

# **The Impact of Human Resource Management on the Organizational Creativity As Perceived by the Employees of Telecommunications' Companies in Jordan: A Case Study**

**By**

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## **Abstract**

### ***Purpose:***

This study aims at identifying the level of practice and human resources management functions, and the level of the practice of organizational creativity in the Jordan telecommunications companies, and to identify the impact of human resources management functions to organizational creativity and measure the impact of demographic and functional factors on the functions of human resources management and organizational creativity.

### ***Theoretical framework:***

The mathematical model was created by expressing its five degrees with numbers ranging from 5 to 1, where 5 represents a complete agreement, and 1 illustrates a complete disagreement, and the seven objective negotiating abilities, which are analytical ability, economic, legal, and linguistic knowledge, psychological, normative, and general knowledge.

### ***Design/ methodology/ approach:***

This study relied on the analytical descriptive approach by reviewing theoretical literature and studies related to the subject of the study. Using the questionnaire as a tool for data collection, and the adoption of some statistical techniques.

### ***Findings:***

The study concluded the following results:

- Practicing level of (HRM) functions in Jordan Telecommunications Companies and the Organizational Creativity level in the Jordan Telecommunications Companies is

**Published/ publié in *Res Militaris* (resmilitaris.net), vol.13, n°2, January Issue 2023**

are high. There is a significant effect of (HRM) functions on organizational creativity in Jordan Telecommunications Companies.

- The results indicate a significant statistical difference in the trends of the respondents towards the practice of (HRM) functions in Jordan Telecommunications Companies attributed to demographic and functional factors (sex, age, academic qualifications, scientific expertise, administrative level). It also indicate that there were significant differences in the trends of the respondents towards the practice of organizational creativity in the Jordan Telecommunications Companies attributed to demographic and functional factors (sex, age, academic qualifications, scientific expertise, administrative level).

The study concluded several recommendations such as: the need to focus on the planning function of human resources.

***Originality/ value:***

This study is the first of its kind, examining the dependent variable (Human resource management jobs) and the independent variable (organizational creativity) in Jordanian telecommunications firms. The findings of this study will serve as the foundation upon which decision-makers in telecom organization will base their human resource management strategies.

**Keywords:** Human Resource Management (HRM), Organizational Creativity, Telecommunication Companies in Jordan.

## **Introduction**

Human resources have received great attention in our world today due to the relative importance of these resources compared to other resources, and because of their effective role in all production, sales, administrative, financial, and other processes, while rapid developments in industries, services and technology have led to tangible changes in the designs of the organizational structure of organizations and thus in their human resource needs.

Human resource management (HRM) includes tasks like HR preparation, human resources management, strategic recruiting, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. It includes policies and practices set to improve organizational efficiency, engagement of employees and work quality (Sohail Khan, 2019).

As (Dorland, 2021) mention, Organizational Creativity is important for all organizations facing a changing competitive environment and encouraging creativity has become a top goal for many organizations. The importance of creativity has increased in light of the increasing competition between organizations, especially international competition, which has increased the organization's need for creativity to avoid the risk of decline and demise.

The need for creativity arises when decision makers in an organization realize that there is a disparity between the actual performance of the organization and the desired performance.

Meanwhile the rapid and successive changes, (Andrei, 2018) confirmed that the organizations in many countries face challenges imposed by economic and social data on these organizations, as these challenges dictate many problems to the organizations and their employees. With creative skills and expertise to help their departments solve these problems by putting forward new ideas and providing quick solutions to them, which contributes to making organizations highly efficient and effective.

Modern conditions require organizations to open, redouble efforts, use programmed planning, and future aspirations. This requires an organization that enjoys high flexibility and decentralization (I.Svydruk, 2017), while maintaining supervision and control. Attention is also focused on human resources that have talent and creative capabilities, and that play a major role in creativity, development, and improvement, and that they have the desire to bring about change and its continuity away from routine.

The role of creativity (Asbari, 2021) appears if it is realized that change and development in the effectiveness of organizations, their objectives, and operations, in addition to the performance of employees, is what any organization seeks. The performance of these organizations efficiently and effectively.

This study is to identify the importance of human resources management functions in achieving institutional innovation through a study of employees in the Jordan Telecom Companies.

**PROBLEM OF THE STUDY** The problem of the study lies to identify the extent of the impact of the practice of human resource management functions represented in planning, selection, training, performance evaluation and motivation on organizational creativity in the Jordan Telecom Company. The study problem can be inferred by answering the following questions:

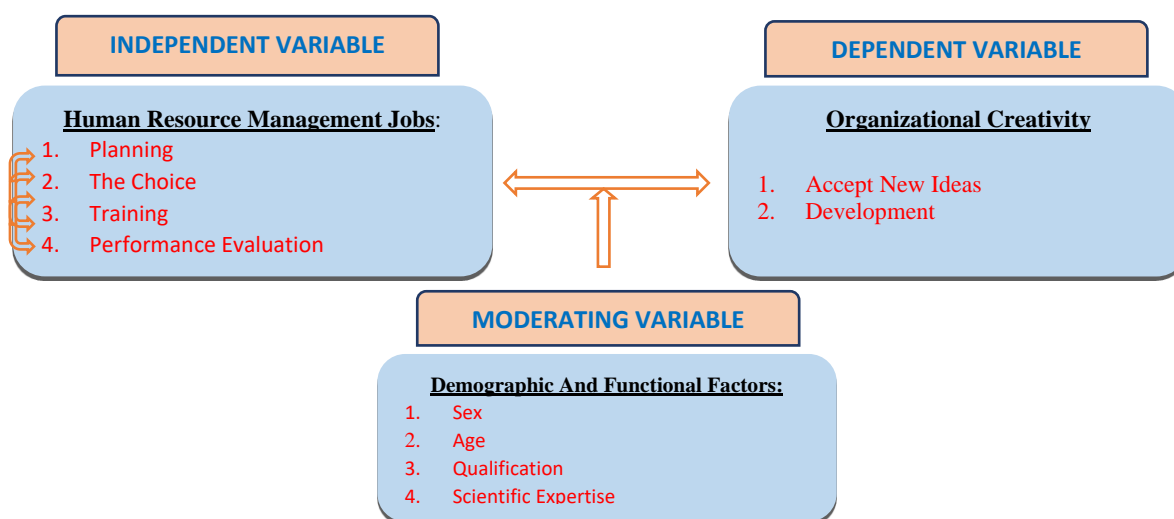
1. What is the level of practicing the functions of human resources management as seen by the employees of the Jordan Telecom Company?
2. What is the level of organizational creativity practice as seen by the employees of the Jordan Telecom Company?

## **Important Of the Study**

The purpose of this study lies in recognizing the importance of the telecommunications sector in Jordan, which is considered one of the most affected and influential sectors in the surrounding environment, whether the internal environment or the external environment of the organization, and the importance of this sector in improving and growing the Jordanian economy at the local and global levels. The importance of the study is also highlighted in that it deals with the topic of human resource management functions, which is considered one of the most developed and used concepts in all organizations and in various sectors, and links it to the subject of organizational creativity, which is considered one of the modern administrative concepts, which is characterized by the scarcity of studies that contributed to defining its concept. The importance of this study lies in the fact that it focused on the telecommunications sector and its positive role on the national economy.

## Study Hypotheses

1. **First hypothesis:** There is no statistically significant effect of practicing human resources management functions (planning, selection, training, performance evaluation, motivation) on organizational creativity in the Jordan Telecom Company.
2. **Second hypothesis:** There are no statistically significant differences at the significance level ( $\alpha \leq 05.0$ ) in the attitudes of the respondents towards the level of practicing human resources management functions due to the personal and functional variables.
3. **Third hypothesis:** There are no statistically significant differences at the level of significance ( $\alpha \leq 05.0$ ) in the attitudes of the respondents towards the level of practicing organizational creativity due to the personal and functional variables.



**Figure 1.** Hypotheses of this study

## Terminologies And Measurements

**Human Resources Management:** Refers to a broad collection of principles, policies, functions, strategies, and technologies that help organizations build competitive advantage by augmenting the value of their human capital.

HRM is specialized in using the human element efficiently in these organizations, as it is specialized in carrying out the following functions: (Cooke, 2021)

**Planning:** Human resource planning enables businesses to meet their current and future demands for talent, allowing human resource managers to anticipate and develop the skills most valuable to an organization, and providing the enterprise with the optimal balance of staff in terms of available skill sets and numbers of personnel. Proper planning also provides a path for future development by establishing a reservoir of talent capable of filling leadership roles. And in the long term, human resource planning helps align human capital management more closely with business strategy. (Svendsen, 2021)

It is measured by the response of the study's members to the Planning paragraphs (1-4) in the developed questionnaire of the study.

**Selection:** The selection process refers to the steps involved in attracting and choosing people who have the right qualifications to fill a current or future job opening. Usually, managers and supervisors will be ultimately responsible for the hiring of individuals, but the role of human resource management is to define and guide managers in this process (Mohd Shahril Ahmad Razimi, 2017)

**Training:** Is one of the key HR functions that aims to develop the skills and capabilities of the individual and increase his information to enable him to perform his job, and thus achieve the goals of the organization in which he works (O'riordan, 2017)

**Performance Evaluation:** The process of identifying and introducing the individual to how he performs his job, and sometimes a plan is made to improve and develop his performance (Dina Van Dijk and Michal M Schodl, 2015)

**Motivation:** Motivation is a psychological process through which a person acts or behaves towards a particular task or activity from start to completion. Motivation drives or pushes a person to behave in a particular way at that point in time. When the motivation is positive, a person is happy, energetic, enthusiastic & self-driven to perform the work and when it is negative motivation, person is demoralized, sad, lethargic & pessimistic leading to drop in productivity and performance. (Kispal-Vital, 2016)

**Organizational Creativity:** It is the process of developing new ideas applied by the organization in a creative way, in a way that achieves change and development in the outputs of the organization, and it is also represented in the ability to innovate methods, means, and ideas for work, which will improve working conditions, motivate employees, and increase their talents, to achieve the best production and performance. Creative behavior is limited to the distinctive behavior practiced by the individual or group in the workplace (Puccio & Schwagler, 2017).

**Development:** It is a planned holistic effort, aimed at changing and developing employees, by influencing their values, skills, and patterns, and by changing the technology used, as well as organizational processes and structures, to develop human and material resources, or achieve organizational goals or both.

**Accepting New Ideas:** Accepting ideas means the renewal, innovation, and creativity lead to solve problems that the organizations might face, it appears when the motivation is existed and leads to showing it up. It likewise is called (creative thinking) that contributes to making the organization creative (I.Svydruk, 2017)Global or a twist that has a book that should have

**The Telecommunications Sector in Jordan:** It is an advanced technological sector, as it is considered one of the most important sectors of knowledge that contribute to Jordan's economic growth. Through the availability of information and communication technology and the use of creativity and innovation in addition to the availability of qualified and highly skilled human resources, this sector is considered the main artery and beating heart for the global economy.

## **Theoretical Framework**

### ***Human Resource Management:***

Human resources management is one of the most important and sensitive functional departments in the organization as it deals with the most important element of production and is more vulnerable to the internal and external environments of the organization (Hutnek, 2016).

Human resources management in modern business organizations occupies a high position, through which a unique competitive advantage can be achieved for organizations that cannot be imitated, as technology and equipment can be imitated, but it is difficult to imitate humans and the ideas generated in their heads (Awara, 2016) and human resources management plays a major role in clarifying the problems that companies suffer from and developing appropriate solutions to them. (Barber, 2022).

Human resources management in administrative bodies is the cornerstone of the administrative process because the effectiveness of these agencies in achieving their mission depends largely on their human resources (Olasoji, 2019) and in this part the concept of human resources management and its importance in organizations, and the most important objectives that it seeks to achieve, in addition to its most important functions, will be exposed.

### ***Concept of Human Resource Management:***

The concept of human resources management is shrouded in many difficulties, most notably a large number of alternative names for it, such as people management, and human resources management, and embodies the difference in the areas of interest in human resources management, in addition to the difference between the theoretical and practical concepts of human resource management within business organizations (Yugandhar, 2015).

Human resources management has been defined (O'riordan, 2017) as the process of taking care of everything related to the human resources that any organization needs to achieve its goals, and this includes the acquisition of these resources, supervising their use, maintenance, preservation, and direction to achieve and develop the objectives of the Organization.

Human resources management: "It is all decisions and activities of management that affect the nature of the relationship between the organization and its employees." (Shyamala., 2014) also defined human resources management as: "The department that provides and maintains the manpower needed by the enterprise, trains and develops it, works to stabilize it and raise its morale, and follows up the application of regulations, instructions, and laws that it participated in drafting.

It was approved by the senior management of the institution and this management amended it from time to time in line with the interest of the establishment and employees".

Through the above, human resources management can be defined as: "The department that develops future plans for the organization, selects and appoints employees within the conditions it sets, in addition to training its employees to develop their skills in performing their jobs and evaluating their performance through the achievements achieved, and providing material and moral incentives in return for these achievements in order to motivate

them to work and increase productivity, as well as drawing up policies and programs that help the organization achieve its goals".

### ***Importance of Human Resource Management:***

Recent studies highlighted the importance of human resource management for the long-term sustainability of organizational performance and productivity (Daharwal, 2021); (Davidescu, 2020); (Peccei, 2019).

Effective management of human resources should be given special importance for the following reasons:

Human resources management plays an essential role in the recruitment and selection of qualified employees who can meet the organizational goals (Ozkeser, 2019). It deals with the human element that is difficult to imitate by competitors (Frendika, 2021). Effective human resources management can reduce costs and improve quality which may result in enhancing organizational effectiveness (Jain, 2020). It reduces errors in selecting and recruiting employees (Kianinahand, 2019). Human resource management plays an important role in improving the levels of employee performance in workplace (Andrei, 2018). Recently, the advancement in knowledge and cultural growth led to the need for experts who can understand human behavior and direct diverse employees toward meeting united organizational goals (Ciobanu, 2019).

### ***Goals of Human Resource Management***

Boxall and Purcell (Boxall, 2022) identify the following key goals of human resource management including the following:

1. **Cost-Effectiveness:** maximizing benefits or reducing costs
2. **Flexibility:** and rapid responsiveness to external pressures
3. **Social Legitimacy:** as evidence-based human resource management can influence the public view of employees and the society to the organization
4. **Power:** employers can enhance their power through human resource management.

### ***Functions of Human Resource Management***

Ivanovo and Ivancevic (Ivanovic, 2022) identified the basic functions and responsibilities of Human Resource Management including training and development, recruitment and selection, motivation, performance management, and career planning.

1. **Training and Development:** Training and development are important to improve employees' knowledge and skills to be able to do their jobs effectively. Training and development are not only intended for new or inexperienced employees but also, they are needed for senior employees whose jobs are undergoing some changes (Belias, 2020). Training and development may include job instruction, coaching, lectures, and role-playing (Tien, 2021).
2. **Recruitment and Selection:** Recruitment and selection are related to staffing in the organization. Recruitment is one of the most important responsibilities of human resource managers to hire the most suitable and qualified applicant without any discrimination based on race, gender, or religion (Vetráková, 2018). Recruitment also involves inviting qualified persons by way of issuing notifications in the media such as newspapers, television radio, and social networking media so as to fill up job vacancies (Adeosun, 2019). Recruitment can be achieved from two major sources, which are internal and external sources. Internal recruitment takes place by giving

- chances to the existing employees or inviting job applicants known previously by workers in the organization (Nakawombe, 2019). External recruitment is concerned with applicants from outside the organization or those who do not belong to the organization (Sarwary, (2022). The employee selection process is performed usually after a job interview or tests (Buijsrogge, 2021).
3. **Performance Evaluation:** Performance evaluation is concerned with monitoring the performance of the employees to ensure that it complies with acceptable standards. The human resource department should develop systems for performance appraisal. However, employee performance evaluation is the responsibility of first-line managers. Performance evaluation and management provide a basis for promotion, disciplinary action, and pay, based on the feedback received about the employee (Murphy, 2020). The performance of the employees can be monitored using specific standards that measure the actual performance of employees that depend on the nature of work evaluated and the type of organization (Doellgast, 2019).
  4. **Motivation:** There are two type of motivation which are intrinsic and extrinsic motivation. Extrinsic motivation occurs when employees motivated to do something to get the rewards given by the organization. (Zaki, 2019). One way of management to enhance motivate and improve the performance is through compensation.(Sudiardhita, 2018).Compensation is concerned with salary, payment, or wage. It should be based on a contract between the employee and the employer. According to the principles of justice, employers shall pay equal wages to employees who do similar work as it is a fundamental right of all employees (Mabathoana, 2019).
  5. **Career Planning:** Career planning identifies the number and qualifications of employees to be recruited in the organization to meet its goals (Kipkosgei, 2022). Career planning requires conducting some studies including data collection and analysis in order to specify the current supplies and human resources needs in the future. Career planning is also interested in staffing and employee development (Kipkosgei, 2022).

### ***Organizational Creativity***

The rapid environmental changes that organizations are experiencing create problems and obligations that various organizations must promptly address. This necessitates organizations being creative and developing new ideas, perspectives, and solutions in order to stay up with the difficulties and changes they confront in order to grow and survive. The phenomena of globalization, as well as the rising competitiveness and competition between companies locally and worldwide, has heightened interest in the topic of creativity (Diaz-Fernandez, 2017).The creative process is not restricted to developing a new commodity inside a certain industry; rather, it is an integrated process that encompasses the entire company, including production techniques, numerous organizational processes, and organizational behavior (Bjekić, 2019).

### ***The Concept of Organizational Creativity***

The concept of organizational creativity has become a major topic in management science, due to the global competitions and technological races associated with it in refining and crystallizing this concept (Diaz-Fernandez, 2017)Organizational creativity is also a modern concept in management and organizational science (Chatterjee, 2020).



Organizational creativity, according to (Chatterjee, 2020) is the process that results in the emergence of a new idea, practice, product, or service that can be adopted by the employees of the organization, or imposed on them by decision makers, and that results in a kind of change in the environment, operations, or organizational outputs institutional innovation, according to (Seeck, 2017) is defined as creating new organizational forms and administrative practices.

### *Phases of Creative Process*

Before the final product of creativity appears, the process of creativity undergoes a number of phases (Hatch, 2018) the most well-known attempt to introduce the phases of the creative process is that of American scientist Wallace, who divided creativity into four stages, namely:

**Preparation Phase:** during this phase, information about the topic or problem of interest is gathered (Diaz-Fernandez, 2017), **Incubation Phase:** represents a process of interaction between the researcher's personality, his information, the research topic, and the stage of generating possible solutions ( (Nejib Ben Moussa, 2020), **Illumination Phase:** in this phase, the individual's desired solution appears (Moussa & El Arbi, 2020), **Evaluation And Elaboration Phase:** at this phase, the results obtained are compared to the objectives established during the preparation stage. In this context, it is critical to note whether the desired values and goals have been met (Hatch, 2018). And **Utilization And Diffusion Phase:** this phase represents the final step in the creativity process, where creativity is used or the idea of creativity and the results obtained from it is spread (Hatch, 2018).

### *HRM's Relationship with Organizational Creativity*

Human resource management plays a strategic role within organizations in terms of adopting new approaches to their practices, which leads to the dissemination of a culture within the organization that enhances the internal structure of the organization and, as a result, improves individual performance and creativity (Diaz-Fernandez, 2017).

Many theoretical works have demonstrated that the practice of human resource management functions is closely related to development and growth, as well as keeping up with the developments witnessed by organizations in all sectors and making them creative in dealing with the challenges and problems they face.

The Human Resources Department attracts individuals with creative abilities and scientific qualifications that enable them to present good and useful ideas at the same time through the selection process, and through the training process, it makes its employees capable of introducing and applying new concepts as these ideas contribute to improving the internal environment, which helps improve the overall performance of the organization (De Clercq, 2019).

**Study methodology:** This study relied on the analytical descriptive approach by reviewing theoretical literature and studies related to the subject of the study.

**Study Population:** The study population consisted of (630) employees in the Jordan Telecom Company, which were completely surveyed. Table (1) shows the characteristics of the study population:

| Study variables      | Variable levels        | The number | Percentage |
|----------------------|------------------------|------------|------------|
| Gender               | Female                 | 281        | 44.3%      |
|                      | Male                   | 349        | 55.7%      |
| Age                  | Less than 25 years old | 213        | 33.8%      |
|                      | From 25-35 years       | 338        | 54.7%      |
|                      | From 36-45 years       | 79         | 11.5%      |
| Qualification        | diploma or less        | 125        | 20.8%      |
|                      | BA                     | 424        | 70.7%      |
|                      | Postgraduate           | 51         | 8.5%       |
|                      | Top management         | 24         | 4%         |
| Administrative level | Middle management      | 481        | 69.7%      |
|                      | Minimal management     | 158        | 26.3%      |

*Table (1): Distribution of the study population according to personal and occupational variables*

It is noted from Table (1) that the percentage of males was higher than the percentage of females with regard to the gender variable, because the largest percentage of the study sample members were males, and with regard to the age variable, the highest percentage was for employees whose ages ranged between (25-35 years) and was the lowest. The percentage of employees whose ages range between (36-45 years), and this is an indication that the majority of employees in Jordan Telecom Company were from the category of young people, and this indicates that the Human Resources Department is attracting new graduates. As for the educational qualification variable, the highest percentage was for the (Bachelor's) qualifications it amounted to (70.7%), which is the highest percentage compared to all the variables of the study, and it was the lowest percentage for the qualification (postgraduate studies), and for the variable of practical experience, it was the highest percentage for people with experience (less than 5 years), and this indicates that human resources management in The telecommunications company attracts new employees, and with regard to the administrative level variable, the highest percentage was reached for (middle management) and the lowest percentage was (for senior management), which is the lowest percentage compared to all percentages for all variables, as it amounted to (only 4%).

**Study Tool:** A questionnaire was developed to achieve the purposes of the study.

## **Validity And Reliability**

The apparent validity of the study tool was verified by presenting it to four arbitrators of professors and academics specialized in the administrative field, and their observations were taken into account in some paragraphs of the study tool and reformulated based on their observations.

To ensure the stability of the tool, the internal consistency coefficient of the study tool was extracted, according to the answers of the (630) study individuals, and using the **Cronbach alpha coefficient** for each dimension of the study, and the values of the stability coefficient were acceptable, and Table A shows that:

1. The stability coefficient for all variables was higher than (0.70).
2. For the independent variable, human resources management functions, we note that the highest value of the stability coefficient was for the motivation dimension, which amounted to (0.79), and the lowest value for the stability coefficient was for the performance appraisal dimension, where the stability coefficient was (0.70).
3. The dependent variable organizational creativity, we note that the highest percentage of the stability coefficient was for the development dimension (0.76), and the lowest percentage for the new ideas dimension was (0.70).

| Study variables           | Study variables        | Questioners statements | Reliability Coefficient |
|---------------------------|------------------------|------------------------|-------------------------|
| Human resources functions | Planning               | 1-4                    | 0.75                    |
|                           | Selection              | 5-11                   | 0.77                    |
|                           | Training               | 12-19                  | 0.73                    |
|                           | Performance evaluation | 20-26                  | 0.70                    |
|                           | Motivation             | 27-30                  | 0.79                    |
| organizational creativity | Accepting new ideas    | 31-36                  | 0.72                    |
|                           | Development            | 37-42                  | 0.76                    |

**Table (2):** Cronbach-alpha coefficient values for each dimension of the study

## Statistical Analysis

To achieve the objectives of the study, the (SPSS) program was used to analyze the study questions and test its hypotheses using appropriate statistical methods (arithmetical means, standard deviations, multiple regression test, and simple regression test).

## Presentation And Discussion Of The Results

### 1. Answering The Study Questions:

The answer to the first question, which reads: "What is the level of practicing human resources management functions as seen by the employees of the Jordan Telecom Company?"

To answer this question, the arithmetic means, and standard deviations of the responses of the study sample were determined. Table (3) shows that:

| No. | Human resources Jobs   | Mean  | SD    | Rank | level  |
|-----|------------------------|-------|-------|------|--------|
| 3   | Training               | 3.80  | 0.485 | 1    | High   |
| 2   | Selection              | 3.62  | 0.613 | 2    | High   |
| 5   | Motivation             | 3.53  | 0.655 | 3    | High   |
| 4   | Performance evaluation | 3.26  | 0.694 | 4    | Medium |
| 1   | Planning               | 3.11  | 0.829 | 5    | Medium |
|     | Total                  | 3.464 | 0.655 | -    | High   |

**Table 3:** Means and Standard Deviations of the study sample's responses to the human resource functions

It is noted from Table (3) that the practice of human resources management jobs in the Jordanian telecommunications companies was high because all their arithmetic averages are higher than the standard of averages (3.4), as the general arithmetic mean was (3.464), as

their arithmetic mean was higher than the intersection point (3.4) in the (training, selection, and motivation).

As for the (planning and performance evaluation) jobs, they were average, with an arithmetic average of less than (3.4). The table also indicates that the training jobs came in the first place and its arithmetic average was (3.80), and this indicates the importance of training programs that It is adopted by the Human Resources Department and the extent of the sample's approval of the role of training programs in developing their skills in the JTG, followed by the selection function with an arithmetic mean of (3.62). Various ideas, followed by the motivational jobs in the third place, with an arithmetic average (3.53). This indicates the importance of incentives, which are considered an important factor that contributed to encouraging workers to present everything new in the event that they receive an incentive or return in exchange for the exerted effort, followed by the performance evaluation function in the fourth place, as its arithmetic average reached (3.26), and in the fourth place. The last was the planning jobs, with an arithmetic mean of (3.11).

This result can be explained by the fact that Jordanian telecommunication companies are interested in training employees to maintain the expected level of service, especially in light of the high competitiveness among telecommunication companies, and the acceleration in providing new services to customers that contribute to attracting them, especially since the Jordanian market is a limited market, and therefore a strategy of withdrawing customers from other companies must be followed in order to increase market share. At the same time, in order to reduce the costs of training the workers in terms of time, effort and money, telecommunications companies have taken care of the selection process, to appoint the most qualified and skilled individuals to fill the position.

***The level of organizational creativity practice as seen by employees at Jordan Telecom Group (JTG):***

To analyze the level of practice of organizational creativity as seen by the employees at JTG, the arithmetic means and standard deviations were found for the answers of the study sample, and Table (4) shows:

| Number | organizational creativity practice | arithmetic means | standard deviations | Rank | Level  |
|--------|------------------------------------|------------------|---------------------|------|--------|
| 2      | Development                        | 3.74             | 0.529               | 1    | High   |
| 1      | Accepting New Ideas                | 3.45             | 0.539               | 2    | Medium |
|        | Total Amount                       | 3.595            | 0.534               | -    | High   |

**Table (4)** *the arithmetic means and standard deviations of the study sample's responses to organizational creativity*

It is noted from table (4) that the level of organizational creativity in the Jordanian telecommunications companies was high because its arithmetic mean is higher than the standard of averages (3.5), as its general arithmetic mean was (3.62), and this indicates that the JTG is considered the most innovative and developed company. Its arithmetic mean was higher than (3.5) in the development dimension, and this is due to the JTG being one of the companies that most accept change and development and that it is ready to keep abreast of all developments. However, after accepting new ideas, it was average, as its arithmetic mean was less than (3.5). This indicates that the majority of ideas presented by employees of the telecommunications company may not contribute to achieving the creative level that the company seeks to reach. The last rank with an arithmetic mean of (3.47), and this result can be explained by the main services that telecommunications companies provide them to their

customers, which is almost the same, and for this reason, telecommunications companies sought to be distinguished by providing advanced services, and being unique in providing these additional services in a manner that achieves the needs and expectations of customers.

Therefore, these companies were interested in conducting continuous development and improvement of their services and introducing new services and features that are unique to their customers.

## 2. *Testing The Study's Hypotheses:*

**Testing the first hypothesis:** "There is no statistically significant effect of practicing human resource management functions, planning, selection, training, performance evaluation and motivation in the JTG on organizational creativity." Analysis of variance was used for regression to ensure the validity of the model to test the first hypothesis. Table (5) shows

| Source     | Sum of squares | Degrees of freedom | Mean of squares | Calculated F value | F level |
|------------|----------------|--------------------|-----------------|--------------------|---------|
| Regression | 39.852         | 5                  | 7.96            |                    |         |
| Errors     | 59.418         | 592                | 0.098           | 79.684             | 0.000*  |
| Total      | 99.274         | 597                |                 |                    |         |

**Table (5)** analysis results of variance of the regression to ensure the validity of the model to test the main hypothesis

\*Statistically significant at the level of significance ( $0.05 = \alpha$ ) coefficient of determination ( $R$ ) - 0.40

From the data of Table (5), it is evident that the model is valid To test the main hypothesis, the calculated value of (686.79) with a probability value of (000.0), which is less than Significance level ( $\alpha = 05.0$ ), (It is clear from the same table that Independent variables (planning, selection, training, and evaluation Performance and motivation) in this model explain (40%) of the Variation in the dependent variable organizational creativity, which is an explanatory power Relatively high, which indicates that there is a statistically significant effect For the independent variables in the dependent variable (organizational creativity).

This result explains that there is an importance in the function Planning, selection, training, performance appraisal, and motivation Being one of the important policies in application of human resource management for the benefits they perform on sound grounds that provide both objectivities Far from prejudice and favoritism. Which indicates the presence of indicators positive relationship between the functions of human resource management combined, Organizational creativity being one of the factors surrounding (situational) and the basic forces of economic development And social, and an important tool for the growth and construction of Jordan Telecom Company and its ability to adapt to changing environmental conditions Technological flows and the globalization of management in thought and practice Enabling creativity through practices related to human capital.

| Independent Variables | B     | Standard Error | Beta  | Value of "t" | Indication Level "t" |
|-----------------------|-------|----------------|-------|--------------|----------------------|
| Planning              | 0.043 | 0.019          | 0.089 | 2.103        | 0.034                |
| Selecting             | 0.097 | 0.027          | 0.148 | 3.462        | 0.001                |
| Training              | 0.291 | 0.026          | 0.349 | 10.310       | 0.000                |
| Performance Evolution | 0.164 | 0.022          | 0.282 | 6.817        | 0.000                |
| Motivation            | 0.019 | 0.022          | 0.031 | 0.866        | 0.384                |

Table (6): Results of the multiple regression analysis to test the impact of the independent variables (planning, selection and appointment, training, performance evaluation, motivation) in organizational creativity

It is evident from the statistical results presented in Table (6), and from the follow-up of (Beta) coefficients, and (t) test, that the variables independent (planning, selection, training, and performance evaluation). An effect on organizational creativity, in terms of an increase in (Beta) coefficients (0.091, 0.150, 0.351), respectively, which amounted to 284.0, and also the values of (t) calculated respectively the probability (values) were 6.819, 10.312, 3.464, 2.105). level of less (0.000, 0.000, 0.001, 0.036). ( $0.05 = \alpha$ ) significant It is also noted from the table that the independent variable (motivation). It has no effect on organizational creativity, as it reached a coefficient (Beta).

It has (0.330), and the value of (t) calculated for it was (868.0). With a probability value of (386.0), which is greater than the level of significance ( $0.05 = \alpha$ ).

Based on this, the alternative hypothesis is accepted, which states:

There is a statistically significant effect of practicing resource management functions Human (planning, selection, training, and performance appraisal) in Jordan Telecom Company on Organizational Creativity”.

The null hypothesis states: “There is no significant effect Statistics for practicing the human resources management function (motivation) in Jordan Telecom Company on Organizational Creativity. This result can be explained by planning as a stone the cornerstone of the success of any company in achieving its goals and vision draws the right path through which goals can be achieved the company is efficient and effective, and it is a stage for clarifying a creative plan

future after the success in achieving the set goals, either choice, it constitutes the first step towards owning the company The ability to accomplish its tasks as expected, so it must be This choice is scientifically and practically based on clear and specific foundations.

It stems from the company's goals and future vision, and in accordance with its organizational structure. As for training, It aims to develop the skills of workers and develop their capabilities Knowledge that contributes to improving their performance of their work according to what is Expected of them, and thus on the way to achieve organizational creativity At the company-wide level, and finally constitute evaluation processes Practical strategic performance to verify the extent to which objectives are achieved Plotted, and detect performance gaps, if those the gaps are negative, as they require treatment that evaluates performance according to what it is Planned, but if those arguments are positive, then here it is possible Set creative goals higher than planned.

**Testing the second hypothesis:** "There are no significant differences Statistical at the level of significance ( $0.05 \leq \alpha$ ) in trends Respondents towards the level of practice of resource management functions Humanity is attributable to personal and functional variables.

To test this hypothesis, one-way analysis of variance was used Differences in the attitudes of the respondents towards the practice of management functions Human resources in the Jordan Telecom Company attributed to the factors Demographic and functional

(gender, age, educational qualification, experience Scientific, administrative level), and Table (7) shows this.

| Variable             | variable classes                   | SMA  | standard deviation | The calculated f value | level of significance f |
|----------------------|------------------------------------|------|--------------------|------------------------|-------------------------|
| the gender           | Male                               | 3.54 | 0.437              | 4.845                  | 0.028                   |
|                      | Female                             | .346 | 0.437              |                        |                         |
| the age              | Less than 25 years old (3.56)      | 3.50 | 0.436              | 9.906                  | 0.000                   |
|                      | 25-35 years old (3.63)             | .346 | 0.460              |                        |                         |
|                      | 36-45 years old (3.70)             | 3.72 | 0.238              |                        |                         |
| Qualification        | Diploma or less (3.76)             | 3.60 | 0.383              | 17.349                 | 0.000                   |
|                      | Bachelor's degree (3.56)           | 3.44 | 0.458              |                        |                         |
| Practical experience | Bachelor's degree (3.56)           | 3.77 | 0.200              | 25.345                 | 0.000                   |
|                      | Less than 5 years                  | 3.42 | 0.461              |                        |                         |
|                      | From 5-10 years                    | 3.64 | 0.388              |                        |                         |
| Administrative level | From 11-15 years senior management | 3.74 | 0.164              | 26.099                 | 0.000                   |
|                      | Middle management                  | 3.66 | 0.213              |                        |                         |
|                      | Minimum management                 | 3.57 | 0.396              |                        |                         |
|                      |                                    | 3.30 | 0.500              |                        |                         |

Table (7): Unilateral variance analysis of differences in the respondents' attitudes towards the practice of human resources management functions in the Jordan Telecom Company due to demographic and functional factors (gender, age, educational qualification, academic experience, administrative level)

It is noted from Table (7) that there are statistically significant differences In the respondents' attitudes towards practicing resource management functions Humanity in Jordan Telecom Company is due to factors Demographic and functional (gender, age, educational qualification, Scientific experience, administrative level), where the values of (F)4.845, 9.906, 17.349, 25.345, respectively(0.000) and, for sex) 0.028 (probability with values) 26.099For the rest of the variables, it is less than the level of significance ( $\alpha=0.05$ ).

This, the differences were in the attitudes of the respondents towards exercise Human resources management jobs in Jordan Telecom Company According to sex in favor of males, where the difference between the averages between them and Females (0.08) because the majority of the study sample was male value related to the differences in the attitudes of the respondents towards the practice of jobs Human resources management in the Jordan Telecom Company in accordance with For the variables (age, educational qualification, academic experience, level Administrative), the Schaffer test was used for post comparisons, and it is shown Table 8 (test results).

Table (7) shows that the attitudes of the respondents who ranged Ages (36-45) years in Jordan Telecom Company about Exercise higher HR management functions than their colleagues who their age was (35) years and below, and that the attitudes of the respondents Holders of a postgraduate degree in the telecommunications company Jordanian towards the exercise of human resource management functions higher than their colleagues with lower qualifications, an indication that the majority of Employees of the Jordan Telecom Company who hold a certificate of studies Supreme. This is due to the telecommunications company's reliance on standards and policies specially to attract workers with great creative abilities, this is available in people with degrees.

Table (7) further indicates that the trends of respondents who Have less than 5 years of work experience in a company Jordan Telecom Towards Exercising Resource Management Functionless humanity than their colleagues with more practical experience, This indicates that the human resource department is interested in attracting individuals with long experience in the practical field, and this indicates that The employees of the Jordan Telecommunications Company are individuals with ideas Variety they contribute to making the organization more creative. And that Attitudes of respondents in senior and middle management in a company Jordan Telecom towards Exercising Resource Management Functions Humanity is higher than their colleagues in lower management.

| variable             | Arithmetic averages         | Less than 25 years(3.56) | From 25-35 years (3.63)  | From 36-45 years (3.70)    |
|----------------------|-----------------------------|--------------------------|--------------------------|----------------------------|
| The age              | Less than 25 years (3.56)   | -                        | 0.07                     | *0.14                      |
|                      | From 25-35 years (3.63)     |                          | -                        | 0.07                       |
|                      | From 36-45 years (3.70)     |                          |                          |                            |
| Qualification        | Arithmetic averages (3.76)  | Diploma or less (3.76)   | Bachelor's degree (3.56) | Postgraduate studies(3.72) |
|                      | Diploma or less (3.76)      | -                        | *0.20                    | 0.04                       |
|                      | Bachelor's degree (3.56)    |                          | -                        | *0.16                      |
|                      | Postgraduate studies (3.72) |                          |                          | -                          |
| Practical experience | Arithmetic averages (3.54)  | Less than 5 years (3.54) | 10-5 (3.78)              | 15-11 (3.80)               |
|                      | Less than 5 years (3.54)    | -                        | *0.24                    | *0.26                      |
|                      | 6-10 (3.78)                 |                          | -                        | 0.02                       |
| Administrative level | Arithmetic averages (3.58)  | Senior management(3.58)  | middle management(3.69)  | lower management (3.43)    |
|                      | Senior management (3.58)    |                          | 0.11                     | 0.14                       |
|                      | middle management (3.69)    |                          | -                        | *0.25                      |
|                      | lower management (3.43)     |                          |                          | -                          |



Table (8): Schiffe's test results for differences in respondents' attitudes towards the practice of organizational creativity in Jordan Telecom Company According to demographic and functional variables (age, educational qualification, educational experience, administrative level)

Statistically significant at the significance level ( $\alpha \leq 0.05$ ) Table (8) shows that the trends of the respondents who ranged Ages (36-45) years in Jordan Telecom Company about The practice of organizational creativity is higher than their colleagues who have been Their age is less than (25) years, which indicates that they are experienced A long process with diverse ideas in various fields, and that Attitudes of respondents with a bachelor's degree in Jordan Telecom Company Towards the Practice of Organizational Innovation Lower than their colleagues with lower or higher qualifications and this An indicator that the majority of employees in the telecommunications company Jordanian holds a postgraduate degree.

Table (8) further indicates that the trends of respondents who Have 5-15 years of work experience in a telecommunications company Jordanian towards the practice of organizational creativity higher than their colleagues who They have less than 5 years of work experience, because they are as I mentioned earlier that they have long work experience, and that directions Middle Management Respondents at Jordan Telecom Company Towards a higher practice of organizational creativity than their colleagues in management The minimum, because the majority of the study sample are working in departments Central.

**Test the third hypothesis:** "No significant differences Statistic at significance level ( $05.0 \leq \alpha$ ) in directions Respondents towards the level of practice of organizational creativity attributed for personal and functional variables".

| Variable             | variable classes              | SMA  | standard deviation | The calculated f value | level of significance f |
|----------------------|-------------------------------|------|--------------------|------------------------|-------------------------|
| the gender           | Male                          | 3.66 | 0.403              | 17.888                 | *0.000                  |
|                      | Female                        | 3.52 | 0.395              |                        |                         |
| the age              | Less than 25 years old (3.56) | 3.54 | 0.384              | 3.684                  | *0.026                  |
|                      | 25-35 years old (3.63)        | 3.61 | 0.427              |                        |                         |
|                      | 36-45 years old (3.70)        | 3.68 | 0.336              |                        |                         |
| Qualification        | Diploma or less (3.76)        | 3.74 | 0.397              | 14.592                 | *0.000                  |
|                      | Bachelor's degree (3.56)      | 3.54 | 0.402              |                        |                         |
| Practical experience | Bachelor's degree (3.56)      | 3.70 | 0.338              | 26.765                 | *0.000                  |
|                      | Less than 5 years             | 3.52 | 0.412              |                        |                         |
|                      | From 5-10 years               | 3.76 | 0.328              |                        |                         |
|                      | From 11-15 years              | 3.78 | 0.339              |                        |                         |
| Administrative level | senior management             | 3.56 | 0.193              | 24.119                 | *0.000                  |
|                      | Middle management             | 3.67 | 0.390              |                        |                         |
|                      | Minimum management            | 3.41 | 0.412              |                        |                         |

Table (9) :( Analysis of the single variance of differences in the attitudes of respondents towards the practice of organizational creativity in the telecommunications company Jordanian demographic and functional factors (gender, age, educational qualification, scientific experience, administrative level

| variable             | Arithmetic averages         | Less than 25 years (3.56) | From 25-35 years (3.63)  | From 36-45 years (3.70)    |
|----------------------|-----------------------------|---------------------------|--------------------------|----------------------------|
| The age              | Less than 25 years(3.56)    | -                         | 0.07                     | *0.14                      |
|                      | From 25-35 years(3.63)      |                           | -                        | 0.07                       |
|                      | From 36-45 years(3.70)      |                           |                          |                            |
| Qualification        | Arithmetic averages         | Diploma or less(3.76)     | Bachelor's degree (3.56) | Postgraduate studies(3.72) |
|                      | Diploma or less (3.76)      | -                         | *0.20                    | 0.04                       |
|                      | Bachelor's degree (3.56)    |                           | -                        | *0.16                      |
|                      | Postgraduate studies (3.72) |                           |                          | -                          |
| Practical experience | Arithmetic averages         | Less than 5 years (3.54)  | 10-5 (3.78)              | 15-11 (3.80)               |
|                      | Less than 5 years (3.54)    | -                         | *0.24                    | *0.26                      |
|                      | 6-10 (3.78)                 |                           | -                        | 0.02                       |
|                      | 16years and over (3.80)     |                           |                          |                            |
| Administrative level | Arithmetic averages         | Senior management(3.58)   | middle management(3.69)  | Lower management(3.43)     |
|                      | Senior management (3.58)    | -                         | 0.11                     | 0.14                       |
|                      | middle management (3.69)    |                           | -                        | *0.25                      |
|                      | lower management (3.43)     |                           |                          | -                          |

To test this hypothesis, use one-to-one analysis of variance to know the differences in the respondents' attitudes towards practicing creativity Regulatory at Jordan Telecom Company attributed to factors Demographic and functional (gender, age, educational qualification,Scientific experience, administrative level, and Table (9) illustrates: Statistically significant at the significance level ( $\alpha \leq 0.05$ )Table (9) notes significant differences in Respondents' attitudes towards the practice of organizational creativity in a company Jordan Telecom attributed to demographic and functional factors Gender, Age, Education,

Experience, Level administrative), where the values of (q) respectively (17.888, The probability was (3.684, 14.592, 26.765, 24.119) .of less (0.000, 0.000, 0.000, 0.000, 0.026, 0.000) ( $0.05 \geq \alpha$ ) Significance Level the differences were in the attitudes of the respondents towards the practice of Organizational creativity in Jordan Telecom Company according to gendering favor of males, where the difference between the averages between them and females (0.14) This is evidence that the majority of employees in the company JTC are male. As for the values related to the differences in respondents' attitudes towards the practice of organizational creativity in a company Jordan Telecom according to variables (age, educational qualification, scientific experience, managerial level), he used the Schiffe test for dimensional comparisons, Table 10 shows the test results.

Jordan Telecom according to variables (age, educational qualification, scientific experience, managerial level), he used the Schiffe test for dimensional comparisons, Table 10 shows the test results.

Table (10): Schiffe's test results for differences in respondents' attitudes towards the practice of organizational creativity in Jordan Telecom Company According to demographic and functional variables (age, educational qualification, educational experience, administrative level)

Statistically significant at the significance level ( $\alpha \leq 0.05$ )

Table (10) shows that the trends of the respondents who ranged Ages (36-45) years in Jordan Telecom Company about the practice of organizational creativity is higher than their colleagues who have been their age is less than (25) years, which indicates that they are experienced long process with diverse ideas in various fields, and that attitudes of respondents with a bachelor's degree in Jordan Telecom Company Towards the Practice of Organizational Innovation Lower than their colleagues with lower or higher qualifications and this an indicator that the majority of employees in the telecommunications company Jordanian holds a postgraduate degree. Table (10) further indicates that the trends of respondents who have 5-15 years of work experience in a telecommunications company Jordanian towards the practice of organizational creativity higher than their colleagues who they have less than 5 years of work experience, because they are as I mentioned earlier that they have long work experience, and that directions middle Management Respondents at Jordan Telecom Company Towards a higher practice of organizational creativity than their colleagues in management The minimum, because the majority of the study sample are working in departments Central.

## Study Recommendation

Based on the results of the study, the following recommendations can be made:

The need to focus on the resource planning function Humanity through the development of the skills of planners, being one of the most important basic functions entrusted to the Human resources department and other departments in the telecommunications sector, connecting service objectives with the general objectives of the company. Follow clear, fair and objective criteria for evaluating Performance so that they help encourage and reward creators, who contribute to organizational innovation at the organizational level as a whole. The need to provide material and moral rewards to employee's creators to motivate and encourage them to present new creative ideas it is

diverse, and accepts new ideas that employees bring to the company. The need to establish administrative units in the telecommunications sector Jordanian like R&D units, aimed at attention Creativity and creators, which help develop creative abilities when employees. Giving attention to scientific competencies and enhancing the spirit of creativity, renewal and change, as well as interest in ideas and take them into account. Employees of Jordan Telecom Company and other companies. further future studies should be carried out by testing the model of this study in similar organizations or different in size, age, type of technology and philosophy focusing on the functions of human resource management and its relationship with Organizational loyalty, job commitment, and organizational climate, Innovative thinking, individual and group behavior, and advantage Competitiveness.

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