

The Impact of the Dimensions of the Strategic Role of Human Resources on the Level of Creativity in Jordanian Commercial Banks in the Northern Region

Suleiman Mustafa El-Dalahmeh

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Abstract

The study aimed at examining the impact of the three dimensions of the strategic role of human resources management, namely planning, polarization, selection and recruitment, on the creativity of commercial bank employees in Jordanian commercial banks. One hundred five survey lists were analyzed as a sample for the study with a response rate of 88.98 percent that was valid for statistical analysis. The study revealed a number of results, the most important of which is the existence of a positive significant relationship between each of the following: Human resource planning, the dimension of human resource recruitment, and the dimension of selection and appointment of human resources alone and the dependent variable creativity as well as positive and intrinsic dimensions with the three coefficients. The study recommended supporting the dissemination of the spirit of creativity among all levels of management in commercial banks through training courses and supporting them with the necessary authorities to achieve this, as well as encouraging them to suggest ideas that aim at improving their talents.

Index terms— the strategic role of human resources - creativity in Jordanian commercial banks.

1 Introduction

Competition is increasing in our contemporary world between different organizations and related to the following activities. In light of the rapidly growing technological developments, which require human resources with specifications distinct in order to fit and correspond to those variables. It has been proven to be effective in acting management, statement and management. Organizations concerned with automation and development: The efficiency of the organization as a whole (al-Farhan, 2018.).

The strategic role of human response is the transfer of those resources in the organization from the prevailing situation at present to the hoped-for situation in the future, through planning the strategic needs of resources with the coordination of its tasks and objectives of the organizations. The success of managing the human resources who perform the role requires concerted efforts. The level of the organization by supporting the senior management of the role of the human resources department in its decisions. In addition to providing the required information to the managers of that department, it helps them to do in their roles (Sprineh2019).

In light of the importance of the face of contemporary organizations and the challenges faced in today's world quickly and efficiently and effectively, it requires creative capabilities of high-yield new ideas and views allow those organizations to continue and grow in light of the fierce competition and the information revolution, which faced and thus increasing the importance of creativity (Shatnawi, 2016). Therefore, the current study sheds light on the impact of the dimensions of the strategic role of human resources on the level of creativity among employees in Jordanian commercial banks in the northern region.

2 II.

3 Theoretical Framework and Previous Studies a) Human Resources Management

The responsibility of human resource management has become of great importance; It depends on the organization's future strategy, which requires preparing and adapting its general strategies to accommodate the internal and external changes in the The organization's ability to develop internally consistent formations with multiple alternatives of human resource management practices enables it to implement its strategies that achieve superiority over competitors, (Gilani et, al, 2012).

From here the concept of systemic integration of the functions of human resources management based on of strategic terms based this concept on communication and interaction functions of human resources management with each other with the impact and vulnerability to the surrounding environment derives from this concept are two levels of harmonization necessary to achieve those objectives and desired.

Horizontal alignment: It achieves coherence and integration between strategies for human resource management.

Vertical alignment: which requires achieving coherence and integration between human resource strategies and the general strategy of the organization, a study (Al-Zahrani, 2012).

4 b) Creativity

Defined as a mental process leading to solutions and ideas, methods, concepts, and products are characterized by exclusivity and modernity (Zhrani 2012).

(Ahmad& AL-mubaidin2013) confirmed that he expressed a range of skills that characterized individual so of distinct design idea workable with the aim of developing a system of work implemented already efficiently and effectively in an organization achieve a competitive advantage to support the capabilities of that organization in the competitive environment the external surroundings.

Hence, the concept of creativity differs from the concept of creative behavior, which refers to the presence of distinct behavioral patterns that appear in the environment of the organization and do not necessarily result in new goods and services, Still may It is an innovation in itself when it is applied for the first time in the organization through the individuals working for it. And then represents the overall changes that occur in the activities and methods of administration, which tracked what including Organization to achieve its objectives as a creative career solves many of the problems that may be faced by that organization through the human element which should be a skill of creative distinct. (Sprineh, 2019) in facilitating administrative processes, allowing the creation of innovative solutions to the problems of production, performance, and loyalty functional improvement, and reduce the turnover of work to achieve functional stability, and supports the competitive advantage of the creative organization, including ideas And new working methods that contribute to the development and investment of the intellectual and mental capabilities of its employees.

5 c) The strategic role of human resources

The responsibility of human resources management has become of great importance, as it aims to prepare its strategies to cope with external and external environmental changes. The study (Gustaffson & Zotto, 2010) made it clear that they are considered as a set of primary and assisting practices, where the work and priority is the first choice. The second lies in the design of incentive systems, performance appraisal, and training. This explains the overlap of human resource management practices with all other departments in business organizations, which requires the management of human resources. Accordingly, the strategic role of these resources represents the stages through which the human resource management practices used by the study are transferred from the current situation to the emergency. In the light of the vision of those organizations, this role includes the following steps:

6 d) Human resource planning

It relies on the prediction of the needs of the organization of human resources quantitatively and qualitatively GTA planning to fill job vacancies to achieve the objectives of short-organized and long-term through comparative B planners and available from full We operating current of the identifying gap which will be of the Ala Amylin, Thus, the human resource planning process enhances the importance of human resources as the most important strategic resource for the organization.(Ahmad & AL-Mubaidin, 2013).

7 e) Attracting human resources

These are the policies followed by the Jordanian commercial banks through them to attract qualified and prospective individuals to work within their departments to satisfy the needs of the two parties "applicant for the job".

8 f) Selection and appointment of human resources

Mechanisms followed by Jordanian commercial banks that ensure the placement of the right human resource with the creative capabilities required to be available in the available jobs in the various departments of the bank in the appropriate organizational position, and based on of the idea of "teamwork".(Tan and Nasurdin, 2010) indicated to test the relationship between human resource management practices "performance appraisal, job management, training, reward and motivation, and employment" and between organizational and organizational creativity in the administrative and administrative staff. Knowledge as a mediating variable, the study concluded that human resource management practices play an important role in enhancing organizational creativity among workers in the sample organizations.

Also targeted (Foss and Laursen 2017) test the impact of the human resources management of modern on promoting creativity outcomes among workers in Indian organizations, the study found to have a significant effect of statistical practices of human resources management in promoting creativity organizational among employees, where he was to motivate staff development capabilities The biggest effect is followed by polarization.

A study (Fota and Qutb, 2013) showed the extent to which eight practices of human resource management are applied, which are "job analysis, human resource planning, recruitment, training and development, management and placement, and appraisal on the administration and placement of learning and growth represented by the performance of employees, improve internal banks of Jordan, and the study found a set of results an application resource management practices of human eight on a sample survey of Jordanian commercial banks high degree and was a racist training and development, and Empowerment has the greatest impact on learning and development.

(Azzam, 2014) it has shown the impact of the adoption of strategies for managing talent in organizations in the sample of Pediatric Hospital staff, the study concluded that a set of results and having the effect of statistically significant strategies for talent management in the dimensions of achieving the competitive advantage of quality, innovation and excellence, and The variable talent development strategy is the most influential in achieving competitive advantage among the study sample in the hospital.

The study (Maes & Winne, 2014) aimed to test the effect of each of the creativity and human resource management practices in promoting entrepreneurship among workers in small projects in Canada, in a selected sample of those projects, Creativity, in addition to the fact that organizational creativity has a strong impact in promoting entrepreneurship among workers in the projects selected in the study sample.

(Munir & Quadra 2016) measuring the impact of strategic practices for human resources management, recruitment, training, performance assessment, motivation (in organizational change management and that application on a sample of Etisalat in Algeria, and the study found several results and an impact statistically significant such practices in the management of change regulatory Algeria telecom Foundation. the study also proposed several recommendations of which involve staff in the preparation of programs of change in the organization in order to avoid Obstacles with updated training programs in the light of contemporary changes as well as for new Astkhaddt with incentives linking them to performance.

(al-Awlaki.2018) analyse the nature of the direct relationship and indirect between strategies, human resources management and development of creativity organizational through the processes of knowledge management as a variable mediator in the sample selected from the commercial banks of Yemen, and showed a study group of results was the existence of a significant direct relationship between the practice of Strategies of human resource management in the commercial banks under study and the development of organizational creativity, and there is an indirect moral relationship between the practice of human resource management strategies in the sample of the study and the development of creativity and organizational innovation through organizational management.

(AbdulAziz & khalil 2019)recognize the reality of human resources management in the Arab Toshiba and recognize the clarity and the importance of the impact of management of electronic human resource as one of the applications of administrative modern associated with the information revolution and modern technology, and the extent of their impact in activating and achieving quality in the performance of the functions of human resources in Arab Toshiba through total applications and represented the most important elements of human resources used in the study of polarization, selection and recruitment, training, performance assessment, planning human resources, the study suggested in its recommendations a set of policies required to implement the various human resources activities that need Organization The way to exercise its functions in light of the changing contemporary environment for businesses and organizations. (Abu Dalal, 2019) indicated the most important policies of human resources management represented in the policy of recruitment, selection, training, appreciation and their impact on retaining volunteers in non-profit charitable organizations.

(Siddiq 2019) to identify the level of innovation management among employees libraries Assiut University in addition to identifying obstacles to achieving management innovation through the study of the reality of these libraries and future planning Lea, with monitoring initiatives development management innovation to enhance the strengths and correct points weakness with the aim of development of innovation and creativity of based on human resources management.

The study (Altarawneh, 2016) aimed to explore the adoption of the approach of the strategic human resources management in the banks of the city of Abha in Saudi Arabia, in addition to a statement of the impact between the human resources management and the performance of those banks on the knowledge of what you know through the knowledge of The study reached several conclusions, the most important of which is the adoption of

158 the study sample to the entrance of the strategic management of human resources because of its positive impact
159 on its organizational performance, with the recommendation to conduct similar studies to identify the practices
160 of human resources and other human resources management practices.

161 The study (Chennevert, 2016) aimed to identify the role of human resource management practices in the rate
162 of work turnover of nurses through the dimensions of remuneration and the development of staff capabilities with
163 giving them decentralized authority and information exchange.

164 **9 It is noted from the previous studies that:**

165 -Diversity and difference of human resources management dimensions used in previous studies from the three
166 dimensions used in the current study.

167 -The diversity of sampling sectors field used in previous studies, such as small and medium-sized organizations,
168 industry organizations, Pediatric Hospitals, and hospitals operating in the city of Taif, Etisalat, charitable
169 organizations, non-aiming to profit O??o differs from the field of application in the current study. -Some of
170 the studies above studies focus on the elements of human resources management alone, part or all of them, and
171 others on the level of innovation and administrative creativity alone, and others on one of the dimensions of the
172 balanced scorecard in the multi-dimensional, while the graduate investment is moving away. one study.

173 III.

174 **10 Problem of the Study**

175 Through meetings in-depth with some gentlemen directors branches of the Commercial Bank turned out to attend
176 the senior management of the bank to provide their employees for creative ideas through meetings and training
177 courses offered by them but this requires mechanisms is stable and continuous and regular basis by changing
178 the roles of the strategy in the areas of planning and recruitment and selection of staff in all their categories,
179 present and future. Therefore, The problem of the study lies in the importance of determining the impact of the
180 strategic role of human resources in the three elements of the study on the level of creativity among employees
181 of commercial banks in Jordanian Commercial Banks (Northern Region).

182 **11 IV.**

183 Objectives of the Study V.

184 **12 Importance of the Study a) Theoretical importance**

185 Considers this study of the few studies -within the science researcher -that measure the effects of the multiple
186 dimensions of the strategic role of the three human resource namely planning, polarization, and the selection and
187 appointment to the level of creativity among employees in one of the Jordanian commercial banks in Northern
188 Region which is a province, In addition. scientific science administrative subject of the study, In addition to.
189 being a starting point for other studies and research in this field, whether by application to other sectors other
190 than the applied sector for study or the use of intermediate or dependent variables.

191 **13 b) Practical importance**

192 To the findings and recommendations of the study, the current decision-makers in one of the important sectors
193 in the national economy of any state banking sector to increase its officer's awareness in that sector of the
194 importance of strengthening and enhancing the level of creativity among workers in the sector, which means
195 the availability of human distinct contribute positively resources to raise the level of performance and therefore
196 Business results for the important sector of study, which represents a practical and operational mechanism for
197 the economic development plans of the state.

198 The management of human resources in the banking sector, which was targeted by the study, represents the
199 endeavor to manage the most important assets owned by it, which are the human resources that work in it,
200 whether they are managers or subordinates, whether male or female employees. It drives them towards creativity
201 in their work through the climate created by their leaders and their various business regulations towards this
202 desired goal.

203 **14 c) Hypothesis of study**

204 The first hypothesis: There is a positive statistically significant relationship to the strategic role of human
205 resources in human resources planning at the level of creativity among employees in Jordanian commercial
206 banks.

207 The second hypothesis: There is a positive, statistically significant relationship to the strategic role of human
208 resources in attracting human resources at the level of creativity among those working in Jordanian commercial
209 banks.

210 The third hypothesis: There is a positive statistically significant relationship to the strategic role of human
211 resources in the selecting and appointment of human resources at the level of creativity of employees in Jordanian
212 commercial banks.

213 The fourth hypothesis: There is a positive, statistically significant relationship to the strategic role of human
214 resources in its three dimensions at the level of creativity among those working in Jordanian commercial banks.

215 **15 i. Theoretical framework**

216 This is done by looking at what was available to the researcher from a group of Arab and foreign scientific
217 references and periodicals related to the study-specific variables which are the dimensions of the strategic role of
218 human resources and the level of creativity.

219 **16 ii. Methodology**

220 To achieve the objectives of this study, a questionnaire distributed on 150 employees in Jordanian commercial
221 banks in the Northern region .150 returned with a rate of 70%.

222 **17 The study population and its sample:**

223 The study population consists of branches of Jordanian commercial banks operating in the Northern region,
224 including the Housing Bank, Jordan Kuwait Bank, Jordan Ahli Bank, Cairo Amman Bank, Union Bank, Arab
225 Bank, Jordan Commercial Bank, Investment Bank. The researchers relied on the random sample due to the
226 specificity of this study.

227 **18 Study variables and how to measure them:**

228 The study included the following variables, the strategic role of human resources in its three dimensions as an
229 independent variable, and the level of creativity as a dependent variable. Those variables were measured as
230 follows:

231 Independent variable: the strategic role of human resources. 1. The dimension of human resources planning is
232 1-7 2. The dimension of attracting human resources, the phrase from 8 to 15 3. The dimension of selection and
233 appointment of human resources Phrase from 16-23 Dependent variable: level of creativity Phrases from 24-30.

234 A five-point Likert scale was used, ranging from No. (1), which means not at all, to No. (5) which means very much.

235 **19 iii. Study population and sample**

236 The study community includes employees with administrative positions in their branches Jordanian commercial
237 banks, such as (branch manager, deputy director, administration manager, banker A, banker B), which is a
238 multi-purpose distribution. and the support level of creativity among employees and including a positive impact
239 on the level of their performance was the use of a sample basis ; This is due to the difficulty of collecting data
240 through the method.

241 A comprehensive and a simple random sample selected from the research community, and they are the ones
242 who occupy Managerial positions in Jordanian Commercial Banks consist of 118 people according to statistical
243 tables.

244 For a community of 170 people with a confidence coefficient (95%) and a level of significance (5%), a study
245 (Adel, & Muhammad, 2013).

246 After completing the collection of survey lists, they were reviewed and the lists that were not suitable for
247 statistical analysis were excluded, and the number of correct questions was (105) survey with a response rate of
248 88.98 percent of the total number of valid surveys in the surveyed population. , Deputy Director, Department
249 Manager, Banker A, Banker B.

250 **20 VI.**

251 **21 Data Analysis Method**

252 The data was tabulated, and analysed using a computer through the SPSS statistical program, and the following
253 statistical methods were applied to analyze the data and test the study's hypotheses:

254 Validity Coefficients of Cronbach's Alpha Study Scales to test the reliability of the measurement instrument
255 in the study. Correlation coefficients to identify the amount of correlation and significance of the relationship
256 between variables. Simple regression analysis, which tests the effect of an independent variable on the dependent
257 variable. Beta coefficient, which shows the strength and significance of the relationship between the study
258 variables. The results of the correlation analysis showed the existence of a correlation between the study variables,
259 as follows: -There is a significant correlation between human resources planning and the dimension of attracting
260 human resources with a value of 0.703. -There is a significant correlation between the dimension of human
261 resources selection and human resources planning, with a value of 0.541, and between the dimension of human
262 resources selection and human resource recruitment, with a value of 0.80 -There is a significant relationship
263 between the strategic role of human resources in general and the dimension of human resources planning with a
264 value of 0.809, and the recruitment of human resources with a value of 0.957, and a dimension of 0.86. -There is
265 a significant correlation between:

22 a) Testing the study hypotheses

? The human resource planning dimension and creativity level are valued at 0.721. The test study hypotheses through four regression models' simple analysis Simple Regression was the independent variable in the first model is the planning of human resources. The independent variable in the second model is to attract human resources. The independent variable in the third model is the selection and appointment of human resources. The independent variable in the fourth model It is the dimensions of the strategic role of the three human resources together.

23 It is clear from the previous table that:

-Significance of the relationship between the first independent variable and the dependent variable. -Significance of the relationship between the second independent variable and the dependent variable. -Significance of the relationship between the third independent variable and the dependent variable. -Significance of the relationship between the fourth independent variable and the dependent variable.

Which indicates the significance of the strategic role of human resources in general with the dependent variable.

24 VII.

Analysis and Discussion of the Results of the Study -The study results proved the positive significant relationship between the human resource planning dimension as an independent variable and creativity as a dependent variable. This result agreed with a study (Fota, 2013) (Abdul Aziz 2019). study (Angari 2014) indicating that the planning of human resources short, medium and long-term investing potential employees in the Commercial Bank and enhances the motivation to work in excess of Ant maim for their work in the bank on the one hand and achieves a degree of integration between the strategic plans of the Bank and Strategy Human resources with its various activities on the other hand, which in turn enhances the level of creativity of these workers, especially in the case of their medium and long-term involvement with their banking business, which reinforces their Thus the first hypothesis is accepted. -The study clarified an essential and positive relationship between the dimension of attracting human resources as an independent variable and creativity as a dependent variable. This result agreed with the study (Abdul-Aziz, 2019) and a study (Abu Dalal 2019) as to attract qualified cadres human to fill some jobs Commercial Bank raises provide the level of services to clients that the bank as a result of increasing the productivity of these cadres of human excellence thus enhancing continuity in the exercise of their work and thus the degree in the submission. Thus the second hypothesis is accepted. -The results of the study confirmed a relationship after the selection and appointment of positive intrinsic human resources as an independent variable with creativity as a dependent variable. This result agreed with a study) of (Abdul-Aziz, 2019) and a study (Abu Dalal, 2019) in which achieving alignment between the work requirements in the commercial bank and the capabilities, skills, and specifications of the individual to choose the most suitable recruiting staff for recruiting staff.

Transparency achieves in practice one of the basic functions of human resources management, Thus the third hypothesis is accepted -The study concluded with positive and significant results the relationship between the strategic role of human resources in its three dimensions and the level of creativity. (Fota & Mohieldin, 2013) which indicates the impact of each of those three dimensions of this strategic role in supporting and enhancing the level of creativity in the workplace. This is positively based on the level of their performance of the tasks they are entrusted to carry out within its various departments. Thus, the fourth a) On the theoretical level -The study showed the positive significant relationship between the dimensions of the strategic role of the three human resources: planning, polarization, selection and appointment, each separately with the dependent variable creativity, and in general with the same variable. -The study showed a significant correlation between the dimension of human resources planning and the dimension of polarization. -The study also confirmed the existence of a significant relationship between the dimension of human resources selection and its planning, and the dimension of human resources selection and recruitment.

b) On the practical level -Develop specialized mechanisms that correspond to the nature of banking activity for implementation to enhance the role strategic human resources in the three components of the study: planning, attracting, selecting and assigning human resources because of their clear impact on enhancing the degree of creativity among commercial bank employees. -Spreading the spirit of creativity and skills development among commercial bank employees through programs and training courses that support this trend. -Providing all employees at all levels of administration in commercial banks with the necessary authorities to carry out their job tasks effectively, especially during the stages of dealing with crises and emergency problems. -Supporting the participation of all employees of commercial banks in developing proposals for improvement in the various human resource management systems with the aim of discovering talents and talents. their talents and development.

VIII.

1

NS	The variables	Authenticity Transactions
1	Human resource planning	0.754
2	Recruitment of human resources	0.860
3	Selection and appointment of human	0.777
4	Resources the three variables in total	0.910
5	Creativity	0.571

Figure 1: Table 1 :

2

NS	Planning resource humanity	Polarization resources humanity	Selection humanity and set resources	The overall variables the three	Creativity
Afterhuman resource planning Human Resource Attraction Dimension Dimensionofresourcesselection and assignment humanity The three variables in total creativity Meaning	** 0.703 * * 0.541 * * 0.809 * * 0.721 3,8830	* *0.801 ** 0.957 ** 0.676 3,7857	** 0.863 ** 0.292 3,7749	0.639 3,6560	3,9388

Source: Statistical analysis of field study data by the researcher. P < 0.01

Figure 2: Table 2 :

3

? The dimension of human resource attraction and creativity level is 0.676.
 ? The dimension of human resource selection and assignment and creativity level is 0.292.
 ? The three dimensions of the strategic role of human resources and the level of creativity with a value of 0.639
 These results indicate, initially, to support the study's hypotheses

Figure 3: Table 3 :

321 **25 Results**

322 1. The results of the study showed a positive and moral relationship between the strategic role of human resources
323 in its three dimensions and the level of creativity. ¹

324 among workers in Jordanian commercial banks in the northern region. 3. The results of this study are in
 325 agreement with the results of previous studies such as the study of(Tarawneh 2016, MAES 2014, Siddaq 2019).
 326 4. The results of the study showed a significant correlation between the dimension of human resource planning
 327 and the dimension of attracting human resources.

328 IX.

329 Recommendations The independent variable: the strategic role of human resources The first sub-dimension is
 330 "Human Resource Planning"

331 The bank analyses its needs based on human resources to its future directions.

332 .1 2

333 The bank conducts an environmental analysis It includes environment variables Internal vs. Variables The
 334 external environment.

335 .2 3

336 The bank uses scientific methods and upto-date when conducting an analysis Resource needs humanity.

337 .3 4

338 The bank is drafting Resource Strategies humankind in light of the results environmental analysis 5

339 The bank has rules Data that includes all information related to its human resources in every administrative
 340 levels.

341 .4 6

342 There is an integration between strategy Bank and resource planning humankind to enhance its capabilities
 343 competitiveness. The second sub-dimension is "Attracting Human Resources".

344 8

345 The bank identifies the sources internal polarization Objective in a framework Planned strategy. 9

346 The bank identifies sources External polarization depending on his planned strategy.

347 10

348 The bank has a strategy A clear polarization policy.

349 .5 11

350 A strategy is formulated Polarization in the frame HR strategy to the bank.

351 .6 12

352 The bank depends on the categories different age of youth When recruiting employees.

353 13

354 The Bank is keen to attract Capable human competencies to achieve its goals Planned strategy.

355 .7 14

356 The Bank seeks to obtain On the distinguished competencies at Fill his vacancies.

357 15

358 The Bank seeks to implement Standards of fairness and objectivity when performing an operation polarization

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