (products, processes, marketing, and organizational innovation) as the ability to innovate does not have multi-dimensional innovation because it cannot be measured directly.

Potential part: includes innovation resources (R&D staff and budget, equipment, training, etc.) And culture (operational and managerial attitude, approach, belief, commitment to innovation) if the innovation culture has an impact on both innovation resources and activities.

As for the process part: it includes four types of innovation (products, processes, marketing, organization) and each type has three stages (research, development, commercialization/exploitation). In the organization in order to add value to products, processes, services, management, marketing or in the organization of work. After the research and development stage, the stage of marketing or exploiting work organization systems is implemented See Figure 4.1.

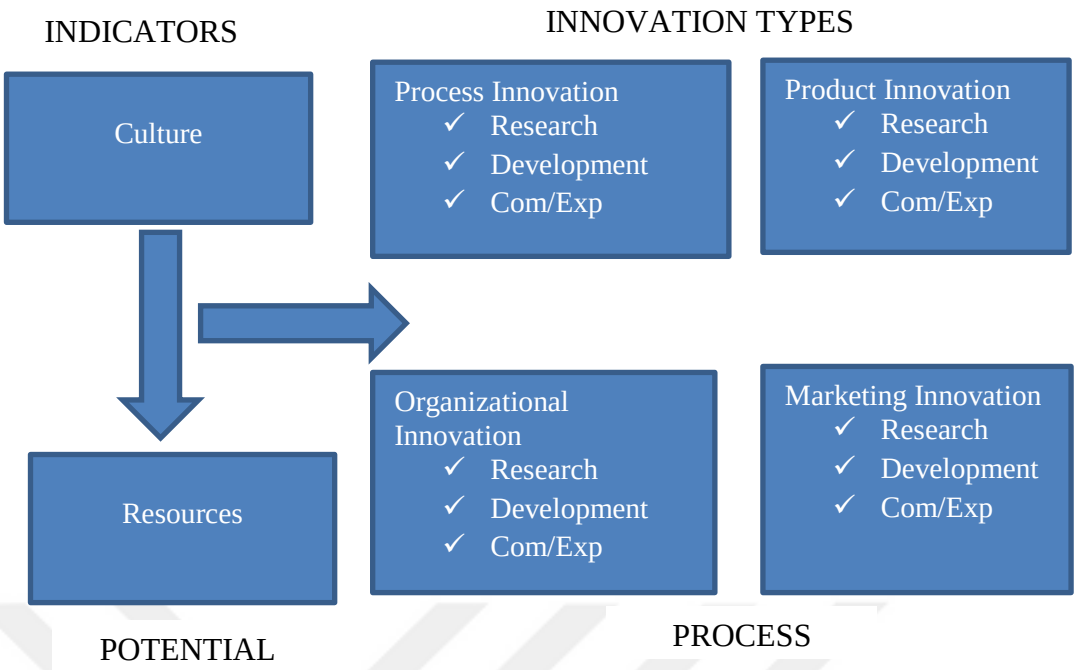


Figure 4.1: Innovation Capability Measurement Model According To

Source: (Calik et al, 2017)

4.5. Types of Innovation

1-Process Innovation

It means when new methods in terms of production and delivery are implemented or improved in a clear and attractive way. This is done through many and significant changes in terms of equipment, technologies or programs. Process innovations aim to reduce unit costs for production and delivery, increase quality and provide improved or new products, Process innovations, as mentioned above, are either through production, delivery, or use of the two methods, which are the following (OECD, 2011):

- **Production Methods:** This method is concerned with equipment, technologies and programs for services or the production of goods. Such as special computer programs that are designed in order to make the products of the organization advanced.
- **Delivery Methods:** This method is specific to the organization's logistics services such as software, equipment and techniques for input sources in the organization or for supplies within the organization or delivery of the final

product. An example of this method is the use of an encrypted or active cargo tracking system (radio frequency identification).

(Abdala, 2015) defined the process innovation as which expresses a change in the technological way of producing and distributing goods and services to their consumers.

In order for companies to achieve low-cost competition and gain access to new markets, they must improve their efficiency and effectiveness, and this is done by strengthening or introducing new processes (Walsworth and Verma, 2007).

For innovative work, companies must prepare a correct context for employees so that they have motivation and commitment to generate new ideas and share them. We can say that stimulating process innovation can lead to product innovation (Willems, 2015).

2-Product Innovation

It means either introducing new goods or new services and improving the characteristics of the good or service or improving its uses. The improvement also includes all technical specifications, raw materials, components and embedded software, as well as ease of use, etc. of all functional characteristics. there are two types of product innovations, which are (OECD, 2011):

- **New Products:** It means goods and services that are completely and radically different in terms of characteristics and intended use from all previous products that the company has produced. Examples of these products (microprocessors and digital cameras using new technologies, the first portable MP3 player as a new product that combines current software standards with micro-hard disk technology).
- **New Uses For Products:** It is a slight change in the technical specifications of the developed product in terms of use, and an example of this type of innovation is the introduction of a new detergent that carries a chemical composition previously used in the production of paint only.

(Abdullah, 2015) referred to product innovation as those changes that relate to new products for the first time or improvement of existing products.

Companies become able to meet market requirements that are diverse and different and become distinct from their competitors when they improve the company's own products or create new products to add to the market (Walsworth &Verma, 2007).

3-Organizational Innovation

The Organization for Economic Co-operation and Development (OECD) defines organizational innovation as: Implementation of a new organizational method in company business practices, workplace organization or external relations. As for Demircioglu (2016) he defined organizational innovation as: An idea, a new product, a new method, a new service, a new process, a new technology, or a new strategy adopted by an organization.

Organizational innovation is taking advantage of new ideas in the market to make changes to operations (Majeed, 2017).

Elements of innovative thinking: (Hilal & Arbab, 2019)

The elements of innovative thinking are summarized as follows:

1. The ability to identify problems.
2. The ability to find ideas.
3. The ability to recognize different points of view of the matter striving to reach goals

Lam (2006, 115) defines organizational innovation as "the creation or adoption of an idea or behavior new to the organization The introduction of something new to an organization" lam (2006) listed three ways to study organizational innovation:

- **Theories of Organizational Structure and Design:** the organizational level focuses on how structural features of organizations influence their ability to innovate.
- **Theories of Organizational Cognition and Learning:** the micro level focuses on organizational innovation's cognitive foundations and knowledge generation (e.g., innovations for problem solving).
- **Theories of Organizational Change and Adaptation:** Organizational and external environment assessments concentrate on how companies adapt (or

not able to adapt) transformations in the environment and technological advancements.

4-Marketing Innovation:

The OECD defines marketing innovation as a new marketing method that involves significant changes in product design, packaging, product placement, product promotion, or pricing.

Companies innovate the product for several purposes, namely, to meet the needs of the consumer better than before, to introduce a new product in the market for the purpose of increasing sales, to open a new commercial area (Eriksson&Martens, 2019).

Marketing innovation is defined as "the design and implementation of a set of creative and non-traditional ideas and their transformation into practical applications in one of the areas of the marketing mix" (Hafez, 2011).

It is also possible that "adopting a new idea or applying an idea developed within the institution or borrowed from outside the institution related to the product is a marketing innovation (Hamed, 2017).

Types Of Marketing Innovation: (Collecting & Data, 2005)

- **Product Design Changes:** It means all the changes that can take place in the shape and appearance of the product without changing its functional characteristics or the characteristics of the user, as well as changes in the packaging of products (drinks, foods and detergents).
- **Introducing New Sales Channels:** It means the methods that the company uses in order to sell goods or services it provides to customers and not the logistical methods. For example (direct selling, exclusive retail, product licensing).
- **Using New Methods To Promote The Company's Goods And Services:** It means the use of a different and new marketing method to promote the product, for example the use of techniques or media such as placing the product in a movie or television program or through celebrity endorsements, as well as other examples is the introduction of a new brand symbol.

Marketing innovation can also be classified on certain bases, as it is classified into: (Straoui, 2020).

- **By type of organization:** Marketing innovation can be divided either according to the primary objective for the institution, it is in a profit-making or non-profit organization, or divided according to the basic activity for the institution (industrial, commercial, service, ...), or it is divided according to the type of ownership of the institution, but the marketing innovation that is suitable for a particular institution may not be suitable for another of a different type.
- **According to the type of goal:** where the marketing innovation can be aimed at solving a specific problem or facing an undesirable phenomenon (such as the deterioration of sales), and it may aim to improve performance, in the first case the marketing innovation is a reaction, while in the second case an initiative, the organization may collect Between the two types if it deals with more than one product or more than one market.
- **By product type:** where marketing innovation can be applied in the field of goods, services, institutions, people or ideas, according to the broad concept of marketing to the end consumer
- **Classification according to customer type:** here the marketing innovation is directed to industrial investors, where the first type is characterized by arousing irrational emotional motives, and vice versa for the second type.

4.6. Obstacles to Innovation

There are a number of difficulties that stand as an obstacle in managing innovation in small enterprises medium, including the following (Abdullah, 2015):

- ✓ **Financing**: In general, the problem of financing is one of the most prominent problems that small and medium-sized enterprises can face, especially at its inception stage, because these institutions rely on family loans or the founders' own money. Three conditions are essential for the innovation process:
- There must be people in the organization who have the ability to be creative and innovative.

- They must ensure that there is a market for their innovative new product.
- It is necessary to ensure that the necessary financial resources are in place in order for them to implement the innovation process.

Small and medium enterprises find it difficult to obtain the financial resources they need in the innovation process in the required amount, because these resources are large and long-term, in addition to what this process involves.The innovation process is subject to several risks, including the technological environment, which causes complications, and also that their uncertainty of reaching the result they desire is considered dangerous for the innovation process (J. Lachmann, 1996).

- ✓ **The Information:** The lack of information about financial or economic risks and the level of these risks as a result of institutions introducing new innovations to the market is an obstacle to the innovation process.
- ✓ **High Cost:** The high cost of equipment used by enterprises in the production process or in the research process causes an obstacle to the innovation process. (Abdullah, 2015)
- ✓ **Communication:** One of the most important obstacles facing innovation is that there is a lack of communication or miscommunication between the concerned authorities in the institutions, as well as the extent to which users accept a certain new idea in the production process because they fear that it will cause them a threat to their positions or reduce their wages, In order to avoid these matters and to ensure the future of organizations, they must provide users with information about the extent to which organizations need to innovate.
- ✓ **Lack of diversity in qualified people and a shortage of human resources:** Creativity and innovation depend on the human resource and competencies, so the presence of a shortage in them causes the institution not to have a great opportunity to achieve the goal of creativity and innovation.

Therefore, they must rely on several things, including (the approach to participation in the administrative process, the institution providing incentives and rewards that are attractive in order to attract innovative people and thus maintain them) (Jawad, 2006).

5. METHODOLOGY

5.1 Introduction

Appropriate research assessment and development are needed for appropriate research methodology. It will lead to good data analysis and more reliable and accurate output.

This chapter presents explanations of the method and procedures for conducting this research. It includes the research design, population, sampling procedures, data collecting instrument, and statistical techniques used.

5.2 Research Design

A quantitative research approach has been designed and implemented, is formed according to the meanings taken from numbers, results collected in a numerical standardized form, and analysis directed by diagrams and statistics.

The data was collected using a survey method, as it helps in collecting data from a big sample of individuals who are questioned about their opinions and views. The survey includes two main parts, the first part helps to indicate the relation of the respondents to the research topic and know more about their demographic characteristics. The second part includes the questions that were used to measure the variables and test the hypothesis, an explanation about the research topic, goals, and research population, and a targeted sample with some guidelines was provided before the survey questions.

The research started by finding the main idea and reviewing the previous relevant studies and articles to improve and develop the idea, till reaching the point of selecting the main research variables and forming the research questions and hypotheses and the research conceptual framework. That research methodology was designed, and the needed data was collected, to get appropriate answers for the research questions and perform the test of the research hypotheses, the collected data

were measured and analyzed to achieve results and their interpretation, finally, the conclusion was formed and written.

5.3 Population

This research is studying the human resource management practices and policies' effect on creativity and innovation. The targeted population was employees who are working at GEDIK Holding Industrial Companies. The hypothesis will be tested in a sample of managers and employees of the human resources management department, production department, and marketing department in GEDIK holding industrial companies, which are Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve.

5.4 Sampling Method

Since the total employees of human resources, marketing, and production in the three companies of GEDIK Holding Industrial (Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve) are 77 employees, they are all selected as a sample as when the population is less than 100 the full population is selected as a sample.

5.5 Data Collecting Instrument

This is a quantitative research, so the data collection was conducted using a survey that was adapted from four articles.

The human resource management practices and policies are represented by five sub-dimensions:

1. Recruitment and selection
2. Involvement
3. Performance appraisal
4. Compensation and rewards
5. Training and development

Their scale is adopted from Tabouli1 & Habtoor1 & Nashief (2016) & Rasool & Samma (2019), the dependent variables are creativity and innovation, and their related scales were adapted from Calik & Calisir& Cetinguc (2017) & Rasool & Samma (2019) and Amabile & Conti& Coon & Lazenby& Herron (1996).

The Likert scale was used as a measure of the answer, A five-dimensional Likert approach was adopted in this research:

5 = Strongly agree.

4 = Agree,

3 = Neutral,

2 = Disagree,

1 = Strongly disagree,

Close-ended questions were selected as they need the minimum writing activity which makes it easy and less time-consuming for the respondent.

The survey starts with an introduction about the researcher, the research main idea and goals, and an explanation about the targeted respondents, the survey questions started with the demographic part to get an idea about the target respondent and how much he/she is related to the research, the second part of the survey includes the main variables measuring questions.

5.6 Statistical Techniques

A multiple regression analysis was used in this research as it helps in testing the relation between more than one independent variable and a dependent variable and identifying if there is an impact from the independent variable to the dependent one, analysis was done using the IBM SPSS version 23.

5.7 Ethical Consideration of The Research

Ethical considerations were followed in all the processes of the research, the data collection process of this research was carried out by a high privacy and confidentiality procedure as the data was only used for the analysis.

The data was not used for personal interest at any stage of the research implementation, the participant privacy was considered as no name or identity was requested in the survey.

6. ANALYSIS AND DISCUSSIONS

6.1 Introduction

The data analysis conducted for this research is included in this chapter, it starts with the demographic percentage analysis, factor analysis, reliability analysis, and hypothesis testing using the multiple regression analysis, and finally, the results were presented at the end of the chapter.

6.2 Simple Percentage Analysis

The demographic data represents the characteristics of the respondents of this research, the simple percentage analysis was used to give a total description of the respondents using percentages using an accumulated summary of the respondents' demographic characteristics, using the below formula:

Percentage = (100 * Respondents' Number) / Total Respondents' Number.

Demographic questions include questions about the characteristics of the research survey respondents. They provide information about the respondents' gender, Age, education, Current academic qualification, Department, and Years of service. The results were as below:

Table 6.1: Gender Q1

	Frequency	**Percent**	**Cumulative Percent**
Male	51	66.2%	66.2%
Female	26	33.8%	100.0%
Total	77	100.0%	

The majority of the respondents are males they represent 66% of the total respondents.

Table 6.2: Age Q2

	Frequency	Percent	Cumulative Percent
25 years old or less	6	7.8%	7.8%
26-30 years old	24	31.2%	39.0%
31-35 years old	18	23.4%	62.3%
36-40 years old	10	13.0%	75.3%
41-45 years old	8	10.4%	85.7%
46 years old or more	11	14.3%	100.0%
Total	77	100.0%	

Almost half of the respondents are between 26 and 35 years old. Accumulately they represent 55% of the total respondents.

Table 6.3: Current Academic Qualification Q3

	Frequency	Percent	Cumulative Percent
High school	9	11.7%	11.7%
Associate or Undergraduate	45	58.4%	70.1%
Master (Post Graduate)	19	24.7%	94.8%
PhD	4	5.2%	100.0%
Total	77	100.0%	

More than half of the respondents have associate or undergraduate degrees they represent 58% of the total respondents.

Table 6.4: Department Q4

	Frequency	Percent	Cumulative Percent
Human Resources	7	9%	9%
Production	20	26%	35%
Marketing	50	65%	100%
Total	77	100%	

More than half of the employees of GEDIK Holding Industrial (Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve) are working in the marketing department they represent 65% of the total respondents.

Table 6.5: Years of Service Q5

	Frequency	Percent	Cumulative Percent
1-5 years	33	42.9%	42.9%
6-10	25	32.5%	75.3%
11-15	11	14.3%	89.6%
16 – or more	8	10.4%	100.0%
Total	77	100.0%	

Less than half of the respondents are working in GEDIK Holding Industrial (Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve) for 1 to 5 years they represent 43% of the total respondents.

6.3 Descriptive statistics, Skewness and Kurtosis

The basic structures of the data are explained by the descriptive analysis. Such analysis represents an initial summary of the data collected and the responses of each question in the survey leading to a starting point of quantitative analysis.

Skewness and Kurtosis are part of the normality assessment which shows whether a data set is regularly distributed or not. It shows to what extent the data are naturally spread around the mean or not.

Skewness, happen when the data distribution is either below or above the mean presenting a non-asymmetrical distribution around the mean. The skew analysis result of 3 and -3 lead to the results that there is no skewness. On the other hand, kurtosis occurs when the data distribution gets a lower or higher peak compared to the regular normal distribution, the results of the analysis must be between 8 and -8 to indicate that there is no kurtosis.

The table below shows the descriptive mean and standard deviation results, and also presents the skewness and kurtosis results which indicate that the survey questions' responses are not skewed and don't have kurtosis.

Table 6.6: Mean and Standard deviation Descriptive statistics, Skewness and Kurtosis

	Mean	**Std. Deviation**	**Skewness**	**Kurtosis**
Human resource management practices and policies Q1: Our organization staff selection process is rigorous	3.96	.802	-.872	1.675
Human resource management practices and policies Q2: We primarily hire applicants that currently possess the necessary knowledge and skills	3.83	.909	-.734	.436
Human resource management practices and policies Q3: Our organization's employee staffing is based on the prospective future organizational performance	3.83	.938	-.734	.697

Table 6.6: (Cont.) Mean and Standard deviation Descriptive statistics, Skewness and Kurtosis

	Mean	Std. Deviation	Skewness	Kurtosis
Human resource management practices and policies Q4: Our organizational selection is based on the expertise and skills set of potential candidates	3.94	.800	-1.146	2.309
Human resource management practices and policies Q5: The organization I work for treats me with respect and attention	4.10	.926	-1.130	1.165
Human resource management practices and policies Q6: In the organization where I work, there is an environment of understanding and confidence between managers and employees	3.82	.839	-.604	.048
Human resource management practices and policies Q7: The organization I work for favors autonomy in doing tasks and making decisions	3.90	.821	-.831	1.356
Human resource management practices and policies Q8: The organization I work for encourages my participation in decision-making and problem-solving	3.94	.800	-.514	.026
Human resource management practices and policies Q9: Our performance appraisal is based on employees 'work outcomes	3.78	.982	-.823	.810
Human resource management practices and policies Q10: Employees behavior is an important factor for performance appraisal	3.99	.835	-1.368	3.260
Human resource management practices and policies Q11: Employees who perform Insufficiently carries less salary	3.10	1.273	-.239	-1.045
Human resource management practices and policies Q12: The employee's performance appraisal is based on the objective and quantifiable results	3.48	1.008	-.697	.209
Human resource management practices and policies Q13: Our compensation package is more competitive than other organizations in the same industry	3.39	.934	-.565	.636
Human resource management practices and policies Q14: Our organization considers external pay comparability in determining employee compensation	3.25	1.078	-.707	-.157
Human resource management practices and policies Q15: Our remuneration package is intended to promote employee retention	3.13	1.162	-.518	-.558

Table 6.6: (Cont.) Mean and Standard deviation Descriptive statistics, Skewness and Kurtosis

	Mean	Std. Deviation	Skewness	Kurtosis
Human resource management practices and policies Q16: We modify the compensation system to encourage managers to achieve long-term strategic objectives	3.10	1.187	-.448	-.773
Human resource management practices and policies Q17: Our organization has formal training activates	3.82	.721	-.795	1.003
Human resource management practices and policies Q18: Our organization has comprehensive employee training policies and programs	3.92	.721	-.962	2.889
Human resource management practices and policies Q19: Our organization has newly hired induction training programs for employees	3.73	.853	-.615	.569
Human resource management practices and policies Q20: In our organization, on-job training is important than formal	3.83	.768	-.774	1.702
Innovation Q21: New and significantly improved technological supporting activates for our processes, such as system maintenance, purchasing operations, accounting, and computing supports employees	3.84	.670	-.617	1.002
Innovation Q22: New or significantly innovative processes improve organizational services	3.92	.703	-.825	1.433
Innovation Q24: Our organization introduces innovative, improved logistics, delivery, and distribution methods that increase the sustainability of organizational performance	3.91	.729	-.696	2.115
Innovation Q25: In comparison with competitors, our organization has introduced more innovative products and services during the past 3 years	3.82	.823	-1.248	2.664
Innovation Q26: We manage to cope with market demands and develop new products and services quickly through innovativeness	3.92	.774	-.912	1.106
Innovation Q27: In introducing new products our organization is often first-to-market	3.78	.837	-.528	-.076
Innovation Q28: Our organization always maintains product quality	4.18	.643	-.792	2.118
Innovation Q29: It is important for our company to make changes in the appearance, packaging, shape, and volume of our products	3.99	.819	-.566	-.030

Table 6.6: (Cont.) Mean and Standard deviation Descriptive statistics, Skewness and Kurtosis

	Mean	Std. Deviation	Skewness	Kurtosis
Innovation Q30: Our company constantly looks for new ways to deliver our products to our customers.	3.94	.675	-.448	.672
Innovation Q31: We implement new marketing methods to promote our products	3.83	.696	-.481	.554
Innovation Q32: We make improvements in the manner of customer relationships to obtain customer satisfaction	3.83	.715	-.406	.313
Innovation Q33: Our company adopts innovative work designs	3.83	.849	-.460	-.234
Innovation Q34: Our company has good mechanisms for using technology from research to product development	3.79	.964	-.742	.477
Innovation Q35: We are better than our competitors in the manner of developing new managerial work, processes, and systems	3.71	.930	-.603	.502
Innovation Q36: We are successful in commercializing and institutionalizing new product	3.78	.853	-.601	.605
Creativity Q37: Our organization has an organizational culture that encourages creativity through fair judgment and building of ideas and reward and appreciation for creative work	3.49	1.084	-.524	-.288
Creativity Q39: Our organization has a supervisor who acts as a good business model, sets goals appropriately, supports the workgroup, and appreciates individual contributions	3.49	.995	-.640	.009
Creativity Q40: My supervisor serves as a good work model and It shows confidence in the workgroup	3.87	.848	-.941	1.285
Creativity Q41: Our organization has a working group with diverse skills in which people communicate well, are open to new ideas, challenge each other's work constructively, trust and help each other, and feel committed to the work they do	3.53	.968	-.541	-.084
Creativity Q42: I'm at my creative best when I work in a group	3.94	.713	-1.691	4.917
Creativity Q43: Our organization offers freedom in deciding what work to do or how to do it, a sense of control over the work	3.95	.793	-.882	1.792

Table 6.6: (Cont.) Mean and Standard deviation Descriptive statistics, Skewness and Kurtosis

	Mean	Std. Deviation	Skewness	Kurtosis
Creativity Q44: Our organization gives us the freedom to present our creative ideas without any interference and I have the freedom to decide how I'm going to carry out my projects	3.86	.854	-.890	1.127
Creativity Q45: In our organization, I have access to appropriate resources, including funds, materials, facilities, and information	3.83	.909	-.842	1.102
Creativity Q46: Generally I can get the resources I need for my work	3.87	.750	-.552	.429
Creativity Q47: Our organization urges to work hard on challenging tasks and important projects	3.88	.725	-.669	.840
Creativity Q48: I feel challenged by the work I'm currently doing	3.57	1.006	-.878	.865
Creativity Q49: In our organization, there are extreme time pressures, unrealistic expectations for productivity, and distractions from creative work	3.44	1.057	-.357	-.745
Creativity Q50: I have too much work to do in too little time	3.69	.963	-.872	.453
Creativity Q51: In our organization there is an organizational culture that hinders creativity through internal political problems, biting criticism of new ideas, destructive internal competition, risk aversion, and an overemphasis on the status quo	3.26	1.229	-.253	-.942
Creativity Q52: Our organization has a policy of overemphasizing the status quo	3.30	1.101	-.502	-.445

6.4 Reliability Assessment (Cronbach Alpha Test)

Reliability analysis helps in evaluating the measurement tool quality that is used to measure any variable. When testing something reliability analysis shows the measurement level if it is free from error or not. The results of any analysis are considered insignificant if the measurement tool is not reliable. Cronbach alpha test is one and most common reliability analysis. It shows to what level the data are close to each other. To conclude that the data is reliable and appropriate for analysis the Cronbach alpha results should be 0.70. or more.

Table 6.7: Reliability Assessment (Cronbach Alpha Test)

	Cronbach's Alpha	Results
Human resource management practices and policies	0.92	Accepted reliability
Innovation	0.93	Accepted reliability
Creativity	0.92	Accepted reliability

6.5 Exploratory Factor Analysis EFA

EFA help to the level of connection between the observed variables and their latent variable. it works on identifying the amount of factors that have a covariance with the observed variable.

In order to get the needed factor loading, the questions that have loading less than 0.50 and also have multiple loading between variables were removed.

(KMO) factor measure and Bartlett's Test of Sphericity as shown in the below table were giving a positive indicator for a good loading:

Table 6.8: (KMO) and Bartlett's Test of Sphericity

	KMO	**Bartlett's Test of Sphericity**
Human resource management practices and policies	0.951	.000
Innovation	0.866	.000
Creativity	0.937	.000

The factor loading of the survey questions is presented in table 6.9:

Table 6.9: Exploratory Factor Analysis EFA

Human resource management practices and policies	
Q1: Our organization staff selection process is rigorous	.654
Q2:We primarily hire applicants that currently possess the necessary knowle dge and skills	.563
Q3:Our organization’s employee staffing is based on the prospective future organizational performance	.689
Q4:Our organizational selection is based on the expertise and skills set of po tential candidates	.624
Q5: The organization I work for treats me with respect and attention	.668

Table 6.9: (Cont.) Exploratory Factor Analysis EFA

Human resource management practices and policies	
Q7:The organization I work for favors autonomy in doing tasks and makin g decisions	.756
Q8:The organization I work for encourages my participation in decision-making and problem-solving	.611
Q9: Our performance appraisal is based on employees work outcomes	.712
Q10: Employees behavior is an important factor for performance appraisal	.502
Q12:The employee's performance appraisal is based on the objective and q uantifiable results	.720
Q13:Our compensation package is more competitive than other organizatio ns in the same industry	.685
Q14:Our organization considers external pay comparability in determining employee compensation	.692
Q15: Our remuneration package is intended to promote employee retention	.746
Q16:We modify the compensation system to encourage managers to achiev e long-term strategic objectives	.633
Q18:Our organization has comprehensive employee training policies and p rograms	.584
Q19:Our organization has newly hired induction training programs for emp loyees	.648
Q20: In our organization, on-job training is important than formal	.549
Innovation	
Q23:Our organization facilities new innovative processes to improve quality and cost reduction	.713
Q24:Our organization introduces innovative, improved logistics, delivery a nd distribution methods that increase the sustainability of organizational performance	.665
Q25:In comparison with competitors, our organization has introduced more innovative products and services during the past 3 years	.657
Q26:We manage to cope with market demands and develop new products an d services quickly through innovativeness	.844
Q27: In introducing new products our organization is often first-to-market	.740
Q30:Our company constantly looks for new ways to deliver our products to our customers.	.684
Q31: We implement new marketing methods to promote our products	.663

Table 6.9: (Cont.) Exploratory Factor Analysis EFA

Human resource management practices and policies	
Q32:We make improvements in the manner of customer relationships to obtain customer satisfaction	.725
Q33: Our company adopts innovative work designs	.772
Q34:Our company has good mechanisms for using technology from research to product development	.656
Q35:We are better than our competitors in the manner of developing new managerial work, processes, and systems	.740
Q36:We are successful in commercializing and institutionalizing of new product	.744
Creativity	
Q37:Our organization has an organizational culture that encourages creativity through fair judgment and building of ideas, and reward and appreciation for creative work	.797
Q38:Our organization has the mechanisms for developing new ideas, an active flow of ideas, and a shared vision of what the organization is trying to do	.778
Q39:Our organization has a supervisor who acts as a good business model, sets goals appropriately, supports the work group, and appreciates individual contributions	.835
Q40:My supervisor serves as a good work model and It shows confidence in the workgroup	.538
Q41:Our organization has a working group with diverse skills in which people communicate well, are open to new ideas, challenge each other's work constructively, trust and help each other, and feel committed to the work they do	.791
Q42: I'm at my creative best when I work in a group	.598
Q43:Our organization offers freedom in deciding what work to do or how to do it, a sense of control over the work	.718
Q44:Our organization gives us the freedom to present our creative ideas without any interference and I have the freedom to decide how I'm going to carry out my projects	.710
Q45: In our organization I have access to appropriate resources, including funds, materials, facilities and information	.799
Q46: Generally I can get the resources I need for my work	.685
Q47:Our organization urges to work hard on challenging tasks and important projects	.667

6.6 Multivariate Assumptions

Before testing the linearity and the regression relation between independent and dependent variables some conditions must be taken into consideration these

conditions are called the Multivariate Assumptions and they are the Normality test and the Multi-collinearity.

6.6.1 Normality Assessment

Normality assessment is the main condition for many statistical tests in this study according to the below shape and the number of collected data it is concluded that based on each dependent variable the data is normally distributed, better distribution can be obtained when more data can be collected.

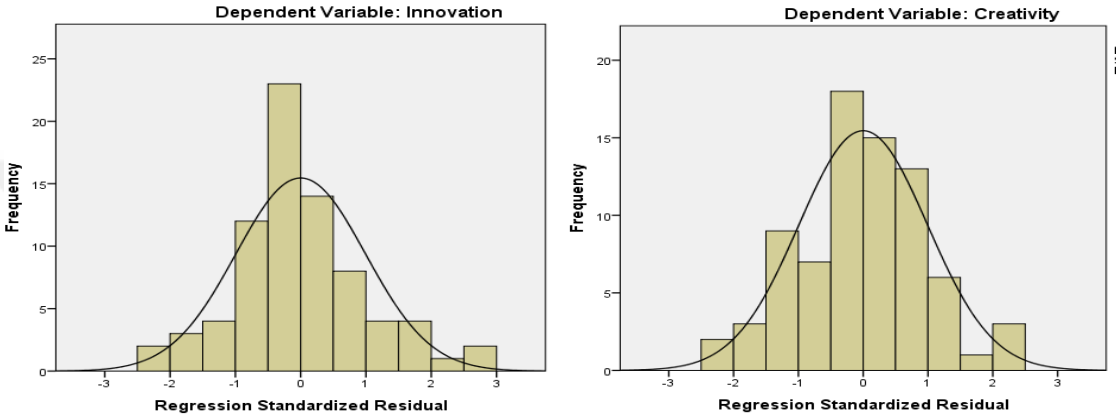


Figure 6.1: Normality Assessment

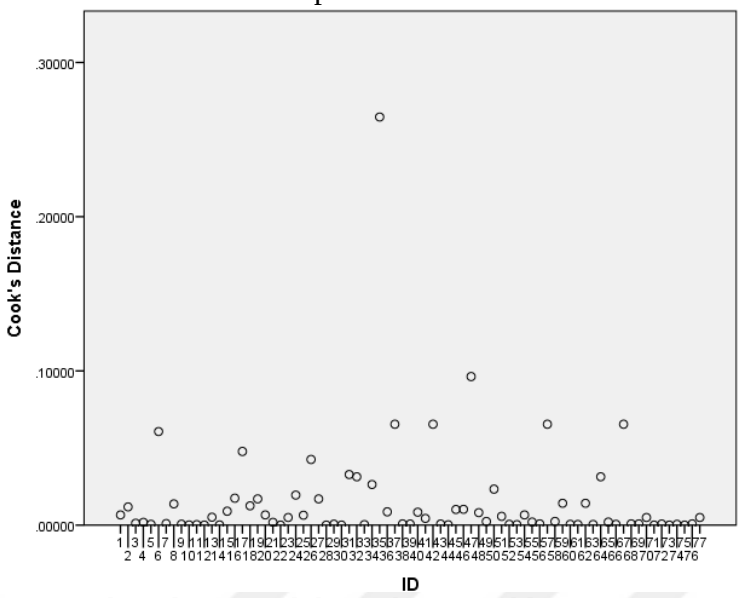
No Multi-Collinearity analysis as there is only one independent variable.

6.6.2 Outliers and influencers

Outliers and influencers are different from the other scores or different responses from the other respondents, the standard deviation calculation is used to find if there are responses that are far away from the mean of each response when the result is more than 3 an Outlier is influencing the results.

According to the test done for this research, the only higher amount is less than 0.30 which leads to conclude that there are no Outliers and influencers in the responses of this study.

Based on the first dependent variable: Innovation



Based on the second dependent variable: Creativity

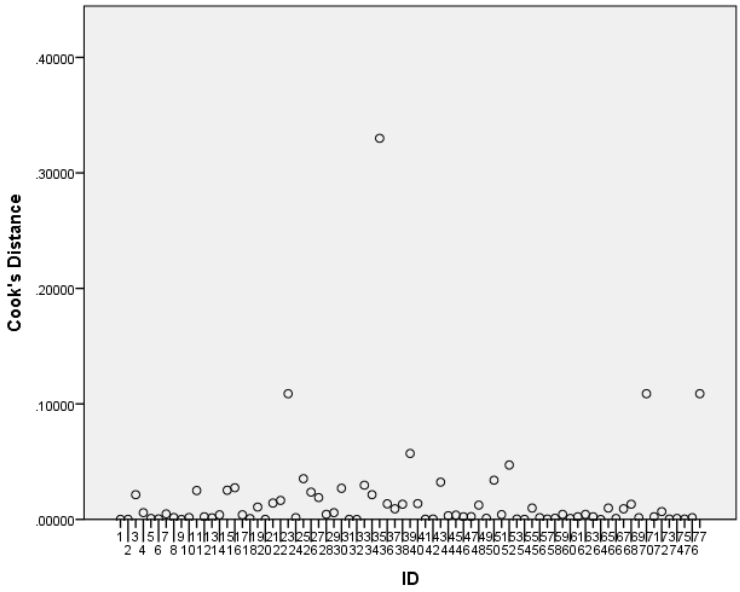


Figure 6.2: Outliers and influencers Assessment

6.7 Regression Analysis for Hypotheses Testing

Regression analysis is used to test the relation and impact from one or more independent variables to a dependent one it shows whether the dependent variable will change if the independent one is changed, it also explains to what extent the data collected explains the hypothesized model.

For accepting any hypothesis, the regression P-value, which is a value between 0 and 1, should be less than 0.05.

6.7.1 The first hypothesis testing results

The Regression Analysis for the first Hypotheses Testing results is shown in the list of tables below table:

Table 6.10: R Square Table

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.708[a]	.501	.494	.409
a. Predictors: (Constant), Human resource management practices and policies				
b. Dependent Variable: Innovation				

R-squared shows how well the regression model fits the observed data. in this research R-squared is 50% reveals that 50% of the data fit the regression model.

Table 6.11: ANOVA Table

ANOVA [a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.571	1	12.571	75.171	.000[b]
	Residual	12.542	75	.167		
	Total	25.113	76			
a. Dependent Variable: Innovation						
b. Predictors: (Constant), Human resource management practices and policies						

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance, getting a P-value of 0.000 which is less than 0.05 shows that there is variability within the research regression

Table 6. 12: The Regression Analysis for Hypotheses Testing results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.439	.284		5.061	.000
	Human resource management practices and policies	.655	.076	.708	8.670	.000
a. Dependent Variable: Innovation						

The P-value of less than 0.05 results in the conclusion that human resource management practices and policies have an impact on innovation in GEDIK Holding Industrial.

6.7.2 The Second hypothesis testing results

The Regression Analysis for the first Hypotheses Testing results is shown in the list of tables below table:

Table 6.13: R Square table

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.776[a]	.603	.597	.33410
a. Predictors: (Constant), Human resource management practices and policies				
b. Dependent Variable: Creativity				

R-squared shows how well the regression model fits the observed data. in this research R-squared is 60% reveals that 60% of the data fit the regression model.

Table 6.14: ANOVA Table

ANOVA [a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.703	1	12.703	113.808	.000[b]
	Residual	8.372	75	.112		
	Total	21.075	76			
a. Dependent Variable: Creativity						
b. Predictors: (Constant), Human resource management practices and policies						

Analysis of Variance (ANOVA) consists of calculations that provide information about levels of variability within a regression model and form a basis for tests of significance, getting a P-value of 0.000 which is less than 0.05 shows that there is variability within the research regression model.

Table 6.15: The Regression Analysis for Hypotheses Testing results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.222	.232		5.259	.000
	Human resource management practices and policies	.659	.062	.776	10.668	.000
a. Dependent Variable: Creativity						

The P-value of less than 0.05 results in the conclusion that human resource management practices and policies have an impact on creativity in GEDIK Holding Industrial.

6.8 Hypothesis Results Summary

Table 6.16: Hypothesis Results Summary

	Relationships	**P-value**	**Interpretation**
H1	Human resource management practices and policies → Innovation	.000	Supported
H2	Human resource management practices and policies → Creativity	.000	Supported

The table above shows the summary of the hypothesis results it shows that in GEDIK Holding Industrial human resource management practices and policies affects the innovation and creativity of its employees, the results are explained as the following:

1. There is a significant effect from human resource management practices and policies on innovation in GEDIK Holding Industrial (Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve).
2. There is a significant effect from Industrial (Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve).human resource management practices and policies on Creativity in GEDIK Holding

7. FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

7.1 Findings and Discussion

This study examines the impact of human resource management practices and policies on creativity and innovation.

The descriptive approach was chosen in this research, and quantitative data were collected using one of the descriptive methods, which is the survey, where the questionnaire tool was used as a method for data collection, and the SSPS application was used to analyze the data in order to study the relationship between the research variables.

The GEDIK Holding community was selected for the study and the three companies (Gedik Welding, Gedik Advanced Casting Technologies, and Gedik Termo Valve) considered the target audience for studying the relationship between variables and the sample size was 77. The questionnaire was distributed over the entire sample to managers and employees working in the following departments in the companies (which is the management of Human Resources, Production Department and Marketing Department) in order to test the study hypotheses and the results were as follows:

1- HRM practices & policies (recruitment &selection, Involvement, performance appraisal, compensation and rewards, training and development) have a positive impact on innovation. Regression analysis was chosen to reveal the relationship between the independent variable (human resource management practices and policies) and the dependent variable (innovation), where the p-value was equal to (.000) and this indicates an effect because the rule states that if the p-value is less than 0.05 means there is an effect .See Table 12.6

To measure the strength of the effect, the R Square was used, where the result was (0.501), and this indicates a strong influence of the independent variable on the dependent variable, so this result supports the first hypothesis. See Table 10.6

2- HRM practices & policies (recruitment & selection, Involvement, performance appraisal, compensation and rewards, training and development) have a positive impact on creativity. Regression analysis was chosen to reveal the relationship between the independent variable (human resource management practices and policies) and the dependent variable (creativity), where the p-value was equal to (.000) and this indicates an effect because the rule states that if the p-value is less than 0.05 It means there is an effect. See Table 6.15

To measure the strength of the effect, the R-square was used, where the result was (0.603), and this indicates a strong influence of the independent variable (human resource management practices and policies) on the dependent variable (creativity). Therefore, this result supports the second hypothesis. see Table 6.13

The results of the current research agree with several related studies, where the results of the study (Beugelsdijk, 2009) were as follows (Among the most important factors that generate new ideas are functional independence, rewards according to performance, training. Highlight that task independence and flexible working hours are very important in terms of radical penetration. There are interactive effects for individual HR practices, business volume, and R&D intensity.).

The results also agreed with the study (Tan & Nasurdin, 2011) where their results were as follows (Training have a deep impact on the following categories of innovation ,product, process and managerial innovation, Performance appraisal positively affects managerial innovation. Effective performance management contributes to the formation of employees and urges them to strengthen efforts in order to reach the goals set by the organization).

The results also agreed with the study (Salamzadeh & Mirzadeh, 2016) which showed that the strategies of human resource management practices directly affect creativity and innovation.

Also The results also agreed with the study (Seeck & Diehl,2017) which showed that the human resource management techniques used in groups positively affect creativity in general and the methods used by human resources management in isolation do not have a clear effect and vary depending on the industry and the amount of internationalization.

7.2 Conclusion

The research found that there is an impact of human resource management practices and policies on creativity and innovation, and several conclusions were reached, namely:

1-To achieve a competitive advantage and keep pace with developments in business, companies must make the policy of creativity and innovation a priority.

2-When the human resource management department undertakes the recruitment and selection process, their selection must be rigorous and focus on hiring employees who have capabilities that enable them to be creative and innovative, possess the necessary knowledge and skills, select according to established criteria for the skills and experience of potential candidates and rely on hiring on the future organizational performance of the company.

3-The human resources department must work continuously on training and developing employees through advanced courses on creativity and innovation and looking forward to everything new in terms of production and marketing and setting training policies and comprehensive programs for employees.

4- Compensation and rewards has an effective role in urging employees to provide the best of their abilities in order to achieve the success of the organization in which they work. Therefore, organizations must develop a more competitive reward package with organizations in the same field in order to retain the employee.

5-In order for organizations to have the ability to keep pace with current developments in the market, they must introduce new services and innovative products, make changes in the appearance of products in terms of packaging, shape and size, continue to develop new ways of presenting their products, use marketing methods to promote products, and provide innovative practical services for Improving organizational services, introducing innovative logistics, and introducing innovative processes to improve quality and reduce costs..

6- Organizations must have a culture that supports creativity and appreciates and rewards creative work and encourages idea building. There must be special supervisors who serve as a good business model who sets appropriate goals and shows confidence in the employee.

7-It is necessary to have a work group with diverse skills that work continuously with each other and are open to new ideas and there is a constructive work challenge between them.

8-Giving the employee the freedom to present his creative ideas, providing him with the resources he needs.

7.3 Recommendations for Future Studies

To complement the methodological requirements and based on the results of the study and the conclusions reached, the researcher found it useful to make the following suggestions:

1-All industrial organizations in Istanbul, in order to keep pace with the development, must work with a policy of creativity and innovation.

2-Continuous development and continuous training for managers and employees of human resources, products and marketing departments in order to develop their creative skills that lead to innovation.

3- Giving employees value and enhancing their confidence and urging them to present their creative ideas.

4-Providing rewards to employees for their creative work and increasing salaries relatively to keep pace with changes in order to maintain employees who have creative and innovative capabilities.

5-The importance of introducing new human resource management policies and practices in order to achieve competitive value.

6- I recommend that future studies examine the role of human resource management information systems in achieving creativity and innovation.

7- Using qualitative data and conducting meetings with managers in order to reach the role of the Director of Human Resources Department in promoting creativity and innovation.

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APPENDIX

Appendix 1: Survey form

A: Survey form

Değerli Katılımcı;

Bu anket, Gedik Üniversitesi'nde “insan kaynakları yönetimi uygulamalarının ve politikalarının inovasyon ve yaratıcılık üzerindeki etkisi” işlitmi yüksek lisans tezi kapsamında hazırlanmıştır. Temel sebep, insan kaynakları yönetimi politika ve uygulamalarını analiz ederek, bunların şirketinizde yaratıcılık ve yenilikçiliğe olan olumlu etkisini ortaya koymaktır. Çalışmanın sağlıklı bir şekilde yürütülebilmesi için, soruların olduğu düşünülen durumla değil, fiili durum doğrultusunda ve cevapsız soru bırakmadan cevaplanması önemlidir. Anketin doldurulması 10 dakika kadar sürecektir.. Vereceğiniz cevaplar bilimsel araştırma kapsamında kullanılacak ve hakkınızdaki bilgiler kesinlikle gizli tutulacaktır.

Bu anket çalışmasında, çalışma ortamınızla ilgili sorular bulunmaktadır. Anket sorularını doğru bulma seviyenize göre; Kesinlikle Katılıyorum, Katılıyorum, Kararsızım, Katılmıyorum, Kesinlikle Katılmıyorum şeklinde belirlenen cevap cevaplardan birini seçip işaretleyiniz.

Göstermiş olduğunuz ilgiye teşekkür eder, saygılarımızı sunarız.

Genel Notlar:

- Lütfen tüm soruları cevaplayın; çünkü bir soruyu cevapsız bırakmak, formun tamamının analiz için geçerli olmadığı anlamına gelir.
- Sunulan konu veya paragrafla ilgili algılarınızı yansıtan fikirleriniz ışığında görüşünüzü temsil eden alanı işaretleyiniz.
- Araştırmacı, gerek duymanız halinde anketle ilgili tüm sorularınızı yanıtlamaya hazırdır.
- Lütfen daireye tıklayarak cevabı seçin ve işiniz bittiğinde tuşuna basın/(submit)

Araştırmacı / Yüksek Lisans öğrencisi Tez danışmanı

RAHMA ASSAM AL-HAJRAHO PROF. DR. Enver Alper GÜVEL ISTANBUL GEDİK ÜNİVERSİTESİ ISTANBUL GEDİK ÜNİVERSİTESİ İŞLETME YÖNETİMİ – İNGİLİZCE PROGRAMI ULUSLARARASI TİCARET VE FİNANSMAN (İNG.) BÖLÜMÜ

Tanımlayıcı Sorular

Cinsiyet

Erkek ☐
Kadın ☐

Yaş

Altında ve 25 ve altı ☐
26-30 ☐
31-35 ☐
36-40 ☐
41-45 ☐
46 ve üzerinde ☐

Mevcut akademik düzey

Lise ve altı mezunu ☐
ÖnLisans veya Lisans Mezunu ☐
Yüksek Lisans Mezunu ☐
Doktora mezunu ☐

İş Ünvanı

Yanıtnız…….

Çalıştığı pozisyondaki hizmet yılı sayısı

1-5 ☐
6-10 ☐
11-15 ☐
16 - ve daha fazla ☐

B- İnsan kaynakları yönetimi uygulamaları ve politikaları

	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1- Şirket personeli seçim sürecimiz titizdir					
2- Öncelikle gerekli bilgi ve becerilere sahip olan adayları işe alıyoruz.					
3- Kuruluşumuzun çalışan kadrosu, gelecekteki olası kurumsal performansa dayanmaktadır.					
4- Organizasyonel seçimimiz, potansiyel adayların uzmanlık ve becerilerine dayanmaktadır.					
5- Çalıştığım kurum bana saygı ve dikkat çerçevesinde davranmaktadır.					
6- Çalıştığım şirkette yöneticiler ve çalışanlar arasında anlayış ve güven ortamı vardır.					
7- Çalıştığım şirket, görevleri yerine getirmede ve karar vermede özerkliği destekliyor.					
8- Çalıştığım kurum, karar verme ve problem çözme süreçlerine katılmamı teşvik eder.					
9- Performans değerlendirmemiz, çalışanların iş sonuçlarına dayanmaktadır.					
10- Çalışanların davranışları performans değerlendirme için önemli bir faktördür.					
11- Yetersiz performans gösteren çalışanlar daha az maaş alır					
12- Çalışanın performans değerlendirmesi, objektif ve ölçülebilir sonuçlara dayanır.					
13- Tazminat paketimiz, aynı sektördeki diğer kuruluşlara göre daha rekabetçidir					
14- Kuruluşumuz, çalışan ücretlerini belirlerken aynı sektördeki diğer kuruluşlarla karşılaştırılabilirliğini dikkate alır					
15- Ücret paketimiz, çalışanları elde tutmayı teşvik etmeyi amaçlamaktadır.					
16- Yöneticileri uzun vadeli stratejik hedeflere ulaşmaya teşvik etmek için ücret sistemi sürekli güncellenmektedir.					
17- Kuruluşumuz resmi eğitim faaliyetlerine sahiptir					
18- Kuruluşumuz, kapsamlı çalışan eğitim politikalarına ve programlarına sahiptir.					
19- Kuruluşumuz, çalışanlar için yeni işe alınma ve uyum eğitimi programlarına sahiptir.					
20- Kuruluşumuzda iş başında eğitim, resmi eğitimden daha önemlidir.					

C: Yenilik

	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1- Sistem bakımı, satın alma işlemleri, muhasebe ve bilgi işlem gibi süreçlerimiz için yeni ve önemli ölçüde geliştirilmiş teknolojik destek etkinleştirmeleri çalışanları destekler					
2- Yeni veya önemli ölçüde yenilikçi süreçler, organizasyonel hizmetleri iyileştirir					
3- Kuruluşumuz, kaliteyi iyileştirmek ve maliyeti azaltmak için yenilikçi süreçlere olanak tanır					
4- Kuruluşumuz, kurumsal performansın sürdürülebilirliğini artıran yenilikçi, iyileştirilmiş lojistik, teslimat ve dağıtım yöntemlerini kullanmaktadır.					
5- Rakiplerimizle karşılaştırıldığında kuruluşumuz son 3 yılda daha yenilikçi ürün ve hizmetler sunmuştur.					
6- Yenilikçilik sayesinde pazar talepleriyle başa çıkmayı ve yeni ürün ve hizmetleri hızla geliştirmeyi başarıyoruz.					
7- Yeni ürünleri piyasaya sürerken organizasyonumuz genellikle pazarda öncü konumdadır.					
8- Kuruluşumuz her zaman ürün kalitesini korumaktadır.					
9- Ürünlerimizin görünümünde, ambalajında, şeklinde ve hacminde değişiklik yapmak firmamız için önemlidir.					
10- Şirketimiz, ürünlerimizi müşterilerimize ulaştırmak için sürekli yeni yollar aramaktadır.					
11- Ürünlerimizi tanıtmak için yeni pazarlama yöntemleri uyguluyoruz					
12- Müşteri memnuniyetini elde etmek için müşteri ilişkileri uygulamalarımızda sürekli iyileştirmeler yaparız.					
13- Firmamız yenilikçi iş tasarımlarını benimsemektedir.					
14- Şirketimiz, araştırmadan ürün geliştirmeye kadar teknolojiyi kullanmak için iyi mekanizmalara sahiptir.					
15- Yeni yönetimsel işler, süreçler ve sistemler geliştirme konularında rakiplerimizden daha iyiyiz.					
16- Yeni bir ürünün ticarileştirilmesinde ve kurumsallaştırılmasında başarılıyız					

D: Yaratıcılık

	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1- Kuruluşumuz, adil yargılama ve fikirlerin oluşturulması yoluyla yaratıcılığı teşvik eden ve yaratıcı çalışmaları ödüllendiren ve takdir eden bir organizasyon kültürüne sahiptir.					
2- Kuruluşumuz, yeni fikirler geliştirmek için mekanizmalara, canlı bir fikir akışına ve kuruluşun ne yapmaya çalıştığına dair ortak bir vizyona sahiptir.					
3- Kuruluşumuz, iyi bir iş modeli olarak hareket eden, uygun hedefler belirleyen, çalışma grubunu destekleyen ve bireysel katkıları takdir eden bir yönetime sahiptir.					
4- Yöneticim iyi bir iş modeli olarak hizmet eder ve çalışma grubuna güven aşılar.					
5-Kurumumuz, insanların iyi iletişim kurduğu, yeni fikirlere açık olduğu, birbirlerinin çalışmalarına yapıcı bir şekilde meydan okuduğu, birbirlerine güvendikleri ve yardım ettikleri, yaptıkları işe kendilerini adamış hissettikleri, farklı becerilere sahip bir çalışma grubuna sahiptir.					
6- Bir grupta çalışırken yaratıcılığımın en yüksek noktasına ulaşırım.					
7- Kuruluşumuz, hangi işin yapılacağına veya nasıl yapılacağına karar verme özgürlüğü ve iş üzerinde bir kontrol duygusu sunar.					
8- Organizasyonumuz bize yaratıcı fikirlerimizi herhangi bir müdahale olmaksızın sunma özgürlüğü veriyor ve ben de projelerimi nasıl gerçekleştireceğime karar verme özgürlüğüne sahibim.					
9- Kuruluşumuzda, maddi imkanlar dahil olmak üzere, malzemeler tesisler ve bilgi dahil olmak üzere uygun kaynaklara erişimim var.					
10- Genel olarak işim için ihtiyaç duyduğum kaynakları erişebiliyorum.					
11- Kuruluşumuz zorlu görevler ve önemli projeler üzerinde çalışmaya daha çok teşvik eder					
12- Şu anda yaptığım iş bana meydan okunmuşum gibi hissettiriyor					
13- Organizasyonumuzda aşırı zaman baskısı, üretkenlik için gerçekçi olmayan beklentiler ve yaratıcı					

çalışmaya engel olan oyalayıcı şeyler vardır					
14- Çok az zamanda çok iş yapmam gerekiyor.					
15-Kuruluşumuzda, iç politik sorunlar, yeni fikirlerin sert eleştirileri, yıkıcı iç rekabet, riskten kaçınma ve statükoya (var olan durumun devamına) aşırı vurgu yoluyla yaratıcılığı engelleyen bir organizasyon kültürü vardır.					
16- Kuruluşumuzun statükoyu (var olan durumunu devamını) gereğinden fazla vurgulayan bir politikası vardır.					

RESUME

EDUCATION:

- University of Mosul college of Administration and Economics, Bachelor Degree in Management Information Systems:2005 - 2009
- University of Mosul college of Administration and Economics, Higher Diploma in Business Information Technology: 2011 – 2012
- Istanbul Gedik University Graduate Education Institute Business Administration Master Business Administration, Program With Thesis, 2019-2022

SKILLS:

- Preparation of scientific research
- Microsoft Office

- Languages:
- Arabic 100%
- English 75%

- Certificates:
- TOEFL
- University of Mosul, Electronic Computer Center, Computer efficiency course
- University of Mosul, college of Literature, English language proficiency course
- Scientific Research for Higher Diploma in Business Information Technology
- The role of IT governance in achieving Entrepreneurship
- Exploratory Study in The Directorate General for Education of Nineveh