

## **The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq**

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### **Abstract:**

This study aimed to know the availability of variable dimensions of human resource management, to identify the availability of the dimensions of the knowledge innovation variable, and to Examining the correlation between the impact of the human resource management variable in its dimensions in the field under study. This study used the descriptive approach, and sample of study included 142 individuals.

The study showed that the number of males is greater than the number of females, results of the study showed that the level of human resource management came to a medium degree, results of the study showed that the level of development of cognitive innovation came to a medium degree, and there is a positive impact of human resource management in its dimensions combined with the development of knowledge innovation.

**Keywords:** Human Resource Management, The Development of Knowledge Innovation, Education in Salah Al-Din / Iraq.

### **INTRODUCTION**

Knowledge innovation stimulates organizational growth that drives future success and is the engine that allows businesses to maintain their viability in the new knowledge-based economy. In society, knowledge innovation embodies the concept that innovation is the only competency needed for the future. Management of knowledge innovation should not be viewed as a technology-based concept, while technological tools may support its management. It should be kept in mind that management decisions related to knowledge innovation are ultimately based on people and knowledge assets. and work objectives, and to achieve knowledge innovation, it is necessary to have efficient and effective human resources (Castaneda & Cuellar, 2020: 2). On the other hand, human resources are considered one of the most important resources of organizations today, so it has become necessary for organizations to take care of how to manage and develop the efficiency of human resources in them because they are the basis for organizational success and obtaining a competitive position. The basic competency of a human resource includes knowledge, skill, or ability that contributes to the Successful completion of the task on the job (Criveanu & Cârstina, 2018: 21). All employees use multiple competencies to perform their work on the one hand, as it focuses on aligning human resources as a means to gain a competitive advantage, as well as ensuring that the organization obtains and retains

the skilled, committed and motivated workforce it needs, and this means taking steps to assess and meet the needs of future beneficiaries and enhance Developing the latent capabilities of individuals (their contributions, potential and ability) by providing learning and opportunities for continuous development.

In light of these data, the intellectual and philosophical framework of this study deals with contemporary issues that have a great and distinguished role in the sustainability of business in government organizations in general and the General Directorate of Salahuddin Education in particular in light of the challenges it faces. And due to the need of our environment for such research and studies, this study came to take upon itself the testing of these variables in an important and vital sector, which is the education sector.

## **Methodology of the study**

### **1- The Problem of the study**

The concepts of human resources and knowledge innovation are logically linked, however, the harmonization of dissemination mechanisms for knowledge innovation is still unclear. It has not appeared yet in the existing literature, the integration of Human Resource Management management within a strategic management framework will be required to better understand the evolution of knowledge innovation, and basic Human Resource Management perspectives applied to innovation are essential. Where the success of governmental business organizations is determined based on their ability to provide innovative services and the best knowledge, which can only be achieved under the current conditions of competition through their ability to possess and properly manage the competencies and knowledge of the human resource, as the management of the human resource is considered one of the important elements in Business organizations, human competencies are the main engine for all activities and the basis for their effectiveness.

The problem of the descriptive study is the need to study the reality of the main variables of the study and their sub-dimensions in the General Directorate of Salah al-Din Education in Iraq under study to identify the level of their application and indicate the nature of the relationship between them, which is a step towards solving a number of shortcomings in all dimensions to achieve the goals of the organization of competition and excellence. Through the foregoing, the problem of the study crystallizes in identifying the impact of human resources management on the development of knowledge innovation in the General Directorate of Education in Salah Al-Din. Therefore, asking the following questions can contribute to clarifying the contents of the study problem:

1. Are the dimensions of the human resources management variable available in the field under study?
2. Are the dimensions of the knowledge innovation variable available in the research field?
3. Is there a statistically significant correlation between human resource management and its dimensions (human resource planning, selection, and placement, training, and development, compensation and incentives, and performance evaluation) and knowledge innovation in the field under study?
4. Is there a statistically significant effect of the human resource management variable with its dimensions (human resource planning, selection, and placement, training, and development,

## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

compensation and incentives, and performance evaluation) on knowledge innovation in the field under study?

### **The importance of studying:**

This study gains its importance from the importance of the variables under study (Human resource management, knowledge innovation), the topic it addresses, and the site chosen for the study (the General Directorate of Education of Salah Al-Din), as this study contributes by presenting theoretical frameworks for the study variables.

### **1. Scientific Significance:**

**A.** Starting with the importance and role of the variables under study, whose importance is derived from the field problem that it addresses, as the study focused on important variables represented by (human resources management, and knowledge innovation), as modern variables in contemporary administrative literature in the field (Human resources management), and that Their studies contribute to the benefit of academic researchers in presenting a contemporary view of these variables.

**B.** The current study sought to clarify the conceptual frameworks for the variables of the study (human resource management, knowledge innovation), in terms of concept, importance, objectives, and dimensions on which they are based.

### **2. Practical Importance:**

**A.** Its importance is due to the importance of the research sector in Iraq with its various activities, in particular the educational sector, which requires providing the maximum amount of strength and providing what is necessary for the survival of the General Directorate of Salah Al-Din Education in Iraq through the use of contemporary concepts in the field of human resource management employed in the face of various changes and developments with the aim of Enhancing knowledge in the General Directorate of Salah Al-Din Education.

**B.** The importance of the study stems from being a descriptive and analytical study by adopting a survey of the opinions of a group of workers in the educational sector, and that the directorate under study needs such studies, as it provides it with information about capabilities that can be employed in serving the future direction of its various activities, especially in the Iraqi environment that the study addressed.

**C.** The study provides a practical framework for drawing features of a contemporary model in decision-making, which could be a pioneering attempt for members of the senior management in the General Directorate of Salahuddin Education in Iraq to make a decision that fits the nature of the challenges it faces in the Iraqi environment in terms of adaptation and speed.

**D.** Diagnosing and testing the reality of the main and sub-study variables by presenting trends in the answers of the respondents in the General Directorate of Salahuddin Education in Iraq.

**F.** Assisting the directorate under study (General Directorate of Education in Salah Al-Din) by applying the practical framework for the variables of the current study (human resources management,

knowledge innovation) to find out the level of its orientation to apply these dimensions and then analyze the field reality to reach results related to the development of the same orientation.

**H.** Enhancing the perceptions of the directorate of the study sample (General Directorate of Salahuddin Education) towards the general content of the assumptions from which the study was launched, and presenting this relationship with a hypothetical model aimed at field application to reach the results of hypothesis testing.

### **Objectives of the study**

Through examining the problem of the study and its importance, the main objective of the study can be stated by identifying the impact of human resources management on the development of knowledge innovation in the General Directorate of Education in Salah Al-Din in Iraq. In addition to the sub-objectives, which are as follows:

- 1.** Knowing the availability of variable dimensions of human resource management in the field under study.
- 2.** To identify the availability of the dimensions of the knowledge innovation variable in the field under study.
- 3.** Examining the correlation between the impact of the human resource management variable in its dimensions (Human resource planning, selection, and placement, training, and development, compensation and incentives, performance evaluation, and labor relations) and knowledge innovation in the field under study.
- 4.** Analyzing the relationship of the impact of the human resource management variable with its dimensions (human resource planning, selection, and placement, training, and development, compensation and incentives, performance evaluation, and labor relations) on knowledge innovation in the field under study.
- 5.** Presenting a set of conclusions and recommendations that may benefit the efforts of the field under study (General Directorate of Education in Salah Al-Din) in evaluating and correcting the current work and working on developing it.

### **Study Model**

To achieve the methodological treatment of the study, we will build a hypothetical scheme that shows the logical relationships between the variables of the study, and the impact of those relationships in the field under study (General Directorate of Salahuddin Education) :

**Independent variable:** represented by the variable (human resource management) and includes the following dimensions: (human resource planning, selection, and placement, training, and development, compensation and incentives, performance appraisal, and labor relations).

**The dependent variable:** is represented by variable b (knowledge innovation) and includes the following dimensions: (innovation value system, strategic business network, collaborative advantage, and encourages collaborative strategies).

The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

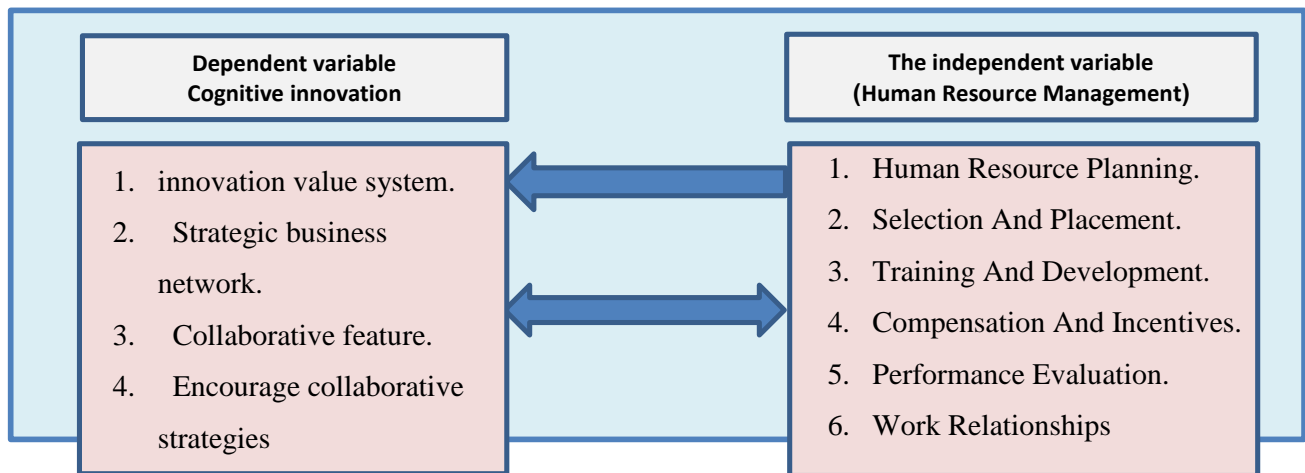


Figure (1) The hypothetical study outline.

Source: prepared by the researcher.

### Study hypotheses

In line with the importance and objectives of the study, a set of main and sub-hypotheses were developed, and we present them as follows:

1. The first hypothesis: the dimensions of the human resources management variable are not available in the field under study.

2. **The second hypothesis:** the dimensions of the knowledge innovation variable are not available in the field under study.

3. **The third main hypothesis:** There is no significant correlation between the human resource management variable and its dimensions in cognitive innovation in the field under study. The following hypotheses are derived from it:

- There is no statistically significant correlation between the dimension of human resource planning in cognitive innovation in the field under study at the level of significance ( $\alpha \geq 0.05$ ).
- There is no statistically significant correlation for the selection and placement dimension in cognitive innovation in the field under study at the significance level ( $\alpha \geq 0.05$ ).
- There is no statistically significant correlation between the dimension of training and development in knowledge innovation in the field under study at the significance level ( $\alpha \geq 0.05$ ).
- There is no statistically significant correlation between the dimension of compensation and incentives in knowledge innovation in the field under study at the level of significance ( $\alpha \geq 0.05$ ).
- There is no statistically significant correlation for the performance evaluation dimension in cognitive innovation in the field under study at the significance level ( $\alpha \geq 0.05$ ).

### **The limits of the study**

The study included the following limits:

- 1. Objective limits:** The objective limits were represented by the variable (human resources management) as an independent variable, and (knowledge innovation) as a dependent variable.
- 2. Spatial boundaries:** The spatial boundaries of the study were confined to the General Directorate of Salahuddin Education in Iraq as a field of study.
- 3. Human Limits:** The study was applied to a group of employees of the General Directorate of Salahuddin Education in the three departments (upper, middle, and executive).
- 4. Time Limits:** The time limits for the study were the period prescribed for preparing a master's thesis.

### **Study determinants**

The generalization of the results of the current research is done in the light of the following determinants:

- The validity and reliability of the research tool.
- The accuracy and objectivity of the research sample's response to the paragraphs of the questionnaire specially prepared for the current research.

### **Definitions of the study**

A set of concepts and terms related to the study were used, and they are as follows:

- 1. Human Resources Management:** It is a set of administrative activities and tasks concerned with the development, rehabilitation, and maintenance of human resources, which contribute to the success of the organization's work in the future. As for the dimensions of human resource management, they are as follows: (Mamdooh & Salman, 2021: 57)

#### **Human resource planning.**

- ✓ Selection And Placement.
- ✓ Training And Development.
- ✓ Compensation And Incentives.
- ✓ Performance Evaluation.
- ✓ Work Relationships.

- 2. Knowledge innovation:** The educational organization can generate and transfer knowledge innovatively and creatively by taking advantage of the contemporary strategic business network and encouraging collaborative strategies to achieve educational goals. As for the dimensions of knowledge innovation, they are as follows: (Lee, 2016: 211)

- Innovation value system.
- Strategic business network.

## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

- Collaborative feature.
- Encourages collaborative strategies.

### **Study Approach**

In this study, the researcher relied mainly on the descriptive approach of the study to present the theoretical and analytical frameworks in the General Directorate of Salah al-Din Education under study, with the aim of comprehensive identification and understanding of all aspects of the problem and its analysis, and then clarifying its dimensions and then its variables and the relationships between them without being satisfied with the knowledge or an apparent description of it.

### **The study population and its sample**

The study population was represented by workers in the General Directorate of Salahuddin Education in Iraq, and the workers in the departments, divisions, and units affiliated to the directorate were targeted, and the sample size was determined by relying on the (Steven Thompson) equation, with (142) individuals.

### **Data collection sources**

To achieve the objectives of the study, the researcher resorted to using two main sources for data collection, namely:

#### **Secondary sources:**

Which will be collected from books and periodicals related to the subject of various articles and those available on the World Wide Web (Internet).

**Primary Sources:** The questionnaire will be relied upon to obtain the primary data of the study, as the researcher will design it and construct its paragraphs in a way that enables him to accurately measure the study variables, based on previous studies related to the subject of the study, and theoretical literature that dealt with its variables.

### **The statistical methods used**

Based on the objectives and directions of the study, and the content of its hypotheses, and to find the correlation and effect relationships between the variables (human resource management, knowledge innovation) and validate the hypotheses, a set of statistical tools were used by relying on the statistical software (SPSS-V.25) to conduct the analysis These methods can be classified as required by the needs of the study. It included (the arithmetic mean, standard deviation, coefficient of variation, multiple regression coefficients, and correlation coefficient).

#### **Seventh: the method of data analysis**

The data obtained by the questionnaire were processed through the statistical program (Spss) as well as the following statistical methods:

1. Frequencies, percentages, arithmetic averages, and standard deviations

2. Correlation coefficient (Spearman).
3. The stability coefficient of the scale (Cronbach's alpha).

### **the theoretical Side (green human resource management, knowledge innovation)**

#### **Green human resource management**

Many of the current organizations in many countries are facing changes imposed by the economies of the country in which these organizations operate, where these variables have many and varied problems that must be addressed and solved in a creative way different from the traditional methods. Our administrative organizations operate in a rapidly evolving and changing environment in all fields, which requires that all employees working in these organizations have extensive creative skills and experience to be able to adapt and interact with all the circumstances surrounding them, and to assist their departments in solving problems they face or are exposed to through Presenting new ideas and providing quick solutions to these problems, which contributes to making organizations highly efficient and effective, which can only be achieved through innovative creative efforts.

Human resources management is one of the most important tasks and functions among the various management departments in the organization, as it is concerned with the most precious resources on which it relies in the implementation of its work. It is forced to modernize and develop the method of managing these resources in line with the requirements of the times. The application of information technology in the management of human resources has become a necessity. Inevitably, being a strategic weapon to face the challenges facing the organization in this era, and the importance of relying on technology in managing human resources through its various means of computers, programs, applications, networks, and tools for preserving and storing information that simplified and facilitated various functions and complex procedures within the organization, which is reflected to improve the overall performance and thus achieve its objectives (Brakhlia, 2018).

The effects of changes in the business environment are reflected in organizations in their various activities, and it is clear that changes, scientific and technological developments, and new economic trends based on knowledge have had an impact on management thought, from the new ideas models that were put forward to keep pace with these changes, so that knowledge becomes a basic determinant for the dominance of organizations, and knowledge has become the most important element In the capital of its countries, the first factor in achieving economic surplus, therefore, it has become necessary to pay attention to the production of mental, intellectual and cognitive capabilities, the accumulated experiences of the human element, so that the development of such assets becomes one of the matters affecting the vision and strategy of the organization since its future depends on the ideas it possesses that express the extent of its ability to creativity and innovation. , which currently constitutes the basic foundation for the survival of the organization in the field of business, and it is also a challenge imposed by the knowledge economy, which requires the organization to search for intellectual wealth, skills, and creative ideas in its human resources to achieve excellence and success. From here, the importance of the human element emerged as an inevitability imposed by the economic transformation, and today's organizations must be well aware that the achievement of goals is no longer dependent on material and financial resources, but rather on their ability to efficiently use human resources, motivate them, and detonate their potential, and in order to reach this, the organization must



## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

work to put forth New policies and programs. This is through the transition of human resource management from routine tasks to the topic of sharing knowledge, developing cooperation, and establishing a network of relationships, in a way that made the human resource management approach overlap with knowledge (Merah, 2021).

### **The concept of human resource management**

Human resources management is defined as "the department responsible for providing workers for the organization to attract and supervise their preparation and training, and control and follow-up to raise the level of efficiency of workers, which is reflected in their performance and increase the productivity of the organization, and ensure the well-being of society, and also seeks to create harmonization with the external environment by facing its variables, As for the interior, it is through designing jobs, resolving conflicts, gaining the loyalty of individuals, creating a sense of belonging and stability for them to achieve the objectives of the individual, the organization, and society alike (Jaradat and Azam,2013).

It is known (Buhashisha and Gharaz, 2020) that human resource management is activities or functions that begin with individuals since they enter the organization, and that these functions are to organize the work of individuals within the organization more than being an investment in the human aspects of this element, and this functional entrance is in the concept of this management.

Hareem (2013) believes that human resources management refers to many connotations, as it may refer to the people responsible for human resources (planning, appointment, training) in the company, and is used to denote one of the company's functions, marketing, financial, and others (Hareem ,2013).

Human resource management is defined as "a basic management and function in organizations that work to achieve the optimal use of the human resources in which it operates, through a strategy that includes a set of multiple policies and practices, in a manner consistent with the use of the organization's strategy and mission and contributes to achieving its goals."

Human resource management is defined as one of the modern management concepts as it is planning, implementing, and using information technology to link the organization's work teams electronically and implement joint activities related to resources.

Human resources through information systems for managing human resources, as it is the department responsible for carrying out tasks

### **Human resources strategy**

Amer (2011) indicated that human resource management: is a set of administrative activities and efforts that seek to enable the organization to obtain, develop, motivate, and maintain its human resource needs in order to achieve organizational goals with the highest level of efficiency and effectiveness.

The researcher believes that human resource management is a set of activities and practices that aim to create the appropriate organizational climate to influence the behavior of individual workers to achieve the objectives of both the company and the employees together.

## **Dimensions of human resource management**

To achieve the objectives of the organization, and to continue its life cycle, organizations perform major functions, as follows:

### **1. Human resource planning**

Human resources planning means systematic forecasts of the demand or needs for human resources and the presentation of these resources in the organization during a future period. This concept clarifies the balance between the need for human resources and the supply available to ensure obtaining what the organization needs from human resources in quantity and quality to meet the business requirements that are available to it, or that may be available in the future, and accordingly, when carrying out the planning process for human resources, it is necessary to Understanding the objectives of the educational institution, identifying the future skills of individuals needed by the institution, and working to reduce the gap between the skills and capabilities of workers, through the development of activities and the creation of appropriate systems and programs for human resource management (Ben Bouzid and Jellab, 2020).

Planning is the first and most important function of human resources management, and it is the first cornerstone because the organization will be built on it, whether it is a success or a failure (Al-Aqbi and Alimat, 2019).

Daft (2007) defined human resource planning as the administrative function related to defining the future organizational goals of the organization and defining the tasks and resources required to achieve those goals. Al-Maghrabi (2012) believes that planning is a process that includes everything that concerns the organization in dealing with its future needs and In order to achieve the goals of the organization and the workers together (Al-Aqbi and Alimat, 2019).

Human resource planning steps at the organization level: To determine the goal of human resource management planning, and the organization's need for workers to operate them, the following steps must be taken: (Daft ,2007)

- 1.** Collecting and analyzing data and information about the external and internal environments of the organization.
- 2.** Job analysis and description.
- 3.** Estimating the needs of future human resources.
- 4.** Analyze the current human resources. Second: Employment (attraction, selection, appointment)
- 5.** The selection process represents the natural extension of the job of attracting human resources. After identifying the sources for managing the needs of the organization in terms of workers, a comparison must be made between the individuals applying to fill the vacant positions to achieve compatibility between the requirements and duties of the various jobs and between the qualifications and

## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

characteristics of the persons applying to fill them, in other words, reaching the position of the right person. in the appropriate position ( Al-Maghrabi, 2012).

De Nisi & Griffin, (2001) consider that organizations pay great attention to selection and appointment in order to attract the human resources required to ensure the continuity of the organization's operations, and this includes the search for suitable and qualified individuals to work within the organization (2010) and Abu Sheikha defined the process of selection and selection Comparison between some individuals to fill a specific job and select the best of them (Mahawi and Salman,2016). As for Al-Maghrabi (2012), he defined it as the process through which the applications submitted by individuals for jobs are studied and analyzed according to the specifications and conditions required for the job, then they are interviewed and tested in preparation for the selection and appointment of the best (DeNisi and Griffin, 2001). Abd al-Rahim (2011), defined it as the process of searching, studying, and investigating qualified and qualified human resources to fill vacancies at various organizational levels and work to attract them and choose the best among them to work in the organization.

### **The objectives of the recruitment process:**

The polarization process lies in the expansion of the organization's activity in the future and the replacement of some of the human skills that the organization does not need with new skills required and the scarcity of human resources in the labor market or some specializations.

The polarization process aims to achieve the following: ( Abu Sheikha,2010)

1. Provide the appropriate number of persons to fill positions in the organization at the lowest possible costs
2. Work to reduce the number of applicants who are not qualified to fill positions in the organization to reduce the costs of the final selection process.
3. Contribute to achieving stability for workers by securing the rights of applicants to fill jobs.
4. Achieving social and legal responsibility, through a commitment to the correct research process.
5. Attracting highly qualified people to reduce the costs of some human resource activities such as training.

### **Steps in the selection and appointment process:**

The process of selection and appointment goes through a set of the following basic stages: ( Al-Serafi, 2003) and ( Al-Salem and Adel Harhoush,2002) and (Barnouti,2004)

1. Fill out the appointment application and submit the required documents.
2. Investigating the candidates and requesting certificates and letters of recommendation.
3. Subjecting the candidates to the required tests, such as motor, sensory, mental, and cognitive abilities.
4. Interviewing the candidates; To reveal information that may not appear in their profile.

5. Follow-up and evaluation to decide whether to confirm or dismiss the employee.
6. Issuing an appointment order confirming the employee and giving him full authority to work.

## **2. Evaluating the performance of the employees**

The performance appraisal process is one of the most important administrative practices in human resource management, as it is based on matching the completion of the work assigned to the employee in accordance with the specified performance standards. on the organization and employees (Al-Zubaidi and Jasim, 2016).

Employee performance appraisal is defined as the means by which the employee's ability to perform the duties and responsibilities of his job is known (Abu Shandi, 2011). While he defined it as evaluating the current and past performance of the employee, based on specific performance criteria, and comparing those criteria and matching them with the actual performance of the employee.

The performance appraisal process is one of the important processes practiced by the Human Resources Department, through which the organization can judge the accuracy of the policies and programs it adopts, whether they are recruitment, selection, and appointment policies, or training, development, and follow-up programs and policies for its human resources.

And with the level of the employees themselves, the evaluation process is a means through which the individual worker identifies the strengths and weaknesses in his performance, especially when announcing the results of the performance evaluation by the organization, and through it the individual can develop the strengths and address the weaknesses, depending on the process is important for all Levels in the organization, starting from senior management and ending with workers in production units and departments.

### **Objectives of employee performance appraisal:**

1. Upgrading the level of employees by investing in their capabilities and employing their aspirations in ways that qualify them for progress.
2. Upgrading the level of employee relations by creating full opportunities to discuss work problems with them.
3. Developing the manager's capabilities in the field of supervision, guidance, and decision-making related to employees.
4. Enhancing a sense of responsibility for subordinates.

## **3. Training and development**

The training function is complementary to the selection and appointment function. It is not enough for the Human Resources Department to attract, select and appoint workers. Rather, the selection and appointment process must be followed by the preparation of training programs that help develop and increase the skills of workers and improve their abilities to perform the tasks assigned to them.

## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

Through training and development, workers acquire skills, knowledge and positive attitudes related to their jobs. In order to contribute to correcting deviations in the current performance, or to improve future performance (De Cenx and Stephen,2010).

### **The importance of training and development:**

Training is one of the means of education, and one of the methods used to improve the performance of individuals, whether within a specific field of work or in curricula that require training on a set of applied skills. Thus, training contributes to improving the performance of individuals, making them more confident and knowledgeable during they are willing to apply all the information they have received realistically.

1. The importance of training and developing individuals working in the organization is due to the following: ( Shehadeh, 2000)

Increasing productivity and organizational performance, and helping to link the goals of employees to the organization.

2. Developing leadership methods, rationalizing administrative decisions, and renewing and enriching information.

3. Enhancing performance motivation and helping to develop communication skills between individuals.

4. Strengthening the relationship between management and employees, and developing their capabilities to adapt to changes.

### **4. Compensation and Wages:**

Compensation and wages, or what is known as material and moral incentives offered by organizations of all kinds, whether public or private, are considered the safety valve and the real guarantee for achieving the goals of the organization due to their positive repercussions on the job performance of the working individual and his satisfaction, and then his loyalty to the organization and the consolidation of his affiliation with it and his stay in it.

The wage includes all the monetary and in-kind financial elements that the employer provides to the worker in exchange for the effort and time he has provided and the results and goals he has achieved for him. This is what the worker receives on a daily or weekly basis. Providing financial compensation to employees such as salaries, wages, incentives, bonuses, and non-material incentives such as social and health benefits. This leads to an increase in the individual's satisfaction and motivation, which is reflected in his performance and increased productivity (Prieto, 2017).

The organization rewards its employees for the effort they provide in three main ways, namely:

1. Wages or salaries granted to them for the effort they perform.
2. Additional privileges granted to it, such as transportation, housing, and others.
3. Incentives to perform extra effort beyond what they receive for the basic wage.

## **knowledge innovation**

### **Introduction**

Innovation has become a locomotive for economic growth and sustainable development in developed and developing countries alike, where innovation is a creative activity that contributes to the development of a new or significantly improved educational process, and its use to bring about the desired societal impact and economic and social transformation, which prompted many international educational institutions to develop a systematic strategy for the development of all areas of innovative activities applicable in all countries of the world.

What is noticeable in the current business environment is that the only constant changes. The sustainability of organizations is represented in the extent of their capabilities to develop themselves through learning, change, and acquisition of knowledge, which all result in one goal, which is innovation. The development of services and the obsolescence of others in light of the speed of imitation by competitors. Organizations must raise their innovative capacity, as innovation contributes to finding effective solutions to critical developmental issues to improve education, which represents important dimensions that help entrepreneurs in improving the economy as a whole, which provides broader gains due to the need to support innovation in the theoretical framework and review of previous studies (Al-Makhzenji, 2022).

Innovation is imperative to achieve the goals of sustainable development, including the eradication of poverty and the creation of sustainable cities and communities (Nguyen & Gregar, 2018).

The researcher believes that in order for organizations to meet the needs of their customers, they had to acquire innovative capabilities based on the accumulation of knowledge emanating from the routine of organizational institutions, learning, and professional experience, and knowledge of competition standards, especially in light of the conflict based on the acquisition of competitive advantages, and this is achieved in the process of motivation. This allows its development in terms of human resources, the research and development function, the preservation and development of knowledge, and taking into account the factors that develop this process to create and create the technological, intellectual, structural, and institutional requirements. Accordingly, innovation has become a measure of performance and competitiveness, and a criterion for educational institutions that are looking for turbulent growth and leadership. It is called bringing the new and the renewal of innovation.

### **Knowledge innovation concept**

Researchers in the field of innovation have praised that it is a concept with complex and multidimensional contents because it is a source of wealth creation and added value, by creating and providing new services that lead to gaining a competitive advantage in light of the intensity of the performance, survival, and growth, and therefore innovation is subject to many factors that impose on competing organizations to gain an innovative orientation under pressure. growing environment (Shataha , 2019 ).

The source of value is something in the form of human knowledge, and if we use knowledge in tasks that we know how to accomplish clearly, we call it productivity, and if we use knowledge in tasks that are new and different, we call it an innovation ( Diya and Dak,2018).

## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

Knowledge innovation is a valuable means that enables the establishment to obtain a degree of response and adaptation to the variables of its environment and to exploit them to a greater extent than its competitors do, in addition to discovering new opportunities in the market (Khalaf, 2021).

Knowledge innovation is defined as the introduction of innovation by converting new ideas and new knowledge into high-quality, efficient, and high-quality services in order to satisfy the needs of society and achieve its well-being.

Knowledge innovation is a successful product, which is characterized by modernity and non-tradition and providing better services than before investing in something new by the individual or the group, and this new service contributes to achieving the well-being of society

Knowledge innovation has been defined as the systematic abandonment of the old, and the degree of innovation of organizations is important for managers of organizations (Daoudi, 2018 ).

### **Types of knowledge innovation**

Many of the following writers and researchers see that cognitive innovation has many types, and the following are explained:

1. Administrative innovation.
2. .Technology Innovation.
3. Additional innovation.
4. Radical Innovations.

The following is an explanation of these types:

1. Administrative innovation.

Kimberley devised the term administrative innovation to emphasize the importance of technological innovations because of the creation of sustainable competitive advantage in light of the divergence of administrative models at the beginning of the twentieth century from the models of the twenty-first century (Giuliani *et al.*, (2018).

Management innovation is defined as an opportunity that stems from the needs and preferences of customers, but from the point of view of Japanese companies, innovation is "distinguishing the opportunity and then mobilizing resources to seize it, and despite the different points of view between these researchers, they agree that innovation is doing things to find new solutions to the problem of scarcity of resources, economists who belong to the trend of evolutionary theory consider that innovation has an impact more than being a means of growth patterns (Hamdouni, 2022).

Gregar and others (Gregar, Ngoc Nguyen, 2018) believe that administrative innovation includes the organizational structure, administrative processes related to the organization's work activities and management, which is the basic component of organizational innovation that provides a new administrative system and development programs for employees, and that administrative innovation

aims to redesign work and systems to enhance skills, and it is a valuable tool for organizations to survive in an uncertain and volatile competitive field.

Hyejin *et. al*, (2019 ) believe that managerial innovation supports organizations in achieving new product development goals and adapting to market changes. It also improves the ability of organizational learning and the creation of a suitable environment for workers that enables them to focus their time on important issues related to the development of new products and the improvement of human resource management processes (Hyejin *et al.*,2019).

## **2 . Technical Innovation:**

Technical innovation revolves more around adopting new ideas about services or introducing new elements in the service operations of an organization. Technical innovation is innovation in services and it affects the procedures, operations, and operations of the organization related to both the process and the service. Therefore, technical innovation supports the ability of the organization to Enhance competitive advantage, achieve organizational excellence, gain an organizational advantage, enhance organizational performance and business sustainability, and become an important tool in helping organizations achieve an advantage.

## **3. Ancillary Innovation**

It is the innovation that goes beyond the traditional functions, according to what he defines (Gregar, Ngoc Nguyen, 2018) and he defined it as assistive innovation also and said that it is the innovations that form the boundaries of the organizational environment, and that goes beyond the primary functions of the work of the organization, that is, the targeted innovations that Changes occur in the objective of tasks, such as the services provided to customers, which determine the competitive advantage of the organization, and for example, marketing professionals develop marketing programs to help customers.

## **4. Radical Innovation:**

“Radical innovation” is an integrated process that leads to offering new services or a service that is radically different from those known in educational institutions.

### **The theoretical relationship between the variables of the study**

Human resource management plays a strategic role within organizations in terms of adopting new approaches in their practices, which leads to the dissemination of culture within the organization to enhance the internal structure of the organization and thus leads to enhancing individual performance by creating creativity and knowledge innovation (Shatat, 2003).

Numerous theoretical literature has proven that the practice of human resources management functions has a close relationship with development and growth, keeping abreast of developments witnessed by organizations in all sectors, and making them creative in facing the challenges and problems they face. Through the selection process for its employees, 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, and through the training process, it makes its employees able to introduce new concepts and apply them, as these presented ideas contribute to improving the internal environment. Which



The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

helps to improve the overall performance of the organization and thus create knowledge creations and innovations among the individuals working in the directorate (Al-Bashabasheh, 2005).

And in the event that any new and unique idea is presented, the Human Resources Department provides the appropriate incentive that is positively affected in raising the performance of the employees in the Directorate, which encourages them to present everything new, and this depends on the type of sector in which the Directorate operates in general.

**The applied framework of the study (testing the correlation and influence relationships between the research variables)**

This topic included the field framework for the study, which is related to the two variables in question:

**First:** The descriptive study of the independent variable, which is between the arithmetic mean and standard deviation, and the relative importance of the answers of the research sample, as shown in Table (1).

**Table (1) The means and standard deviations of the items of the human resource management variable are arranged in descending order according to the means.**

Rank	N	Items	Mean	Standard Deviation	Level
1	1	The directorate seeks to prepare a plan for the activities of the department during a certain period	3.95	0.799	High
2	2	The Directorate seeks to define its objectives.	3.81	0.966	High
3	8	The administration conducts an initial interview upon submitting the employment application.	3.66	1.104	Average
4	3	The Directorate seeks to set steps and requirements for the implementation of these objectives	3.65	1.017	Average
5	26	The Directorate seeks to identify work requirements	3.60	1.058	Average
6	5	The Directorate adopts a special form to submit an employment application.	3.58	1.157	Average
6	13	The place for training is determined for each program so that it includes all the necessary supplies that contribute to making the place for training a suitable place.	3.58	1.080	Average
8	9	There is a comprehensive plan to identify training needs in the directorate	3.56	1.121	Average
8	10	There is a job description in the directorate	3.56	1.146	Average

<b>8</b>	19	Performance in the directorate is measured through efficiency by arranging the individuals in ascending or descending order according to the level of performance	3.56	1.101	Average
<b>11</b>	4	The directorate takes into account strategic planning as it differs from one directorate to another.	3.52	1.166	Average
<b>12</b>	12	There is a strategic plan with clear institutional objectives that the Directorate seeks to achieve.	3.49	1.116	Average
<b>13</b>	18	Indirect financial compensation contributes to my job stability.	3.46	1.134	Average
<b>13</b>	24	The Directorate seeks to clarify the wage policy for its employees	3.46	1.055	Average
<b>15</b>	23	The Directorate uses the results management method in the process of evaluating the performance of its employees.	3.45	1.082	Average
<b>16</b>	15	The Directorate has clear instructions regarding financial compensation.	3.41	1.116	Average
<b>16</b>	22	The Directorate uses an evaluation form that contains the desirable and undesirable characteristics on which the individual's performance is evaluated.	3.41	1.106	Average
<b>18</b>	11	The results of the performance appraisal are taken to determine training needs.	3.39	1.161	Average
<b>19</b>	17	The Directorate provides a transportation service for all employees to and from the workplace	3.31	1.230	Average
<b>19</b>	20	Performance in the directorate is measured based on work-related behaviors	3.31	1.131	Average
<b>21</b>	6	Applications are examined and accepted based on the job description card	3.30	1.142	Average
<b>21</b>	21	When measuring performance, the directorate relies on observing the reaction of the individual toward the critical events that he encounters while carrying out his work	3.30	1.123	Average
<b>23</b>	25	The Directorate seeks to identify consolation between workers and its impact on wage determination	3.26	1.142	Average

The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

24	7	Gender has a role in accepting or rejecting job applications.	3.21	1.180	Average
25	14	The Directorate provides indirect financial compensation that meets the workers' personal needs	3.19	1.156	Average
26	16	The Directorate provides material and moral services to all employees equally	3.16	1.225	Average
		Human Resource Management	3.47	0.632	Average

Table (1) shows that the Means averages ranged between (3.16-3.95), where item No. (1) which states “The Directorate seeks to prepare a plan for the administration’s activities during a certain period” came in the first place with an arithmetic mean of (3.95). , While item No. (16), which states that “the Directorate provides material and moral services equally to all employees,” came in the last place with an arithmetic mean of (3.16), and the arithmetic mean of the human resource management variable as a whole was (3.47).

This is because the organization has the right number and types of people in the right places, at the right time, and can complete those tasks effectively and efficiently which will help the organization achieve its goals. within a specific period.”

Arithmetic means and standard deviations were extracted for the items of the cognitive innovation variable, and the table below shows this.

**Table (2) The means and standard deviations of the items of the knowledge innovation variable, arranged in descending order according to the means.**

Rank	N	Items	Mean	Standard Deviation	Level
1	27	The Directorate implements many research and development projects aimed at innovating new products or services	3.75	0.945	High
2	34	The Directorate seeks to find changes in its designs in line with modern technologies	3.53	1.153	Average
2	42	I think the enterprise is welcome to innovate	3.53	1.134	Average
4	38	The directorate adopts new tools and equipment to measure the level of customer and customer satisfaction to improve operations or reduce costs.	3.52	1.147	Average
5	28	Innovation is applied in the directorate by providing a useful product or service to customers or auditors.	3.47	1.083	Average

6	39	The Corporation offers from time to time a new or improved variety of services	3.46	1.147	Average
6	40	The institution is interested in applying quality management systems	3.46	1.128	Average
8	29	Innovation accompanies educational processes in the Directorate	3.44	1.127	Average
8	36	The Directorate makes efforts that are appropriate in the work team	3.44	1.152	Average
10	30	The Directorate seeks to find incentives directed to innovation	3.39	1.161	Average
10	32	Changing the ways of organizing work is one of the directorate's priorities.	3.39	1.097	Average
10	35	The Directorate's management supports knowledge and creativity	3.39	1.142	Average
13	31	The Directorate provides the appropriate environment to promote innovation	3.37	1.159	Average
14	37	The directorate reveals innovation in the way employees and the public interact	3.30	1.180	Average
15	41	There are significant changes in the product	3.30	1.123	Average
16	33	The Directorate changes the outer cover of the services it provides.	3.09	1.169	Average
		Cognitive innovation	3.43	0.776	Average

Table (2) shows that the Means ranged between (3.09-3.75), where item No. (27) which states “The Directorate implements many research and development projects aimed at innovating new products or services” came in the first place with an arithmetic average of ( 3.75), while item No. (33) stated that “the Directorate shall change the outer cover of the services it provides.” In the last place, with an arithmetic mean of (3.09), the arithmetic mean of the cognitive innovation variable as a whole was (3.43). The reason for this is that research and development efforts are an indicator of creativity, which results in patent data and new product announcements.

**The third question:** Is there a statistically significant correlation between human resource management and its dimensions (human resource planning, selection, and placement, training, and development, compensation and incentives, and performance evaluation) and knowledge innovation in the field under study?

The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

To answer this question, correlation coefficients were extracted between human resource management and its dimensions (human resource planning, selection, and placement, training, and development, compensation and incentives, and performance evaluation) and knowledge innovation in the field under study. The table below shows that.

**Table (3) Correlation coefficients between human resource management and knowledge innovation.**

<b>Dimensions/Variable</b>	<b>Coefficients</b>	<b>Cognitive Innovation</b>
<b>Human Resource Planning</b>	Correlation Coefficient	0.627**
	Statistical Significance	0.000
<b>Selection And Placement</b>	Correlation Coefficient	0.612**
	Statistical Significance	0.000
<b>Training And Development</b>	Correlation Coefficient	0.737**
	Statistical Significance	0.000
<b>Compensation And Incentives</b>	Correlation Coefficient	0.739**
	Statistical Significance	0.000
<b>Performance Evaluation</b>	Correlation Coefficient	0.660**
	Statistical Significance	0.000
<b>Work Relationships</b>	Correlation Coefficient	0.716**
	Statistical Significance	0.000
<b>Human Resource Management</b>	Correlation Coefficient	0.846**
	Statistical Significance	0.000

\* Statistically significant at the level of significance (0.05).

\*\* Statistically significant at the level of significance (0.01).

Table (3) shows the following:

1. There is a direct positive correlation between the human resource planning dimension and the cognitive innovation variable in the field under study.
2. There is a direct positive correlation between the selection and placement dimension and the cognitive innovation variable in the field under study

3. There is a positive direct correlation between the training and development dimension and the cognitive innovation variable in the field under study.
4. The existence of a direct positive correlation between the dimension of compensation and incentives and the variable of knowledge innovation in the field under study.
5. There is a direct positive correlation between the performance evaluation dimension and the cognitive innovation variable in the field under study.
6. There is a direct positive correlation between the dimension of work relations and the variable of knowledge innovation in the field under study.
7. There is a direct positive correlation between the variable of human resources management and the variable of knowledge innovation in the field under study.

**Table (4) A summary of the results of the study hypotheses.**

<b>Hypotheses</b>	<b>The result</b>
The first hypothesis: the dimensions of the human resources management variable are not available in the field under study.	Reject
The second hypothesis: the dimensions of the knowledge innovation variable are not available in the research field	Reject
The third main hypothesis: There is no statistically significant effect of the human resources management variable in its dimensions on cognitive innovation in the field under study. The following hypotheses branch out from it:	Reject
There is no statistically significant effect of the human resource planning dimension on knowledge innovation in the field under study	Acceptance
There is no statistically significant effect of the selection and placement dimension in cognitive innovation in the field under study	Acceptance
There is no statistically significant effect of the training and development dimension in cognitive innovation in the field under study	Acceptance
There is no statistically significant effect of the compensation and incentives dimension in cognitive innovation in the field under study	Reject
There is no statistically significant effect of the performance evaluation dimension in cognitive innovation in the field under study	Reject

## **Conclusions and Recommendations**

### **1. Conclusions**

The study concluded with the following results:

1. The study showed that the number of males is greater than the number of females, and the researcher attributes the high number of males compared to the number of females in the study community to the interest of the General Directorate of Education in Salah al-Din to attract male employees, since the majority of the work required to be implemented is administrative and technical work and requires physical effort.

## The Impact of Human Resource Management on the Development of Knowledge Innovation An Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

2. The results of the study showed that the level of human resource management came to a medium degree, and this result agreed with the result of the study by Al-Azmi and Al-Hajri (2018), the study of (Radi and Salman, 2021), concluded that the level of human resource management in Kuwait University and the Iraqi Ministry of Interior It was average. The study differed from the study of Al-Shurafa Study (2018), which concluded that the level of human resource management came to a high degree in Islamic banks in the governorates of Gaza.
3. The results of the study showed that the level of development of cognitive innovation came to a medium degree, and this result agreed with the result of the study (Vafaie *et al.*, 2017), where the level of innovation came to a moderate degree in organizations.
4. There is a positive impact of human resource management in its dimensions combined with the development of knowledge innovation. This result agreed with the results of the study (Alshibli, 2017), whose results showed that there is an impact on the selected human resource management practices (selection and appointment, training, performance evaluation, compensation). It has a positive and significant impact on the competencies of workers (knowledge, skills, attitudes) in Jordanian private universities.

### 2. Recommendations

Based on the findings of the study, the researcher recommended the following:

1. The need to continuously follow up the knowledge innovation process.
2. Contribute to improving knowledge innovation and sharing it among workers in the General Directorate of Salahuddin Education.
3. The need for communication between work members to exchange opinions and ideas.
4. Holding seminars and scientific conferences to participate in knowledge innovation among the employees of the Directorate.
5. The need to hold meetings outside the General Directorate of Education in Salah Al-Din (Entertaining social gatherings), as they enable employees to exchange and share knowledge among themselves.

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Exploratory Study in the General Directorate of Education in Salah Al-Din / Iraq

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