

VAN YÜZÜNCÜ YIL UNIVERSITY
SOCIAL SCIENCES INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS SCIENCE

**IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
THE INNOVATION AND CREATIVENESS IN ERBIL-IRAQ**

MASTER THESIS

PREPARED BY

Falah Saeed Mahmood MAHMOOD

SUPERVISOR

Dr. Öğrt.Ü. Abdullah Oğrak

VAN - 2019

KABUL VE ONAY SAYFASI (EK-4)

Falah Saeed Mahmood tarafından hazırlanan *"Impact Of Human Resource Management Practices On The Innovations And Creativeness In Erbil-Iraq"* adlı tez çalışması aşağıdaki jüri tarafından OY BİRLİĞİ / OY ÇOKLUĞU ile Van Yüzüncü Yıl Üniversitesi İŞLETME Anabilim Dalında YÜKSEK LİSANS TEZİ olarak kabul edilmiştir.

Danışman: Dr. Öğr. Üyesi Abdullah OĞRAK
İşletme ABD, Van Yüzüncü Yıl Üniversitesi

Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum

[Signature]

Başkan: Prof. Dr. Muhsin HALİS
İşletme ABD, Kocaeli Üniversitesi

Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum

[Signature]

Üye: Dr. Öğr. Üyesi Abdurrahman ÇALIK
İşletme ABD, Van Yüzüncü Yıl Üniversitesi

Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum

[Signature]

Üye : Unvanı Adı SOYADI
Anabilim Dalı, Üniversite Adı

Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum

.....

Yedek Üye : Unvanı Adı SOYADI
Anabilim Dalı, Üniversite Adı

Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum

.....

Yedek Üye : Unvanı Adı SOYADI
Anabilim Dalı, Üniversite Adı

Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum/onaylamıyorum

.....

Tez Savunma Tarihi: 27.09.2019

.....

Jüri tarafından kabul edilen bu tezin Yüksek Lisans Tezi olması için gerekli şartları yerine getirdiğini ve imzaların sahiplerine ait olduğunu onaylıyorum.

Doç. Dr. Bekir KOÇLAR
Sosyal Bilimler Enstitüsü Müdürü



ETİK BEYAN SAYFASI

Van Yüzüncü Yıl Üniversitesi, Sosyal Bilimler Enstitüsü Tez Yazım Kurallarına uygun olarak hazırladığım bu tez çalışmada;

- Tez içinde sunduğum verileri, bilgileri ve dokümanları akademik ve etik kurallar çerçevesinde elde ettiğimi,

- Tüm bilgi, belge, değerlendirme ve sonuçları bilimsel etik ve ahlak kurallarına uygun olarak sunduğumu,

- Tez çalışmada yararlandığım eserlerin tümüne uygun atıfta bulunarak kaynak gösterdiğimi,

- Kullanılan verilerde herhangi bir değişiklik yapmadığımı,

- Bu tezde sunduğum çalışmanın özgün olduğunu

bildirir, aksi bir durumda aleyhime doğabilecek tüm hak kayıplarını kabullendiğimi beyan ederim. / /


(İmza)
Falah Saeed Mahmood MAHMOOD

Yüksek Lisans Tezi

Falah Saeed Mahmood MAHMOOD

VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

Eylül - 2019

**ERBİL’DE ENDÜSTRİYEL FABRİKALARDA BULUNAN İNSAN
KAYNAKLARI YÖNETİM UYGULAMALARININ YENİLİKLERİ VE
YARATICILIĞA ETKİSİ**

ÖZET

Bu bilimsel araştırma, insan kaynakları yönetimi uygulamalarının beceri ve yaratıcılık ve yenilik üzerindeki etkisini göstermektedir. Bu çalışma, endüstriyel firmalarda insan kaynakları yönetiminin önemini göstermekte ve çalışanın yaratıcılığını ve yenilikçiliğini arttırmak için insan kaynakları yönetimi sürecinin rolünü ortaya koymaktadır. Bu hedeflere ulaşmak için, ankete yanıt vermek üzere beş şirket seçildi, araştırmaya katılan çalışan sayısı 130 olup, bu çalışanlardan veri toplandı ve analiz edildi. Bu bilgileri test etmek için SPSS v.25 programı kullanıldı. Bu çalışmada, insan kaynakları yönetim unsurlarının yaratıcılığı nasıl etkilediğini göstermeye çalışılmış ve insan kaynakları yönetiminin beceri üzerinde nasıl bir etkisi olduğunu göstermeye çalışılmıştır. Genel olarak, bu çalışma güçlendirme, iş analizi, eğitim, tazminat ve istihdam olmak üzere beşeri insan kaynakları yönetimi uygulamalarına odaklanmıştır ve her faktör, değişkenleri azaltmak için yapılan birkaç soruyu, yapılan faktör analizini içermektedir. Ayrıca, bu çalışmada, güvenilirlik verilerin iyi bir tutarlılık ölçümü olduğunu gösterir ve korelasyon değişkenler arasında pozitif ve anlamlı bir ilişki olduğunu ve değişkenler arasındaki bağlantının da iyi bir seviyede olduğunu göstermektedir. Regresyon analizi istatistiksel olarak, insan kaynakları yönetimi uygulamalarının her bir yenilik, yaratıcılık, beceri ve benzerleri üzerinde yüksek ve önemli bir etkisinin olduğunu göstermiştir. Sonuç olarak, regresyon analizi tarafından kabul edilen Sağlık Risk Yönetimi Programı bileşenlerinin yaratıcılık ve beceri üzerindeki etkilerini desteklediği görülmektedir.

Anahtar Kelimeler : İnsan Kaynakları Yönetimi, İnsan Kaynakları Yönetimi

Amaç, Yaratıcılık, Yenilikler, Tazminat, Güçlendirme ve Beceri.

Sayfası Adedi : 82

Tez Danışmanı : Dr. Öğrt.Ü.Abdullah Oğrak

M.Sc.Thesis

Falah Saeed Mahmood MAHMOOD

VAN YÜZÜNCÜ YIL UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

September, 2019

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE INNOVATION AND CREATIVENESS IN ERBIL INDUSTRIAL FACTORIES.

ABSTRACT

This scientific research illustrates the effect of the human resource management practices on the creativeness and innovation with the medium variable which is skill this study shows the importance of human resource management in the industrial firms also emerges the roles of the human resource management process to increase the employee's creativeness and innovation.

To attain this aims, five companies have been selected to respond the questionnaire the total population of the research is 130 employees, then collect the data from the employees and analysis it, to test this information the SPSS program v.25 has been used, In this study try to show how human resource management elements impact on innovation also how it impacts on creativeness and show how the human resource management effect on the skill. Generally, this study concentrates on five important factors of the human resource management practices which are, empowerment, job analysis, training, compensation, and employment, and each factor comprise of a couple of questions so, to reduce the variables, factor analysis done. Also, in this study, the reliability shows there is a good consistency measurement of the data, and the correlation shows that there is a positive and significant relationship between variables also, it illustrates that there is a good level of the link between variables. Finally, the regression analysis statistically pointed there is a impact of human resource management practices on each of innovation, creativeness, and skill so, the conclusion agrees with the components of HRMP which accepted by regression analysis and their effect on innovation, creativeness, and skill.

Key Words : Compensation, creativeness, Empowerment Human resource management, Human Resource Management Objective, innovations ,and skill.

Quantity of Page : 82

Supervisor : Dr. Öğrt.Ü. Abdullah Oğrak

CONTENTS

	Pages
ÖZET.....	iv
ABSTRACT	v
CONTENTS.....	vi
ABBREVIATION AND SYMBOLS	v
ACKNOWLEDGMENT	vi
INTRODUCTION.....	1
1. LITERATURE REVIEW.....	4
1.1. Historical Attitude of HRM Realm.....	4
1.2. Impact of Environmental Change on the HRM	5
1.2.1. Age of The Industrial Revolution	5
1.2.2. Age of Productivity Revolution	5
1.2.3. Age of Humanity Revolution.....	6
1.2.4. Age of Managerial Revolution.....	6
1.3. Human Resource Management Versus Personnel Management.....	6
1.4. The Concept of Human Resource Management	7
1.5. Function of Management	7
1.5.1. Planning	8
1.5.2. Organizing.....	8
1.5.3. Directing	8
1.5.4. Controlling	8
1.6. Concepts and Definition of HRM	9
1.6.1. Societal Aims	9
1.6.2. Organizational Goals.....	10
1.6.3. Personal Objectives.....	10
1.6.4. Importance of The Human Resource Management.....	11
1.7. Human Resource Management Practices.....	12
1.7.1. Definition and Concepts of Job Analysis.....	13
1.7.1.1. Job	13
1.7.1.2. Position	13
1.7.1.3. Job analysis	13
1.7.1.4. Job analysis classification	14

	Pages
1.7.1.5. Job Analysis Objectives.....	14
1.7.2. Human Resource Planning.....	15
1.7.2.1. Classification of HR planning.....	15
1.7.2.2. Process of HR planning.....	15
1.7.2.3. Significant of HR planning	16
1.7.3. Employment.....	16
1.7.3.1. Objective of Employment	17
1.7.3.2. The Source of HR Attracting	17
1.7.4. Compensation and Benefits	18
1.7.4.1. The Significant of Compensation and Benefits	18
1.7.5. Training.....	19
1.7.5.1. The Aims of Organizational Training.....	20
1.7.6. Workers Performance and Assessment.....	20
1.7.7. Empowerment.....	21
1.9.7.1. Advantages of Empowerment.....	21
1.7.8. Employees Relation Management (ERM)	22
1.8. Concept and Definition of The Skill.....	24
1.8.1. Classification of Skill.....	25
1.8.1.1. Soft Skill	25
1.8.1.2. Hard Skill	25
1.8.1.3. Hybrid Skill.....	25
1.8.2. Significant of Skilled Employees.....	25
1.9. Innovation	26
1.9.1. Equation of Innovation.....	27
1.9.2. Innovation Types.....	28
1.9.2.1. Incremental Innovation	28
1.9.2.2. Radical Innovation	28
1.9.2.3. Disruptive Innovation	29
1.9.3. Importance of Innovation.....	30
1.10. Creativeness.....	30
1.11. Background Study.....	31
1.12. Impact of HRMP on The Skill, Innovation, and Creativeness.....	33

	Pages
2. METHODOLOGY OF THE STUDY	37
2.1. Conceptual Model Study.....	37
2.2. Hypotheses of The Study	38
2.3. limitation	39
2.4. The Method.....	39
2.4.1. Approach of Study	39
2.4.2. The Population of The Study	40
2.4.3. The Survey Measurement	41
2.4.3.1. Conceptualization of Independent Variable.....	41
2.4.3.2. Independent Variables Operational Definition	42
2.4.3.3. Independent Variables Operationalization (HRM Practices).....	42
2.4.3.4. Mediate Variable Study Conceptualization	44
2.4.3.5. Mediate Variable Operationalization (Skill).....	44
2.4.3.6. Conceptualization of The Dependent Variable (Innovation And Creativeness)	45
2.4.3.7. Dependent Variable Operationalization (Innovation And Creativeness).....	45
2.4.4. Data Collection Method	46
2.4.5. Explanation of The Data Collection Instrument	46
2.5. Data Analysis.....	47
2.5.1. The Demographic Data (Personal Info)	47
2.5.2. Factor Analysis	50
2.5.2.1. The KMO and Bartlett's Test For HRM Practices	50
2.5.2.2. Eigenvalues and Variance Explanations of The HRM Practices	52
2.5.2.3. Rotated Factors Matrix For HRM Practices.....	52
2.5.3. The Reliability Analysis.....	54
2.5.4. Standard Deviation And The Mean of The Independent Variables, Mediate and Dependent Variables.	55
2.5.5. Correlation of The Study's Variables	56
2.5.6. Regression Analysis.....	59
3. DISCUSSION AND CONCLUSION	63
3.1. Result and Discussion	63
3.1.1. Summarized Result	63
3.1.2. Discussion of The Results.....	63

	Pages
3.1.1. Comparison of This Study With Some Previous Studies.....	64
3.2. Conclusion	65
3.3. Recommendations.....	66
3.4. Further Studies Recommendations	67
REFERENCE	68
LIST OF FIGURES	77
APPENDIXES	78
CV	
GRADUATE THESIS ORIGINALITY REPORT	

ABBREVIATION AND SYMBOLS

Abbreviation	Explanation
HR	Human Resource
HRM	Human Resource Management
HRMO	Human Resource Management Objective
HRMP	Human Resource Management Practice
ERM	Employees Relation Management
DS	Descriptive Analysis
R	Correlation
R²	R Square
F	ANOVA Test
DF	Degree of Freedom

ACKNOWLEDGMENT

I would like to thank Yuzuncu Yil University, for giving me the opportunity to complete my study also, I thank the academic staffs in the economic and administration department at Yuzuncu Yil University.

I want to express my special thanks to my supervisor Dr.Abdullah Ograk for his valued advice and his patience.

Moreover, I would like to thanks Mr.Alhareth administration manager of Darinsteel also, Mr. Xano Ibrahim manager of Mateen Soleh , Mr. Sardar Saeed product manager of Karin factory and others who participate and help me in this study.

INTRODUCTION

Generally, when speaks about any type of an organization the most important thing is the environmental factors because these factors significantly impact on the organizations also, environmental factors classified in two types external environment and internal environment, the external environment factors comprises of political factor, economic factor, technological factor, social factor, competition factor, and cultural factor ... etc. But internal factors related to the organizational structure, production, financial, marketing and human resource management, by the way, this study concentrate on human resource management practices it is one of the most important internal factors. The human resource practices have been defined as the effective factors which impact on the firms also its effects on the employee's skills, approaches and behavior positively to achieve organizational aims successfully (Chen & Huang, 2009: 104). So, one of the most important elements in an organization is human resources because any shortage in this element negatively effects the organizational success, at the same time, job satisfaction is one of the factors which effect human resources and it is important to both employees and employers. Also, Human Resource Management activities impact on organizational aim, sustain competitive advantage and assist among organizations. Human Resource Management activities comprise organizational functions that direct managing, modification, expanding and retaining the group of Human Resources and lead them to toward organizational goals (Nabi et al., 2017: 54). So, the human resource practice is a good instrument to achieve organizational goals, this study concentrates on the impact of human resource practice on innovation and creativeness. Nowadays, the external environment unstable and rapidly change, on the other hand, we live in the era of the information technology, knowledge and early of the nanotechnology, all of these have a high impact on the organizations and they need adaptation because it's a key to survive in such environment. Innovation is intangible as a result it is so difficult to assess but today it is significant factor to develop any organization because this factor relates to the new idea and it cause finding new ways to solve the problem or develop the current product etc., but the important point is that the way to creativeness is going through the innovation, so the human resource management practices have a big responsibility to find the innovation and creativeness.

As a result, organizations need to renew their work method to achieve organizational goals and survive in the turbulent environment but it wouldn't happen if the organizations don't pay attention to the most important factor in an organization which is (HR) because this factor is a core of creativeness and innovation in an organization and help organizations to adapt their internal environment with external environment and it will be a competitive advantage for any organization. As mentioned above, the human resource management system isn't static but it is dynamic to adopt HR with new conditions and increase their effectiveness and efficiency by developing the method.

The internal and external environment extensively effects on organization especially external environment which comprises of some factors like economic, politic, technology, competition and culture, they have a high impact on the internal environment of the organization, but today organization know the importance of human resources and the role of human resource practices to survive and make the sustainable competitive advantage so the problem of study is determining the relationship between the human resource management with the creativeness and innovation also considering the skill as the mediate variable and try to answer some question like the following:

- A. How much have the human resource practices been used by the firms?
- B. How much have the human resource practices effected on creativeness and innovation in the firms?
- C. How much have the human resource practices effected on creativeness and innovation in the firms by using the skill as the mediate variable?

This study can help the managers to see the problems which related to the human resources in the organization and it provides the manager to determine the shortages also assist the managers to make an accurate decision and fix the problems so to reach this aim some issues need to be explained like the following:

- A. There are many industrial factories that work in Erbil (north Iraq) here try to find out the level of implementing the human resource practicing in that organization.
- B. Explain the relation between two important factors which are creativeness and innovation with human resource practices

- C. It recognizes the skill and tries to show its relations with human resource practicing, innovation, and creativeness.

The human resource management practices are important because it is raising the organizational performance also it provides the innovation which helps the organization to have the ability for responding to environmental change quickly. Also, there are some Theoretical Importance points in this chapter illustrate as the following :

- A. In this part of the research, try to explain the importance of human resources as the most important assets in any organization also describe some important idioms like creativeness, innovation, skill, and HRM practices, which are related to human resources.
- B. It explains the HRM and its importance in an organization.
- C. Describe the human resource practices and determine its elements, also theoretically try to show its effect on creativeness and innovation.
- D. Illustrate the role of skill as the mediate variable and how it impacts on creativeness and innovation.

Generally, it tries to explain the role of HR in the organization also looks like the factor which helps the organization to obtain a competitive advantage.

1. LITERATURE REVIEW

1.1. Historical Attitude of HRM Realm

In the beginning, the human resource management task was not diverse and wide like today. It only contained employment, staff control and laying off, so the supervisors did not have enough time to engage the issues, such as pay salary, staff records, and case studies. As a result, the task which related to the employees affair done by the employees which their job related to employee's affair, this is a first professional personnel management, the workers' welfare movement started at the 1800s, so it changed the organizational thought, and it causes to appear the job in the name of chief of the labor welfare services which comprises of (Health, cultural affairs responsibility and housing ...). Also, it considered the beginning of the personnel management, generally from the early 1925s, HRM appears like professional expertise (Mirsepasi, 2002: 6-7). The following figure has been drawn by the researcher in the shadow of description, (Sandrone, 1995; Brown, 2013; Alshab,

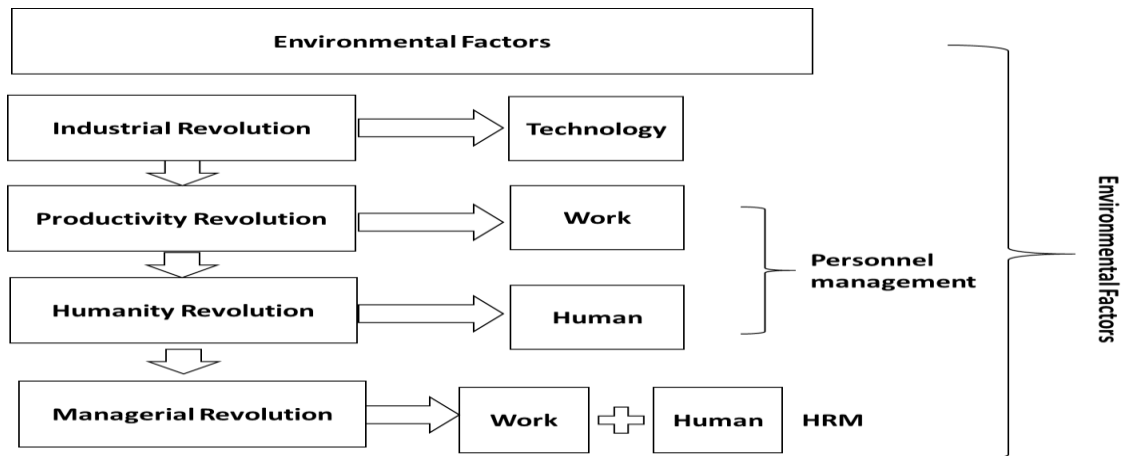


Figure 1.1 How Environmental Changes Influence on The Function and Responsibility of Human Resource Management.

2014; Frank & Kaul, 2015; Alzidi, 2015; Buras, 2017) and it illustrates how

environmental changes influence the name, function, and responsibility of human resource management.

1.2. Impact of Environmental Change on the HRM

Following eras showed how environmental changes impact on HRM according to characteristics of each stage:

1.2.1. Age of The Industrial Revolution

Generally, the industrial revolution has been started around the 1750s, the main fuels in that time were:

- Coals
- Oil and natural gas, are used as the fuel for the lanterns and light.

In 1776s, James Watt designed the steam engine which uses the coal as the fuel and in the 1800s the patent has been confirmed after that others developed it, if compare the efficiency and power of the engine steam in 1776 and 1900, its efficiency and power has been increased ten times. The steam engine has been used to make the large factories. The British invented the first steam locomotive and steamship in the early of the 19th century. So, step by step technology developed and impacted the society, the big factories have appeared people together worked in it. But at the beginning, the owners of the firms didn't pay any attention to the worker's right also they worked 13-hours daily in this era focused on technology more than humans (Brown, 2013).

1.2.2. Age of Productivity Revolution

This era began from the Frederick Winslow Taylor which published his attitudes about scientific management in 1911, his perspective of management focused on two important factors, time and movement, he believed these factors have great impacts on the productivity in additional, he paid attention to raising the reward to increase the performance, but this perspective of management didn't pay attention to the human and killed the work soul of workers as it saw the human-like the robot. At the same time Taylor saw these attitudes as the part of the four principles of management, which are the science expansion at work, scientifically select the

workers, scientific level of workers education and development Moreover, a good relationship between the workers and management in this era focuses on productivity and work (Sandrone, 1995).

1.2.3. Age of Humanity Revolution

Generally, the Hawthorne studies tried to illustrate the influence of environmental factors on the humans and its reflection on their performance and productivity most of the variables are measurable but some of them are related to the human and immeasurable so the study assumed that human relation affects the performances and output, the experiment contained laborers in a small group which owned different skills in their work, also this experiment achieved in the real work (Frank & Kaul, 2015: 638), it showed that the informal relationships among the workgroup impact the work satisfaction consequently, it influences the performance and productivity, this era concentrates on humanity rather than work (Reinhard & Fisher, 2017: 315).

1.2.4. Age of Managerial Revolution

During the second world war which concentration was on the organizational characteristics, skills and etc. From 1990 until now, the change deal with only human resource and shifting the focus from economic development to employment, development, motivate the human resources and keeping them in an organization, to prepare the organization for any environmental change and adaptation with the new environment like changing the technology, globalization challenges and world competition all of these changes cause changing the concept, function and the name of HRM (Alzidi, 2015: 27-28).

1.3. Human Resource Management Versus Personnel Management

The word (personnel) in the idiom of personnel management has been derivate from the old French word means persons this term appeared for the first time at the end of the 1930s (Abas et al., 2015: 29). The personnel management practice contains the planning HR, selecting, employing, training and scientific principle but the HRM has the widest meaning of the personnel management it did not only contain the workers in the base of managerial pyramid but it also involved the workers in the all

the level of organization (Buras, 2017: 13). So the term of Human Resource Management is newer than the personnel management in 1970, the American Society of the personnel management, which was the biggest specialist organization in the field of management, changed the term of personnel management to human resource management to adopt the name with the big changes which happened in the environment (Alshab, 2014: 19).

1.4. The Concept of Human Resource Management

The term of human resource management combines of two important parts like (HRM = HR+ Management) the first one is the Human Resource which comprises of all the people in the firms and these are the most important resources in an organization which carries the intellectual capital, this factor makes the difference among the organizations, so it makes the competitive advantage for the organizations (Mathis & Jackson, 2008: 3-4). But the second part is the management, and the association of American society defines the management as carries out both personal and organizational goals, by the workers and through the other people (Mantana, 1996: 2).

1.5. Function of Management

Most scholars agree that the process of the management comprises planning, organizing, directing and controlling (Herim, 2017: 20). According to (Mantana, 1996; Alqereyoti, 2001; Mike et al., 2014; Herim , 2017; Kerzner, 2017), figure1.2 has been drawn by the researcher, and it illustrates the relation between managerial functions and aims according to the organization and individuals all elements have been explained as the following:

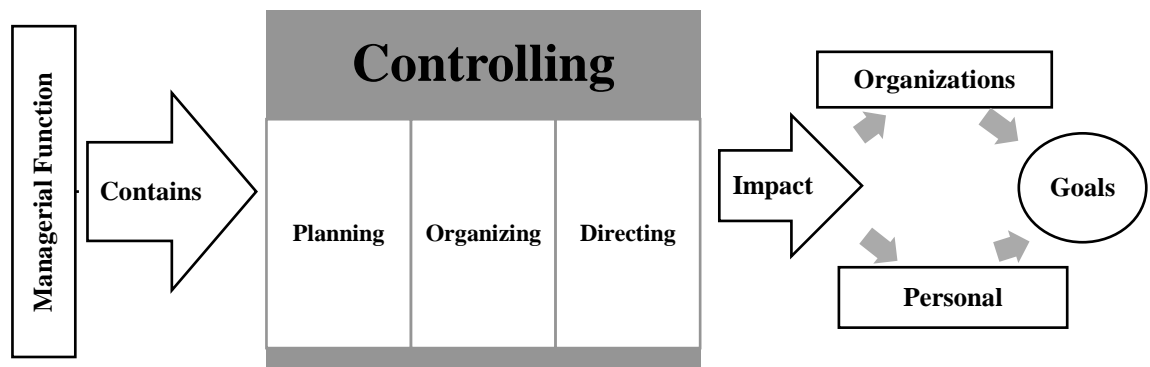


Figure 1.2. Impact of Managerial Function on Personal and Organizational Goals.

1.5.1. Planning

Planning is the most important function for any organization, because of environmental factors like the high competition among the organizations also technology changes (Mantana, 1996: 26), so planning is the first step of the managerial process, as it determines the organizational future goals and the ways which need to implement these goals (Alqereyoti, 2001: 175).

1.5.2. Organizing

Generally, an organization is an essential factor of the management, it raises the worker's efficiency, so it distributes the tasks among the workers and makes them cooperate between them, by the way, organizing without HR and the manager cannot do anything (Alqereyoti, 2001: 217). So, organizing contains some activities linked to attribute the resources in this way, it provides the organizational plans and objectives (Mike et al., 2014: 55).

1.5.3. Directing

This function is linked with the workers in an organization. So, it issues the constructions, orders and motivates the workers to direct their powers and skills in order to reach the organizational and personal goals effectively and efficiently. On the other hand, it raises the worker's satisfaction (Herim, 2017: 21).

1.5.4. Controlling

This is the last function of the managerial process. It comprises of three steps, the first one, calculates the advancement towards the aim. The second one determines what remains and the last one determines the deviation and fixes the negative deviations (Kerzner, 2017: 146). So, HRM impact the managerial functions through HR in order to raise their performance also HRM has been defined by many professionals, scholars and researchers, because it depends on the organizational conditions, type of management and human complexities at the workplace (Senyucel, 2014: 16).

1.6. Concepts and Definition of HRM

UK's Chartered institute of personnel and development, determined the HRM's four important factors which are the reward, resourcing, relation, developing and training (Ritson, 2017: 49). HRM has been defined as fulfill, organizational needs by HR in the good quality and proper quantity in order to reach organizational goals. This definition focuses on the very important points which are qualities of the human resources, it means the level of skills and knowledge of workers and quantities means an exact number of workers which the organization needs to achieve its goals (Rehman et al., 2016: 26). HRM is a managerial approach that argues to makes suitable policies of personnel to provide organizational strategy (Senyucel, 2014: 16). Human Resource Management is a managerial science, which focuses on the human aspect, like skills and rises the worker's performance in an organization. So HRM tries to make cooperation, linkage and positive interferes between HRM and other managerial specialists like product management, marketing management and., so fourth it also concentrates on HR development and increases their knowledge (Alheriri, 2012: 13). It is necessary to focus on human resource management system, which comprises of input and processes to make the output, it represents the trained human resources with the high performance and proper to market so, the aim of human resource management can be classified as follows and according (Dave & Lake, 1990; Alheriri, 2012; Nixon, 2014; Abas et al., 2015; Husin et al., 2018; Dridi, 2018) figure 1.3 has been drawn by researcher.

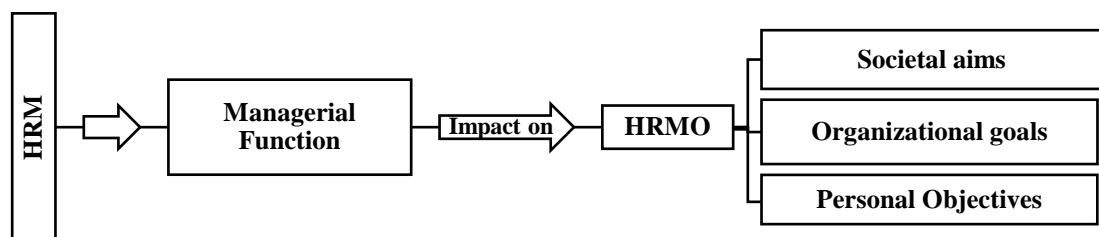


Figure 1.3 HRMO

1.6.1. Societal Aims

It means creating work opportunities for people with good profit and productivity. So, it makes them satisfies and motivate to work. Consequently, it

increases their morale and causes welfares for society and people (Husin et al., 2018: 35).

1.6.2. Organizational Goals

Human Capital Management, human capital means the people who work in an organization. The success of the organization depends on them (Dave & Lake, 1990). Furthermore, human capital is important factors of human which comprises of skills, intelligence and expertise differentiates the organization from others, they have learning and changing capabilities and they also innovate and create if the organization atmosphere is appropriate, so it helps the organization to survive in the turbulent environment for a long time (Nixon, 2014). So, selecting and employment of the qualified person has been done by the specific criteria (Dridi, 2018: 95). Using the proper human resource in an organization, training and developing their skills in addition, organizations try to raise the employees to wish to work by paying them an adequate wage. Consequently, it makes an intersection between the employees and organizational goals, which finally raises the cooperation between them (Alheriri, 2012: 21). Retaining competent employees in an organization and make the relationship among them to increase the organization's performance (Nafiseh & Fereshte, 2015: 36).

1.6.3. Personal Objectives

To survive any organization needs to adapt to new environmental changes so it needs to concentrate on the most important factors in an organization which is the HR, it gives the organization highly competitive advantage and flexibility, it will happen when HRM provides the employees to reach their aims and it makes the work-life balance to them, (Chand, 2014) so the employees aim back to their to have an opportunity of promotion and development when they were qualified as well as they need an adequate workplace to work which increases their productivity (Abas et al., 2015: 36).

1.6.4. Importance of The Human Resource Management

Figure 1.4 drawn by the researcher according to the following illustration which shows the importance of human resource management:

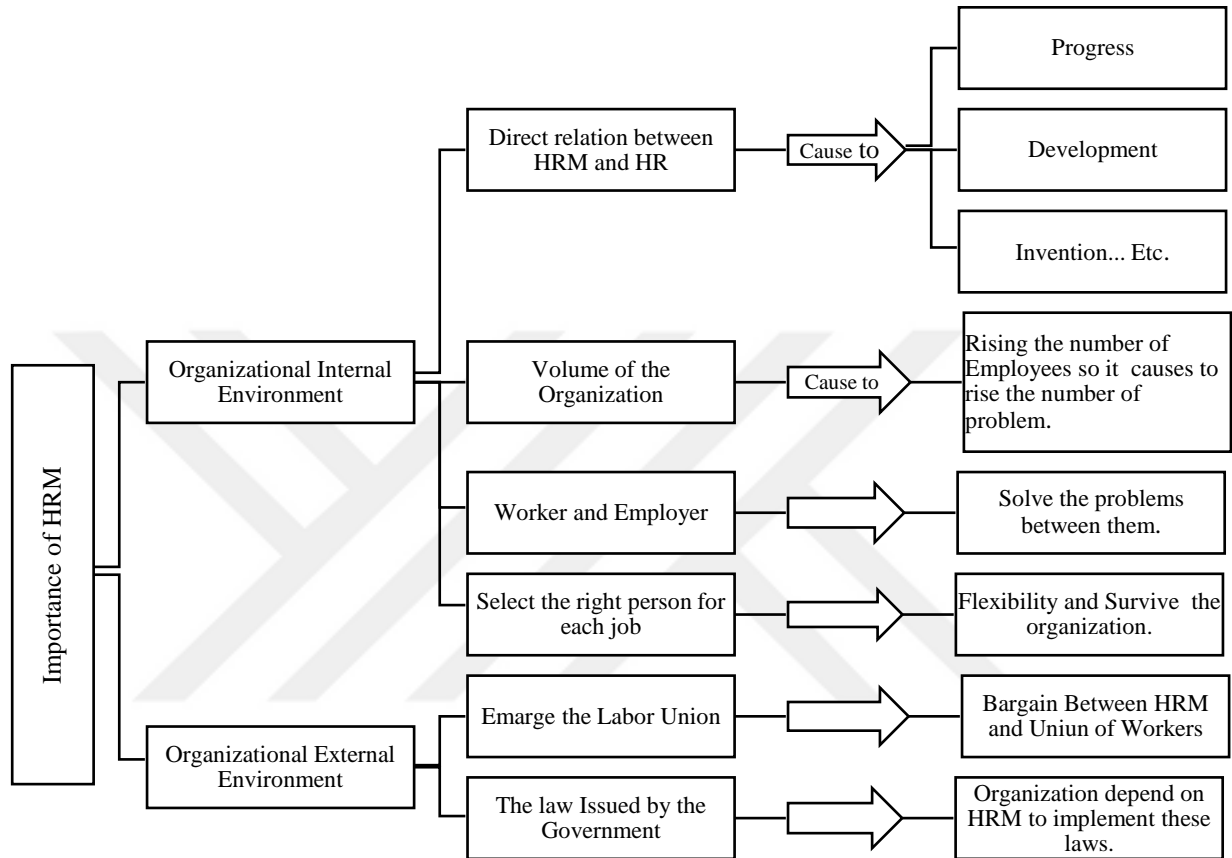


Figure 1.4 Importance of Human Resource Management.

The above diagram illustrates why an organization pays attention to HRM. Generally two major factors make organization to focuses on the HRM, enteral environment and external environment (Rehman et al., 2016: 30) and each of them has its own branches as mentioned in the figure (1.4) and (1.5) HRM uses the functional management and it also uses HRM practices to motivate the human resource to achieve organizational and personal goals. The volume of the organization is another issue, when the volume of organization increases consequently, the number of workers will increase in other words will pose more problems, in that case, any organization needs effective HRM to fix the problem (Narini, 2016: 16). According to international labor organization (ILO) anywhere someone do the work it means there is a legal relationship between

the employers and employees (ILO, 2019) also above diagram shows that the HRM which helps to solve the problem between workers and employer so it rises the performance and help them to work as a team. HR is a dynamic being, changeable and creators so, HR could innovate, invent and discover new things it means anything changeable could adapt and develop itself as consequent HRM need to choose the good HR and it helps organization to be flexible and survive in the turbulent environment (Alshab, 2014: 20). Generally, HRM specialists in human resource affairs so this department is the best unit to negotiate the labor union and interact with the government laws.

1.7. Human Resource Management Practices

All around the world, environmental changes have a great impact on any organization, and figure (1.5) has been made by researcher bass on the following description, at the same time, any organizations need to adapt the environmental changes to survive so, it makes them try to find out the new ways to reach the sustainable competitive advantage through the HRM practices (Indermun, 2014: 125-126). HRM practices have been described as planning, developing, evaluating, compensation, training and staffing the HR in an organization also researcher focuses on linkage between HRM practices and organizational strategies and it determines that Human resource management practices have a high impact on organizational success or fail (Schuler & Jackson, 1987: 211, 217). HRM practices are the dimension of HRM. Generally, HRM comprises three dimensions: policies, systems, and practices which impact on worker's behavior and efficiency also it involves of job analysis,



Figure 1.5 Dimension of HRM.

planning, recruiting, training, compensation and workers relationship (Noe et al., 2016: 3).

1.7.1. Definition and Concepts of Job Analysis

Here there are some important terms which need to describe as Job and Position in the following:

1.7.1.1. Job

It has been defined as a bunch of positions which have the same functions, duties, and responsibility (Mathis & Jackson, 1999: 214).

1.7.1.2. Position

It means to carry out some related duties by a specific person also there is the different between job and position in the small and big organization because, the small corporates for each job there is one position example if you see someone work as an accountant you wouldn't see anyone else do the same job vice versa for the big enterprises (Herim, 2017: 55).

1.7.1.3. Job analysis

It is the foundation of the HRM and it is a way to collect the information and analysis the contents of the job also it determines the need of man powers for each job generally, it gathers the job information and features to make a differentiation, which means different from the others. In addition, the information which provides this differentiate could be like the following (Mathis & Jackson, 1999: 214):

- Physical and intellectual attempts and behaviors to attain the purpose of the work.
- Relation and interaction in the workplace.
- The influence of financial also budget on it.
- The machines and instruments have been used.
- The work status or conditions.
- Cognition and perception, skill, capabilities.

1.7.1.4. Job analysis classification

Job analysis has been classified in two parts first one is job descriptions which focus on duties and responsibility of work, relations and the condition of the work but the second one concentrates on skills, educations, physical and intellectual power of the HR so this part related to the individual but the first part relate to the work (Dessler, 2013: 97). According to the above description, there is the difference between the term of position and job analysis so, the position is a part of the job but, job analysis means to collect the detailed information of the job (Herim, 2017: 56), and figure 1.6 made by researcher base of Dessler's description.

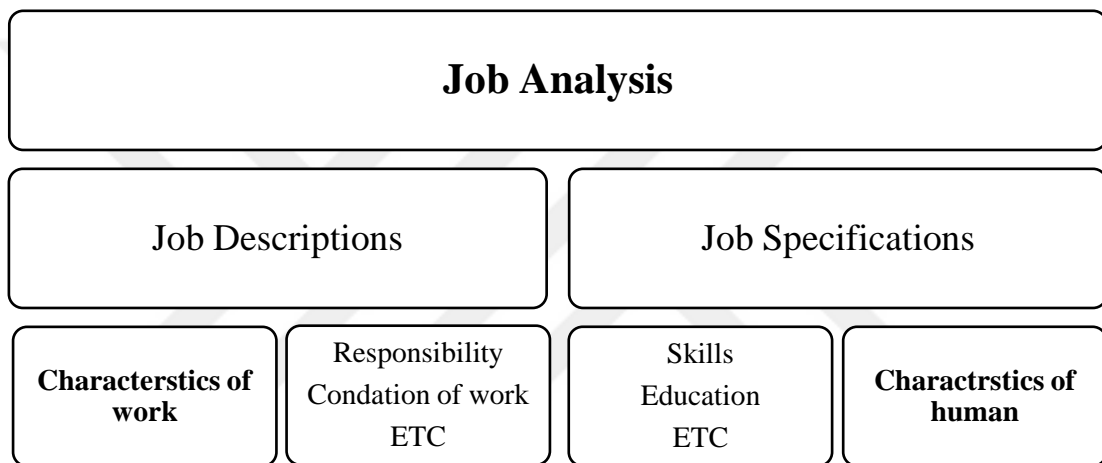


Figure 1.6 Job Analysis Objectives

1.7.1.5. Job Analysis Objectives

The significant thing for any organization is the job analysis, it provides the organizational job with the adequate person, so it does not need extra supervision and it helps the organization to make the proper training program which helps the employees to know their duties, responsibilities and the organizational aims at the same time, job analysis provides the safety promotion decision because, organizations have data about the jobs and then compare it to the progress achieved by the worker, furthermore, it provides the organization to find the proper HR and helps to determine the skill level and experience of each worker then it helps to pay the proper wages to the worker (Buras, 2017: 36).

1.7.2. Human Resource Planning

The term HRP composed of two words, first one, HR which previous has been described but the second one, the plan means selecting the aims and assess of all alternative ways to reach the goals then choose the most proper way (Mantana, 1996: 23). Also, it illustrated as the first step of the managerial process, which involves of organizational future aims then it finds the best way to reach the goals but generally, planning classified in three levels which are strategic level, tactical level and operational level of planning (Alqereyuti, 2001: 175,183). Also, HR planning is an action to attainment, acquisition, betterment and retain the human resources so, it relates to an anticipate also, approximate of organizational future labors request so, the action focuses on, two important points, first one is the plan and the second one is the policies to guarantee the organization with the adequate number and type of workers so according to this description HR planning concentrates on the following points (Joshi, 2015: 18-19):

- Employment and train the proper workers.
- Retain of workers.
- Efficient acquisition of workers.
- Betterment of worker's efficiencies.
- Dismissal of the worker if it is necessary.

1.7.2.1. Classification of HR planning

HR planning has been Classified into two types, first one is the Hard and the second one is the soft HR planning, the hard one focuses, on the quantitative analysis to guarantee the organization with the proper number of employees, but the second one, focuses on the employees with the proper tendency and incentive which obligate to organization (Armstrong, 2006: 364).

1.7.2.2. Process of HR planning

This process has been shown in the figure (1.7), considering the classification of the HR planning, it compares available HR in an organization with the requirements of HR if the requirements and demands are equal so it is good but, if there are overplus,

organization so, it needs to do some action like early retirement, lay-off also if there is shortage of HR organization need to recruit the proper HR (Akhigbe, 2013: 391).

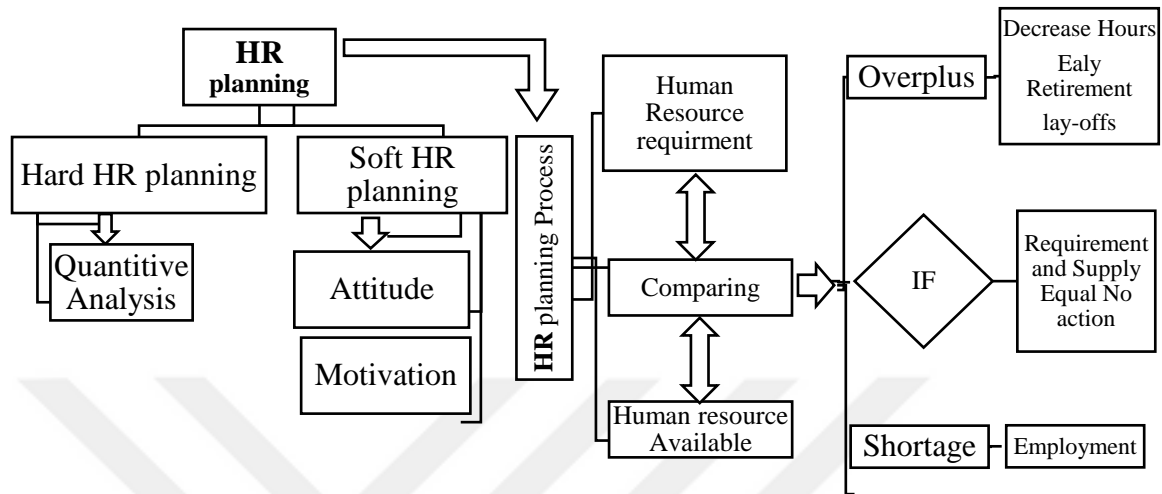


Figure 1.7 Human Resource Planning.

Resource: Made by researcher base on (Armstrong, 2006 and Akhigbe, 2013)’s description.

1.7.2.3. Significant of HR planning

Increasing productivity is the significant goal of any organization so, HR planning is the basic to reach this aim, also it prevents the organization to have overplus or shortage of HR and it increases the performance of both employees and organization. Overall, HR planning helps to recruit the right workers for the right job so, it helps to decrease the cost (Samwel, 2018: 26-27) and helps the organization to determine the future need of HR with adequate skill in the firms (Muhammad Ali, 2012: 7940).

1.7.3. Employment

The process of choosing and employment directly begins after the process of attracting HR and organization determine the demanded number of the needed candidates then collect the information about them and analysis the information after that choose the best one who proper to the job, the employment could be temporarily or permanently, the important points here are the duties and responsibilities of the job and the characteristics of the candidates like, Knowledge, skill, personal

characteristics, abilities, and individual qualification so if there is the compatibility between candidate and job so employ the person vice versa (Herim, 2013: 161).

1.7.3.1. Objective of Employment

All the needs of human resources back to the following points:

Organizational goals, corporates try to increase their performance and productivity by using the qualified individuals so, the organization does not attend to the cost of choosing and employment. Personal needs, people will join the organization which believes it equals to their level of qualification, performance, and ambition so the organization needs to bear the responsibility of all the individuals who have been chosen and employed in an organization. Legal obligation there is law, and basic of equality and justice which implements in the organization it means to give equal opportunities to all individuals and don't discriminate among them (Alshab, 2014: 45-46).

1.7.3.2. The Source of HR Attracting

The source of HR has been classified in two parts, Internal and external sources the first one is internal sources it means finding the proper person in an organization by one of the following ways Promotion, it means to progress from the low-level job to the higher level and it raises the morale of the workers. Transfer it means shifting the employee from a job to another one or from a branch to another one the aim is making the balance of employee number and also using the former staff (Asmail, 2013). External source, the first one, they are the peoples who directly try to find the job from organizations, the second one, is the advertisement, which organization uses the newspaper or magazine ... but generally HRM tries to use the proper instruments to advertisement example if they need HR for the regular work so newspaper or magazines are good but if they need specialist HR so, the best thing is advertising in the special magazine related to the same area which some people in that area attention to it Others, are Recruitment agency, schools, and universities, unions, professional organizations... (Maher, 2014: 213).

1.7.4. Compensation and Benefits

Organization determines its strategic objective, and it needs to achieve the goal, so each part of organization implement a part of the plan to reach the strategic aims, and the most important part is the HRM which has a high impact on an organization is the HRM practices(compensation and benefits) and policies which increases the employees competences also, it changes their behavior, and it makes the organization a competitive advantage as shown in figure 1.8 which has been made by the researcher base on (Dessler, 2013)’s description.

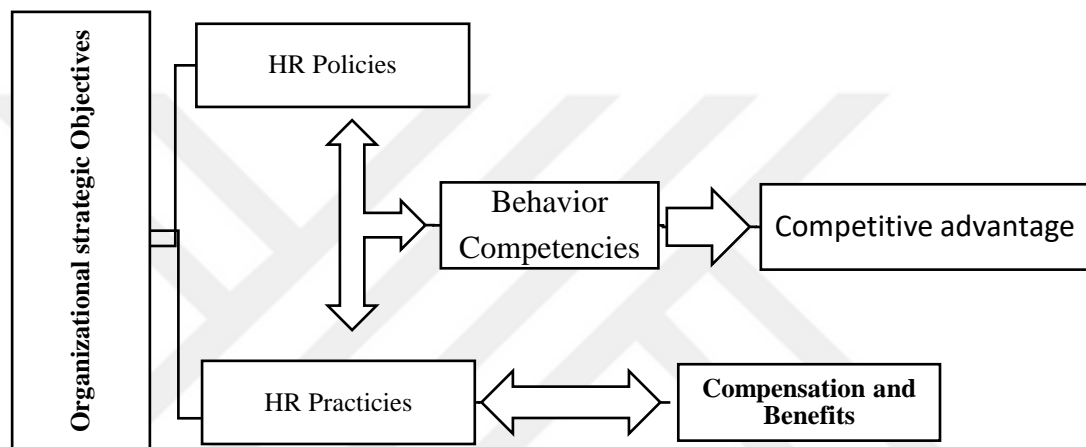


Figure 1.8 Relation Between HRMP and Compensation.

So, the compensation has been illustrated as, all sort of remunerations which pay to employees after employment, also it classifies in two parts direct payments like wages and salaries and indirect payment like insurance (Dessler, 2013: 345-346). Overall, payment has a high impact on the workers and costs, so if the organization makes a proper pay structure, it makes workers satisfy also, it helps to attract the high qualificative employees to organization due to rise the organizational performance and pay structure classified in two parts the first one, job structure it means the payment to different tasks in an organization but the second one is the pay level, it means average payment to specific job (Noe et al., 2016: 367).

1.7.4.1. The Significant of Compensation and Benefits

According to the above description, the importance of compensation and benefit can be resumed as the following (Pynes, 2009: 226-227):

- Attracting high skill and qualificative persons to the organization.

- Hold the professional employees for a long time in an organization.
- It motivates employees to do their best to achieve organizational aims.
- It makes employees satisfy because they feel the reward is fair in return to the task they did.

1.7.5. Training

Training is an attractive subject for any organization it is the significant factors in the group of HRM practices also, it has a high impact on organizational success but at the same time, other factors effect on it like, outputs, security, retain the workers, expansion, and reduction of Economy also there are other factors as modern tech, fast expansion of science and globalization or international business... so, it showed that training is important which prepares the workers to use the new tech and rise their flexibility to environmental changes consequently, it helps organizations to gain a competitive advantage (Noe et al., 2010: 2, 4). Also, the training has been illustrated as grant skill to the new and current workers to achieve their tasks, it could be like the new sells man which shows him how to sell corporate's products or current employees describe the job to the new workers or train him through classroom or webinar, here there are many important notices, if organization have a talented workers, it does not mean they will achieve organizational goals successfully but they need a good training and need to know what and when to perform the tasks (Dessler, 2013: 246). Training has been described as the step action and organized the process to raise the employee's ability to achieve organizational aims, this description refers important point like the following (Hoff, 2010: 761):

- Training refers to step action and organizing, it means the organization knows it needs to training. so, it makes the blueprint and efforts to implement it but, organizing means organize the HR and other resources that need to implement the goals.
- Training means the process; it means sequence action to achieve a particular objective.

- Training rises the ability, it means to raise the knowledge, proficiency, and tendency to perform the aim.

1.7.5.1. The Aims of Organizational Training

Previously, illustrated that the human resource management tries to achieve personal and organizational aims also, HR planning is the same and it comprises of (Narini, 2016: 159-160):

a) Personal goals

- Raising individual abilities and information to achieve their job in the best way.
- Training enhances the information, skills and raises individual confidence (Ganesh & Indradevi, 2015: 335).
- Level of personals abilities, information, and skills help to promote and increase wages.
- It helps to raise the personal satisfaction (Karim et al., 2012: 141).

b) Organizational aims

- It helps an organization to adapt all technological and managerial changes.
- It decreases organizational costs and raises its product quality.
- Workers at High level of skills and qualities make the reduction of the work's accidents.
- Professional employees do not need a high level of supervising.
- Attracting and maintaining employees with adequate skills (Armstrong, 2006: 368).

1.7.6. Workers Performance and Assessment

Performance assessment is the important factor of the HRM practices, generally organizations use the policies and decision making to raise the employee's productivity and performance also other factors of HRM practices provide HR to raises

the performance like, choosing, employment and training at the same time, some other factors have an impact on the HR like leadership which effects on employee's satisfaction and effectiveness, also organization could not be sure HRM practices implement correctly without evaluation (Kular, 2019: 141). Appraisal of worker's performance give significant information to the management which provides him to make the right decision about employee's promotion and maintain also, it uses in the process of job analysis and employment ... so the performance assessment has been illustrated as a significant part of employee's knowledge, ability and proficient assessment (Pynes, 2009: 216).

1.7.7. Empowerment

Generally, each scholar or researcher in a different way illustrate the word of empowerment because, it comprises of different dimensions, also before the 1990s, this term seldom has been used in the articles when subject talks about TQM, control, ... but after the 1990s, many articles use the term of Employee's empowerment so this term link to both organization and individual at the same time, it composes of different factors which make it difficult to describe, so the successful employee empowerment is different from organization to another, then any organization needs to make its own which adequate its environment (Honold, 2007: 202). Empowerment has been described as the psychological condition likes, feeling of competence or control also entitlement, which helps them do the aimed activities and it makes them powerful (Mondros & Wilson, 1994: 228). The idea of empowerment linked to employee's flexibility and their freedom in the workplace also it relates to authorization and grant powers to workers, so power is the midpoint and it controlled by senior ranks but redistribute it to provide employees with more freedom in work to make their own decision in the same time, empowerment can be classified as the linkage and motivational sense, it means linkage because compare the manager and employees. Before and science empowering, but motivation means the process of motivating employees (Greasley et al., 2009: 254-255).

1.9.7.1. Advantages of Empowerment

Empowerment is the significant term which has a high impact on both individual and organization as the following (Ian et al., 2004: 559):

a) Classification of Organizational Impact

- Raising the employee's perception of organizational commerce needs.
- Decrease organizational cost.
- Modify the firm's quality, efficiency, and productivity measurement.
- Provide the firms with a quick reaction to environmental change (Menon, 2001: 154).
- Raising employee's obligation and loyalty.
- Reduction in workforce turnover.
- Rising efficiency of communication.

b) Classification of Individual Impact

- Raising job satisfaction (Spreitzer et al., 1997: 682).
- Acquisition of work.
- Raising employee's experience, skills, and knowledge in its work.
- Employees gain high confidence.
- Teamwork.

1.7.8. Employees Relation Management (ERM)

HRM practices have a high influence on the employees, which comprises of some factors, each of them has its special effect on HR and ERM is HRM practice's significant factor which has been calculated by employee's satisfaction (Al-Khozondar, 2015: 7). Essentially, employee relation management ERM, diverted from CRM, so here try to shift the rules and principle of the CRM, customer which base on the relationship to the employee field, so it has been defined as the action steps and technology to organize the former workers and current ones also it has the double face value, which relates to the workers and employers like the following (Strohmeier, 2013: 93):

- Workers value, it means the word to fulfill employee's needs and satisfaction.
- Employer's value, it means to maintain, motivate and raise their performance.

So, worker relationship can be described as the collective of law and regulation which try to manage and organize the worker relation as individual and group, but It is different from organization to another one, it depends on managerial attention in this subject as such managerial consideration to how to raise worker commitment and royalty, which help them to achieve organizational aims in any condition (Leat, 2008: 1/4). Overall, ERM has a high impact on the HR, also it comprises some factors like HR practices, Trust, Communication and share the aimed figure 1.9 made by researcher bass on (Rahman & Khatun, 2017)'s description.

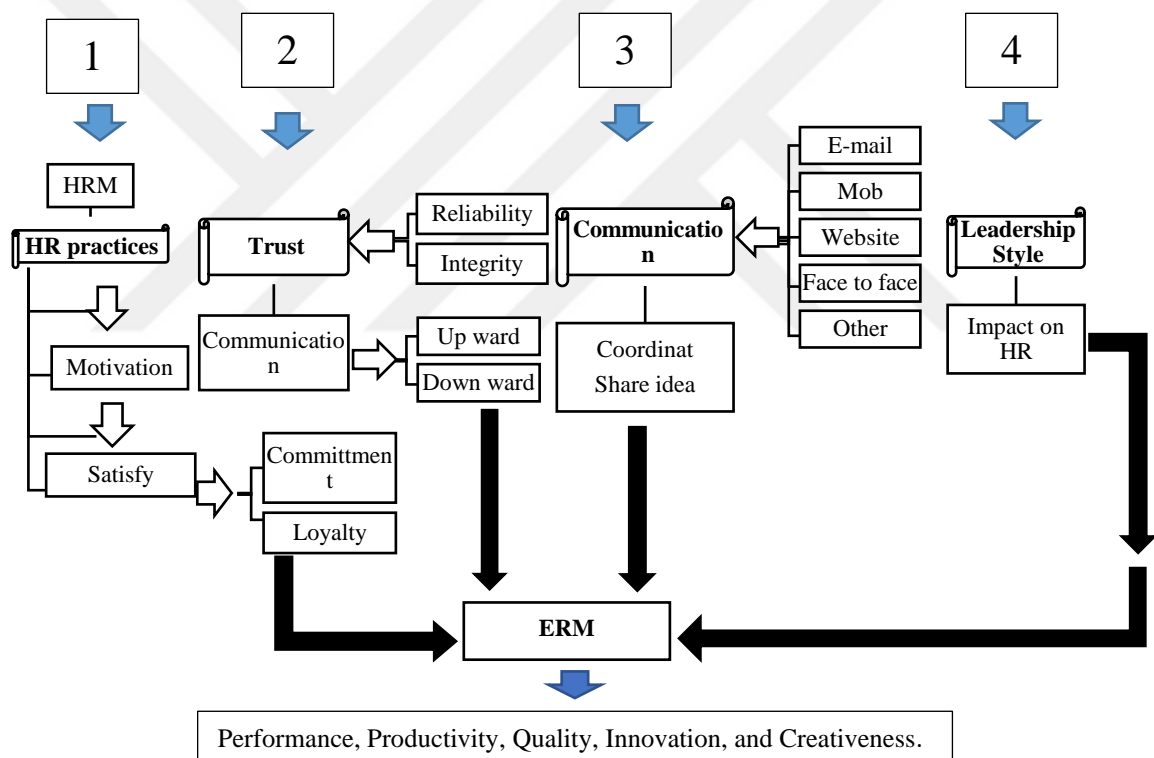


Figure 1.9 Performance, Productivity, Quality, Innovation, and Creativeness.

According to a figure 1.9 there are four important factors which have a high impact on the ERM, first one HR practices which increase employees motivation it causes raising their satisfaction as the consequence it rises the employees commitment and loyalty, but trust help to enhance the relationship among the workers and employers so it impacts on ERM, also communication raises the workers coordinate and it influence on ERM at the same time, leadership style has its impact

on ERM, generally all of this factors have high effect on performance, productivity (Rahman & Khatun, 2017).

1.8. Concept and Definition of The Skill

Globally, environmental factors have a high influence on the organization, so it needs to survive through the unpredictable environment, at the same time, the most important factor in any organization is the HR, which can be used to adapting organization with the environmental changes (technology, ...), as the result organization demand the skilled employees to adapt the change in techniques and ... despite that describe the labor market which influenced by the environmental changes and comprises skill supply and skill demand (Acemoglu & Autor, 2011: 1044). By the way, skill has its influence on performance but, it doesn't only associate with fundamental of employees and their inherent capacities at the same time it depends on promoting their practice, training and experience however there is another crucial point which skill depends on it, which is learning also it contains the sense of efficiency and proficiency (Adeyemo, 2009: 58). Also, the implication of the skill has been used by psychologists and they focused on the worker rather than the work itself (Vallas, 1990: 380), so the concept of employee's skill related to the social (Milke & Enric, 2005: 23). Also, according to the above concept, the skill is an individual quality which can be classified in three important properties like sociality, expandability, and productivity (Green, 2011: 5).

The skill has been defined as the ability to reach the result economically and with the high assurance, in other words, skill can be determined by performance result, understanding the environments, adequate tactic, and plans, flexibility and creativeness

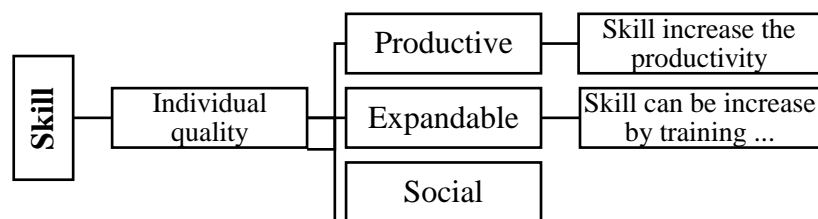


Figure 1.10 Individual Quality.

(Ovens & Smith, 2006: 72, 73), so skill, has some other points which have a high impact on organization, like the time and by passing the time employees get the new skills and it will be extended at the same time, they try to find out new idea or innovation in order to raise the competitive advantage, also only quantity and type of employee's skill not enough to raise productivity but there is the significant question need to answer to reach the aim, is the skill-related and adequate to the task it means using the proper blend of skill in the correct time which help employees do their task productively (Abdel-Wahab et al., 2005: 209), and figure 1.10 has been made by researcher base on (Green, 2011)'s description.

1.8.1. Classification of Skill

Generally, a skill can be classified as the following:

1.8.1.1. Soft Skill

It involves social ability owned by individuals like, communication aptitudes, teamwork, language and other individual characteristics that determine the relationship among individuals (Cimatti, 2016: 97).

1.8.1.2. Hard Skill

It means aptitude and knowledge owned by individuals to perform the specific task (Cimatti, 2016: 97).

1.8.1.3. Hybrid Skill

Environmental change especially dramatic change in the technology also transfers the economy to the digital field changes the traits of the task by complementing it with the technology, so hybrid skill composed of both hard skill and soft skill (Doyle, 2019).

So according to the above describe the skill equation will be shown as the following:

Hybrid = Hard Skill + Soft Skill.

1.8.2. Significant of Skilled Employees

According to the upper subject the most significant points of skilled employees can be shown as the following:

- Communication skill, it helps the employees to improve their shortage and it raises the coordination among them as a consequence it rises their performance (Dowd, 2018).
- Teamwork skills, nowadays organizations pay high attention to teamwork and heavily invest in it so, it rises employees' performance (Jackson et al., 2014: 7) so it related to the previous point.
- Technical skill, this term has been intentioned also it has a direct impact on the performance also it will be developed by the training (Hance et al., 2005: 157) so it comprises knowledge and ability.
- Planning, decision making, leadership ... ETC, help organization do their aims economically.

So, all the upper points help an organization to attain its aims and provide an organization to reach a competitive advantage through new ideas... ETC.

1.9. Innovation

Environmental changes have a high influence on innovation because the markets are dynamic also the demand and lifestyle of the people have been changed so organizations need to adapt this change and seek for new opportunity which has been appeared by the technology and changes of environment to do this they need continuously pay attention to the innovation furthermore, it relevant with the individual, process, and service of the product (Baregheh et al., 2009: 1323) also, innovation has been described as the process to shift the notion into the fact (Ngonyani, 2014: 11).US firms look at innovation like the new blood which provide the organization to grow and survive and there are most significant points which attention by the organization like products and process also innovation management these points help to develop products and compete over the globe as the consequence innovation raise the value of the organization but to achieve this goal it needs to make an important decision like the following (Zahra & Covin, 1994: 183):

- Choose the proper sort of innovation which has a high probability to perform organizational goals.
- Choose the source of innovation it is the external or internal or copy from the other competitors.

Innovation has been illustrated as the new idea, it provides the organization to growth and benefit as the consequent direct the organization towards the success, so the innovation is the adequate organizational field which can exploit it, according to this description innovation fell in three-level product innovation help the organization to retain in the market also process the innovation which provides the organization to decies the level of price and social innovation which help organization to have a flexibility (Heuriks, 1998: 263).

1.9.1. Equation of Innovation

Innovation is the important term which relates to the HR it can be summarized as the following equation (Shitathe, 2019: 23, 28):

Innovation= Technical Skill +Intellectual Innovation

Knowledge = Skill + Information

According to the upper equations, the relation between innovation and its components have been shown in the following figure also, it has been made by the researcher in the base of (Cimatti, 2016 and Shitathe, 2019)’s description:

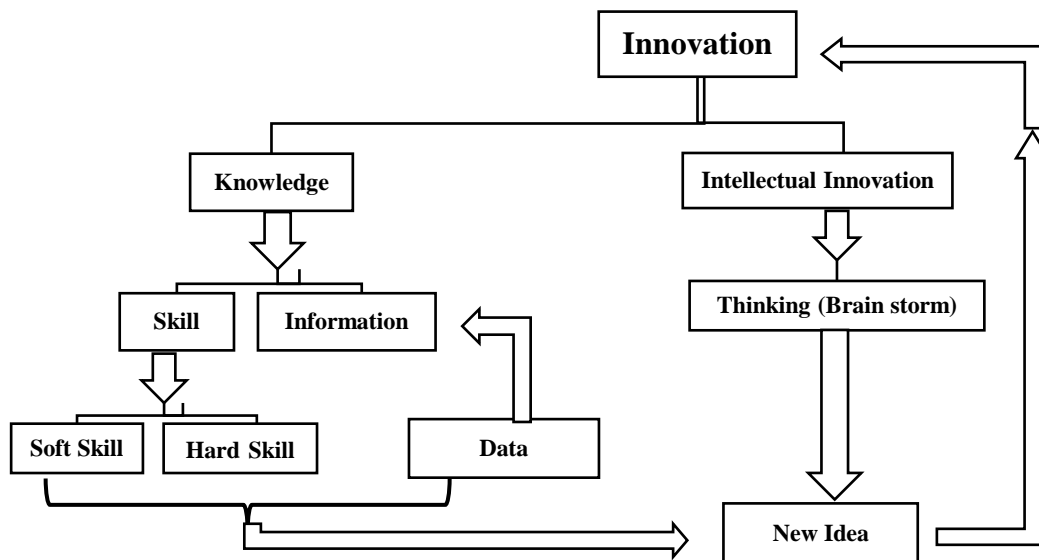


Figure 1.11 Classification of the Innovation.

So, here innovation has been classified into two parts Knowledge and intellectual innovation, both of them together help to create new idea at the same time knowledge contains skill and information previously skill has been illustrated but

information is the collection of data (McKnight, 2014: 19) also, accuracy of data determines the relationship between data and knowledge but analysis the information determines the link between the information and knowledge on another hand intellectual innovation which relates to thinking and concentrates on the something (Shitathe, 2019: 25) as consequent all of these together help to emerge the new idea .

1.9.2. Innovation Types

Organizations have been impacted by the environmental factors so they need to be flexible to survive in such dramatic changes, if organizations have the proper HR, it helps to use the proper level of innovation in order to survive also use the new opportunity and prevent the threat, here show some sort of innovation which organization can use them according to their HR ability which are Incremental innovation, disruptive innovation, architectural innovation and radical innovation (Mohammed, 2018: 7-9).

1.9.2.1. Incremental Innovation

The most used sorts of the innovation is the incremental innovation it uses the current technology and resources which currently exist and it raises the customers value by adding some extra changes or traits or it could decrease some traits of the previous product (Lopez, 2015) also it provide the organization go to the new market (Tohidi & Mehdi, 2012: 536).

1.9.2.2. Radical Innovation

Radical innovation is a complex and tough process, it has a high risk (Mohammed, 2018: 8) but, in the same time give the high opportunity to the organization to have high advantage in the market also it has its own difficulties because implementing the radical innovation lead the organization to create the product so different from its previous therefore it needs new proficiency new process (Christopher & O'Connor, 2002: 424-425) and large level of new knowledge (Dewar & Dutton, 1986: 1423), the best example of Radical innovation change the piston plane to the jet plan (Christopher & O'Connor, 2002: 425).

1.9.2.3. Disruptive Innovation

It means the innovation which simplifies the product and services to provide the customers access the product and services in the wide range so that most of the people can use that (Mohammed, 2018: 9), also there are some important factors in this term like the product and technology these two elements are significant and relates to each other examples : change the airline from indirect to direct fly position (point to point) which make it cheaper or high product in the market like copier or business on web (Markides, 2006: 19), furthermore the most significant example is the computer, when it invented for the first time it was big and needs the high cost to build but step by step it changes to pc which most of the people use it now (Mohammed, 2018: 9).

1.9.2.4. Architectural Innovation

It means to rebuild the essential parts of the system and relate them together in a different way so it involves a change in some parts like size or design but the significant point is that the core of it will be the same and don't change (Henderson & Clark, 1990: 13/ASQ). Also, it illustrates as rebuilding the current product, it makes new links among components without touching the core technology (Jaspers et al., 2012: 419). The best example of architectural innovation is the comparison between the old cell phone and current cell phone (Mohammed, 2018: 9). According to the upper description of innovation types in the market the most important elements which effected by innovation can be classified as the following (Robert et al., 2006: 228):

- The innovation of the Product, it likes a new cell phone.
- The innovation of Process, it means using the production or distribution of goods in a new way like using the robot in the firm to automate product.
- The innovation of services, it means a mixture of both upper points examples, offering the new destination of the travel by the new way, here new destination means new product but the offer the new path or way means new service.

1.9.3. Importance of Innovation

Generally, innovation related to the HR it is one of the most important factors which organization focus on it, also HRM organize the HR in an organization, here some important point which relates to innovation:

- Innovation provides organizations to raise the level of growth also it increases employee's return... (Krishnaswamy et al., 2010: 3).
- Anywhere there are humans so Innovation has a big role, to develop products, improve the way of management and the path of doing the job also it helps to survive organization (Hamid & Mehdi, 2012: 535).
- Innovation is the organizational competitive advantage because it raises the number of products in the market, reduce the change products cost and increase product quality (Ildikó, 2013: 9), overall, according to the previous points and descriptions innovation two important factors raising the role of innovation which are globalization and environmental changes, it helps the organization to be flexible and survive in any sudden changes.

1.10. Creativeness

External and internal environment rapidly has been changed so to adapt these changes organizations need to create opportunities to make individual differentiation and creativeness, so there is no doubt the developed countries couldn't develop without innovation and creativeness in the level of individual and organization (Alskarne, 2011: 16). Creativeness has been illustrated as the collection of individual external and internal factors that help to create new products also it is important to the individual and society (Alhamid, 2018: 19). There isn't any obvious definition of creativeness because of different understanding the scholars to the creativeness but generally, there are three groups like the following (Alknani, 2015: 21):

- The first group, define creativeness as the ability to create new things.
- The second group, illustrate it as the process to create new things.
- The third group, explain it in the frame of creative product, which concentrate on the power of innovation and the process of creativeness.

Generally, processes of creativity comprised of several stages and it's classified as the following (Kok, 2008: 397, 398):

- Stage one, determines the problems or opportunities, in this stage try to determine the aim and solution.
- Stage two, Generate the ideas.
- Stage three, develop the best ideas Then choose them.
- Stage four implements the solution.

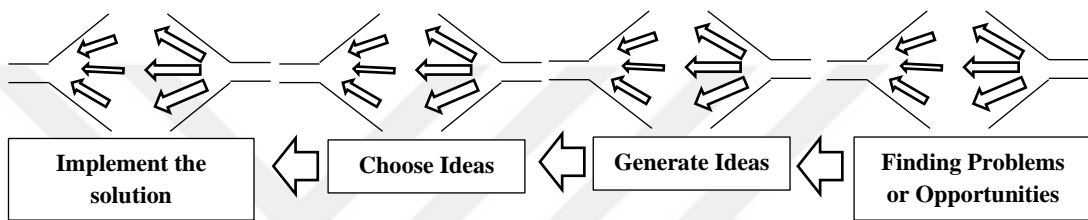


Figure 1.12 Creativity Process.

Source: (Kok, 2008: 398).

Above diagram shows the relation between innovation and creativeness, and it presents that creativeness is the part of innovation also, Shitathe (2019: 27) , noted that creativeness is caused by invention.

1.11. Background Study

Generally, human resource management practices impact on the employee's performance, therefore, it influences on the organizational performance, there are so many studies about human resources, each one concentrated on the different dimension of the human resource management. Chen and Hung (2009: 104, 111), made the study to show the link between knowledge management capacity and both human resource practices(staffing, training, employee participation, appraisal system, and compensation) and innovation performance according to this study, there is a positive relation between HR practices and knowledge management capacity also there is the positive relation between innovation, performance and knowledge management capacity, this experiment shows human resource practices benefit of knowledge capacity which comprises of the following: First one is sharing, the second one is acquisition so, the second one influences on the innovation performance, and, it shows

both HR practices and knowledge management have a high impact on the process of innovation. Beugelsdijk, S. (2008: 821), explained the relation between HRMP and product innovation also this study concentrated on the some important factors of HRMP like (training, autonomy, performance base of pay, flexible work hour, standby contracts and task rotation) to increase the innovation also 988 firms of Dutch had been taken as the sample, this research emphasis on the incremental innovation , radical innovation and its link with HRMP at the same time it shows that there is a good relationship between each of (incremental innovation and radical innovation) with (training and schooling), but level of effects on each one is different by the volume of the organization, in the big firm the training and schooling have less effect on the radical innovation but it has a high impact on the R&D and its effect on organizational innovation. Huselid. (1995: 635), noted that the HRMP effects on (productivity, turnover and the financial performance of the firms, in this study shows the relationship between the system of work performance and corporate performance due to that collect the data from one thousand firms, according to the result of this study the work high-performance effects on financial of the firms by increasing the employee's productivity and decrease their turnover. Li Yuan et al. (2006: 692, 679), made study to illustrate the relationship between the HRM and innovation also they determine the impact of both HRM and innovation on the organizational performance, so researchers distributed the survey on the 194 high-tech factories in eight China's provinces, they figure out that, control of the process, training and non-material motivation positively impact on technological innovation but control of result and material motivation have negative impact on innovation of technology in the firms, furthermore they realized, there are positive linkage between technological innovation and performance. Also, Jime'nez et al. (2005: 365), clarified that there is the relationship between HRM and innovation also the outcome of this study illustrated that participation and plan of promotion have a high impact on the corporate orientation of innovation and it emphasizes there is a strong linkage between innovation strategy and human resource management practices. Furthermore, Sophie & Luc (2010: 1863, 1867), studied the linkage among the HRM, human capital and innovation it emphasizes homogenous sample of firms with the number of employees between 1-49 person and their ages between 1-2 years, so the result illustrated that

HRMP in the startup of work has a high impact on innovation and it has the positive impact on innovation. Also, Aqeela & Victor (2017: 216, 220), notice that there is the positive relation between HRM practice (Training, Recruitment and Performance appraisal) with human capital development (HCD objective, skill, and knowledge) this study has been done in some Bitticasoa district banks and the size of the samples are 100.

1.12. Impact of HRMP on The Skill, Innovation, and Creativeness

Generally, in this chapter most components of HRM practices and their ingredients have been described also the same things for each skill, innovation, and creativeness, here try to explain the impact of HRMP with each skill, innovation, and creativeness like the following:

According to Dessler (2013: 97), Job analysis has been classified in two-part, Job Description which related to work like condition of job and responsibility also, Job Specification which related to Human, like skill and education but if there is an accurate job analysis and there is balance between job description and job satisfaction so it'll positively impact on the quality of the employees in the future, also Herim (2013: 161), illustrated that employment is the process which begins with attracting, choosing and end with employment but the most important point here is choosing the person so compare between the characteristic of the person and job analysis if it is fit so going to the next step which is employing but vice versa back to attracting for new person also, Tan & Nasurdin (2011: 155), noted that employing an appropriate candidate increase the likely of innovation. Then Noe et al (2010: 2, 4), explain the training as attractive subject for any organization it is the significant factors in the group of HRM practices also, it has a high impact on organizational success in this step if employees need training, they have to finish the training to increase their skill and knowledge but if they have previous experiment in this field no need training and directly go to work so, the next step is compensation and benefits Dessler (2013: 345), noted that compensation and HR policies impact on behavior and competence of HR and according to Tan & Nasurdin (2011), illustrated that the system of reward impact of employee's motivation and increase their participation for new idea also, Greasley et al (2009: 356), explained the empowerment as employee's flexibility and their

freedom in the workplace. The next step is innovation that, Shitathe (2019: 27), explained the equation of innovation like this $\text{Innovation} = \text{Technical Skill} + \text{Intellectual Innovation}$. so, the compensation and empowerment impact on employees if it is positive it helps to raise intellectual innovation at the same time, they have technical skill this two important factors help to make new idea and innovation but this does not end according to Alknani (2015: 21), creativeness is the process, to create new things, but in this stage there are some important boundaries which impact to implementing the innovation like Risk, type of leadership and organization structure and extra but if employees not satisfy and, the compensation and empowerment could not impact on their commitment and satisfaction they can leave organization.



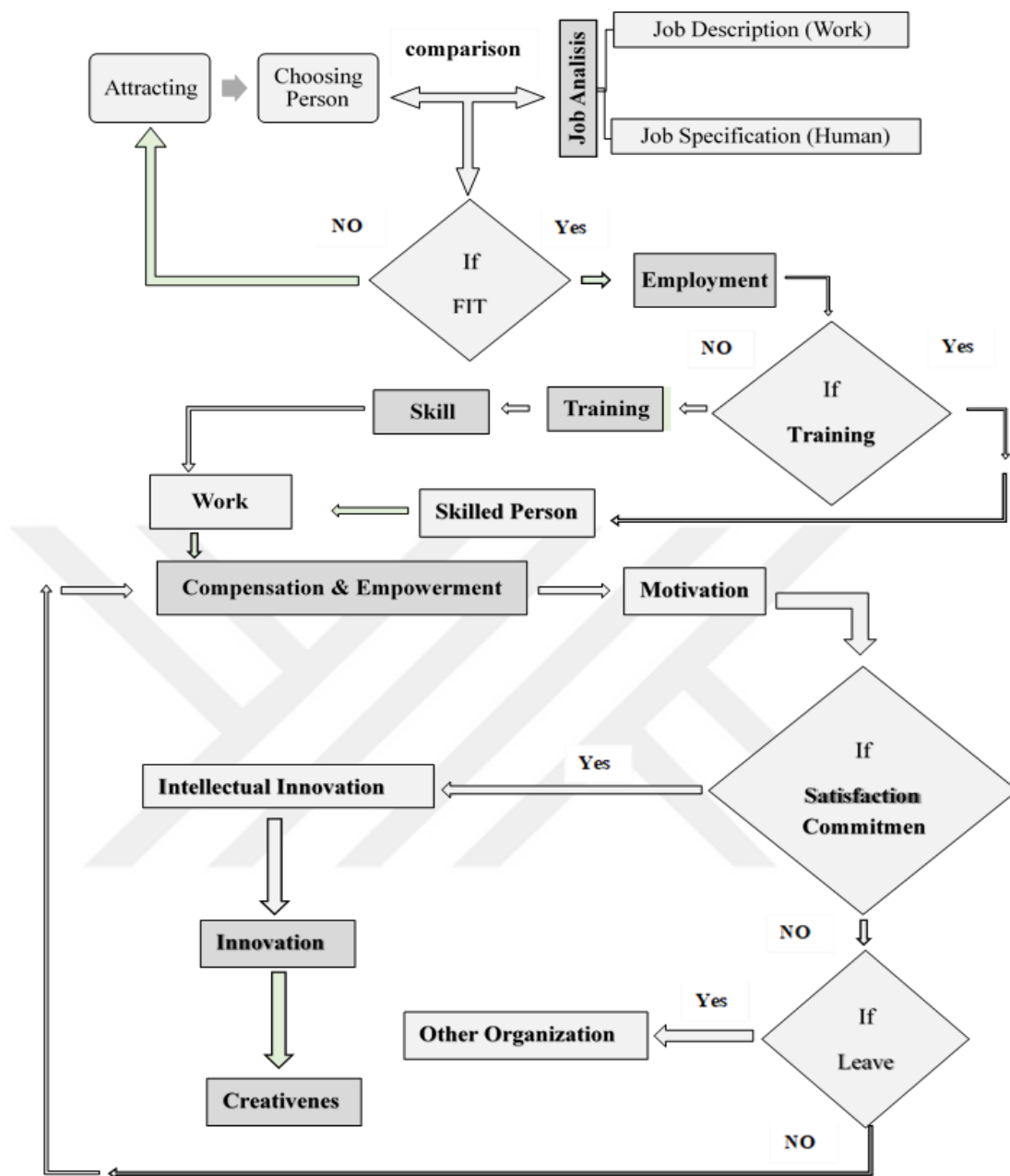


Figure 1.13 Relation between HRMP and Skill, Innovation and Creativeness.

Source: Made by Researcher

2. METHODOLOGY OF THE STUDY

This study has been accrued in the industrial field and it attempts to show us how much have human resource practices been used in the Erbil industrial (north Iraq)?

Also, it explains the roles of HRMP, creativeness, innovation, and skill to succeed and survive the industrial firms especial in the place like north Iraq which the environmental factors change quickly.

2.1. Conceptual Model Study

According to the problem statement and objectives of the study this diagram has been made, it shows the relation among the HRMP as the independent variables and each of innovation and creativeness as the dependent variables also show the skill as the mediate variable.

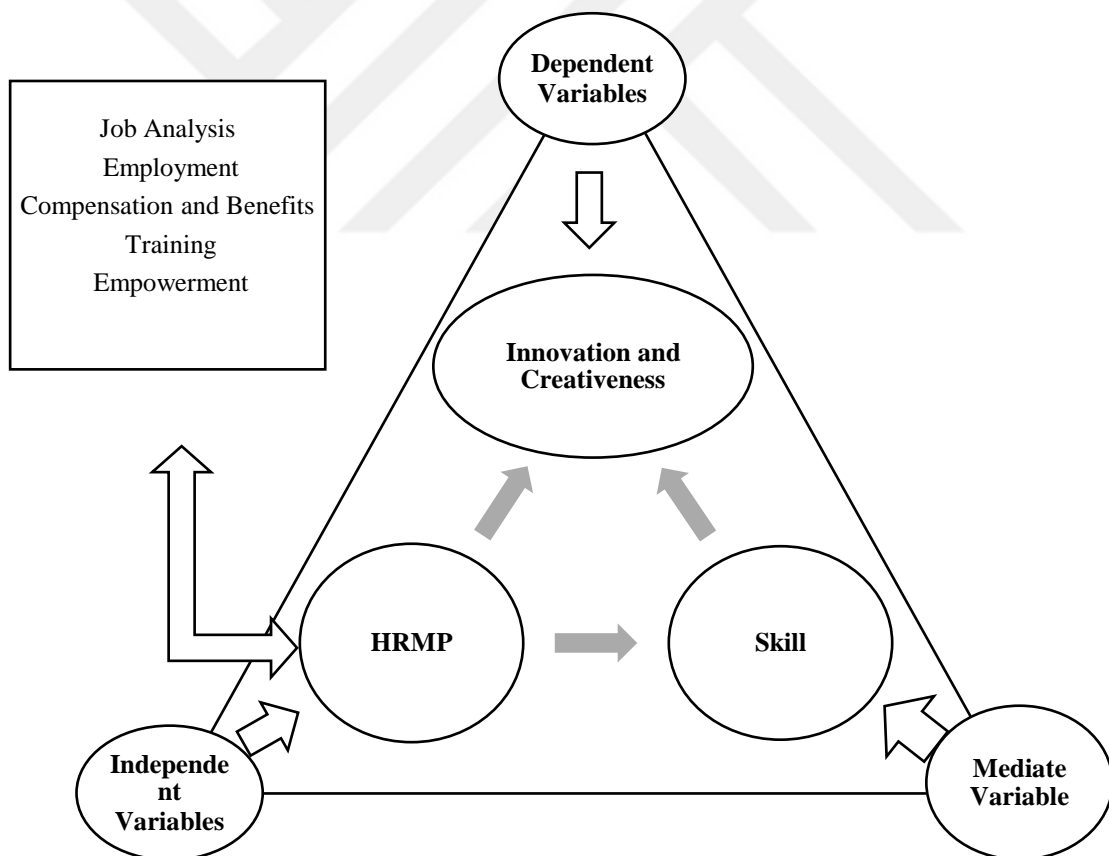


Figure 2.1 The Study Conceptual Model.

Source: prepared by Researcher Based on back ground studies.

2.2. Hypotheses of The Study

According to the above diagram, there is an impact and relation between each of the skill, innovation, and creativeness as the result the study gain the following hypotheses:

H1: there is a positive relation and impact between HRMP and skill in the industrial factory Erbil:

- H_{1.1.} There is a positive relation between Job Analysis and skill in an industrial factory Erbil.
- H_{1.2} There is a positive relation between Employment and skill in an industrial factory Erbil.
- H_{1.3} There is a positive relation between Compensation, Benefits, and skill in an industrial factory Erbil.
- H_{1.4} There is a positive relation between Training and skill in an industrial factory Erbil.
- H_{1.5} There is a positive relation between Empowerment and skill in an industrial factory Erbil.

H2: there is a positive relation and impact between HRMP, innovation, and creativeness in the industrial factories Erbil:

- H_{2.1.} There is a positive relation between Job Analysis and innovation in an industrial factory Erbil.
- H_{2.2} There is a positive relation between Employment and innovation in an industrial factory Erbil.
- H_{2.3} There is a positive relation between Compensation and innovation in an industrial factory Erbil.
- H_{2.4} There is a positive relation between Training and innovation in an industrial factory Erbil.
- H_{2.5} There is a positive relation between Empowerment and innovation in an industrial factory Erbil.
- H_{2.6.} There is a positive relation between Job Analysis and creativeness in an industrial factory Erbil.

- H_{2.7} There is a positive relation between Employment and creativeness in an industrial factory Erbil.
- H_{2.8} There is a positive relation between Compensation and creativeness in an industrial factory Erbil.
- H_{2.9} There is the positive relation between Training and creativeness in an industrial factory Erbil.
- H_{2.10} There is the positive relation between Empowerment and creativeness in an industrial factory Erbil.

H3: there is a positive relationship and impact between skill, innovation, and creativeness:

- H_{3.1.} There is a positive relationship between skill and innovation.
- H_{3.2.} There is a positive relationship between skill and creativeness.

2.3. limitation

This study has some limitation like the following:

First, distance boundaries, the factories geographical place were so far from my place and some factories nearly three hours away.

Second, human boundaries, all the factories were private. Some factories refuse to cooperate with the study.

2.4. The Method

The main goal of this study shows the impact of HRMP on the innovation and creativeness and the previous chapter illustrated and explained the multiple aspects of the variables but this chapter uses the quantitative method to analysis the data also the best way to collect the data from a population is the survey method.

2.4.1. Approach of Study

This study used the quantitative method to analyze the data which corresponds to the study's variable like the following:

- Independent variables which Relate to human resource management practices.
- Dependent variables that link to innovation and creativeness.

- Mediate variable which corresponds to skill.

Furthermore, in this chapter, using the following method to analyses the data:

- Average of the responded survey.
- Descriptive statistic.
- Factor analysis.
- Correlation among variables.
- Multiple regression and Simple regression.
- Reliability of Statistics.
- Hypotheses analyses.

Also, the Likert scale has been used to respond to the survey's question.

2.4.2. The Population of The Study

The study's population comprises of some significant private company and industrial factories in Erbil, which includes the following firms:

- Mateen Soleh Company.¹
- Karin industrial group.²
- Real Panel which is the part of Rasan group.³
- Erbil Darin Steel which is the part of Darin group.⁴
- Salam factory.

Generally, (130) surveys have been distributed in several Erbil industrial factory and company, also the table (1.1), illustrates that the retrieved numbers surveys are (126) it means (%96) of all distributed surveys but, not retrieved surveys numbers are (4) it means (%3) of all distributed surveys also, invalid surveys numbers are (2) it means (%1) of all survey according to above data the valid survey numbers are (124) it is (%95) of all distributed surveys.

¹For more info about company: <https://www.linkedin.com/in/mateen-soleh-0bb519aa>.

² For more info about factory: <https://www.transplo.com/IQ/Irbil/187882098252963/Karin-Industrial-Group>.

³ For more info : <http://rasan-group.com/en/about/history> also <http://rasan-group.com/en/details/156921> .

⁴ For more info : <http://www.daringroup.com/#/> .

Table 2.1. Average of Survey Response

Data	Numbers	Rates
Distributed Survey	130	% 100
Retrieved Survey	126	% 96
Not Retrieved Survey	4	% 3
Invalid Survey	2	% 1
Valid Survey	124	% 95

2.4.3. The Survey Measurement

This subject describe all the component of the survey and illustrates all it's main parts like the following:

2.4.3.1. Conceptualization of Independent Variable

According to Schuler & Jackson (1987: 211), Human resource practices is a “menus“ which comprises of six components each of them focus on the various aspect of human resource management and determine these aspect as staffing, development, compensation, planning, appraising and training. Accordingly, Laursen & Foss (2003: 243-244), illustrates HRM practices are necessary to cope with environmental changes so the firms need to focus on employment relation restructuring, teamwork, learning, decentralization of decision and incentives also, Mirsepasi (2002), divided the chapters of his book according of HRM practices which summarized like the following:

- System of salaries and benefits (Job analysis, Compensation, and benefits...).
- System of HR supply and adjustment (Employment and planning...).
- HR optimization system (training and performance...).
- System of Maintenance HR (Employ relationship management...).
- Applied system of HR (Motivation, Leadership, and Empowerment...).

So, there are various definitions and classification for HRM practices.

2.4.3.2. Independent Variables Operational Definition

From the above definition and classification of the HRM practices, independent variables have been divided in some dimension such as the following:

- Empowerment.
- Job Analysis.
- Training.
- Compensation.
- Employment.

2.4.3.3. Independent Variables Operationalization (HRM Practices)

The following Indicators would measure HRM practice's components in Erbil-Iraq industrial factories. By using statistical analysis (quantitative analysis) also, each indicator has been restrained with a Likert scale which comprises of five points like the following:

1. Strongly Disagree.
2. Disagree.
3. No Comment.
4. Agree.
5. Strongly Agree.

Empowerment is the first indicator of HRM practices which is measured by the following question:

Table 2.2. HRM practices, Indicators Survey Data of Empowerment

Empowerment	1. Do the workers feel that they are working with each other in absolute freedom without restraint?
	2. Do the employees feel their important role in an organization?
	3. Do the employees feel they are important to the organization and pride of that?
	4. Does the factory management allow employees to express their opinions freely when making decisions?

Job Analysis is the second indicator of HRM practices which is measured by the following question:

Table 2.3. HRM practices, Indicators Survey Data of Job Analysis

Job Analysis	5. Does the job analysis determine the works, which will be done by the employees?
	6. Does the job analysis determine the skills which need to each job?
	7. Does the firm try to determine the job risk after that do the necessary action to protect employees?
	8. Does the firm care about the practical experiences of the workers or employees according to the importance of the job or work?
	9. Does the firm care about the scientific qualification of the employees or workers according to the importance of the job or work?

Training is the third indicator of HRM practices which is measured by the following question:

Table 2.4. HRM practices, Indicators Survey Data of Training

Training	10. Does the training program increase the Productivity rate of human resources?
	11. Does the factory pay attention to regular training programs for new employees to acquire their skills?
	12. Does the training process receive considerable attention from the firms 'management'?
	13. Does the training process make an environment to encourage creativeness and innovation?

Compensation and Benefits is the fourth indicator of HRM practices which is measured by the following question:

Table 2.5. HRM practices, Indicators Survey Data of Compensation and Benefits

Compensation and Benefits	14. Does the factory offer some motivation to maintain competencies and capabilities?
	15. Has the firm a flexible compensation policy based on experience or performance and productivity?
	16. Is the firm using a flexible compensation policy to maintain, and motivate the existing employees?
	17. are the compensation policy based on the objective to distribute the salaries, wages, and other benefits?

Employment is the fifth indicator of HRM practices which is measured by the following question:

Table 2.6. HRM practices, Indicators Survey Data of Employment

Employment	18. Is the selection of the candidate process based on the required specifications?
	19. Does the general atmosphere of the interview allow the candidates to show their knowledge?
	20. Is the firm using a flexible compensation policy to maintain, and motivate the existing employees?
	21. Is the selection of the candidate process clear?

2.4.3.4. Mediate Variable Study Conceptualization

Abdula (2015: 34), noted that skill is a significant part of competences that impacts HR behavior as a result, it helps to raise organizational performance also, it satisfies the customers. HR practices impact the skill, knowledge, and abilities of the workforces and that in turn positively related turnover (Gardner et al., 2011: 315). Also, Leinonen (2005: 303), noted the links between skill and innovation 's firm and he find out inadequate skill directly impact on innovation. According to above studies, skill has an indirect impact on organizational goals through competences but in the second study made by Gardner clearly illustrated that HR practices influence skill so it showed as a skill is the mediate between HR practices, innovation, and creativeness.

2.4.3.5. Mediate Variable Operationalization (Skill)

The following Indicators would measure employees' skills in Erbil-Iraq industrial factories. By using statistical analysis (quantitative analysis) also, each indicator has been restrained with Likert scale which comprises of five points like, Strongly Disagree, Disagree, No Comment, Agree and Strongly Agree, Skill is the mediate indicator between HRM practices and innovation and creativeness and it is measured by the following question:

Table 2.7. Indicators Survey Data of Mediate variable (Skill)

Skill	22. Does the factory own the collection of experiences, competencies, and knowledge which make it different among the other?
	23. Has the firm a bunch of ability in the different areas which makes it different in rates and quality of production?
	24. Does the worker contribute to generating the idea?

	25. Do the employees do their job in time without any problem?

2.4.3.6. Conceptualization of The Dependent Variable (Innovation And Creativeness)

The terms of Innovation and creativeness are different as explained in chapter two like the following:

Innovation defined as the new idea but creativeness is the verb of creativeness and it is an implementation of the new idea.

2.4.3.7. Dependent Variable Operationalization (Innovation And Creativeness)

The following Indicators would measure Innovation and creativeness in Erbil-Iraq industrial factories. By using statistical analysis (quantitative analysis) also, each indicator has been restrained with Likert scale which comprises of five points like, Strongly Disagree, Disagree, No Comment, Agree and Strongly Agree, Innovation and creativeness are dependents indicator and they are measured by the following question:

Table 2.8. Dependent Variable (Innovation)

Innovation	26. When the organization makes employment, does it concentrate on the new specialist young employees to achieve innovative advantage?
	27. Is There a good climate in an organization to achieve innovation?
	28. Does the factory interest in the innovative proposals?
	29. Does the require resources exist in the firm to achieve a new idea?

Also, creativeness is measured by the following question:

Table 2.9. Dependent Variable (Creativeness)

Creativeness	30. Do the factory radical changes in the organizational structure?
	31. Does the factory make, new policies in the field of recruitment, rewards, and incentives?
	32. Does the factory make a new product?
	33. Does the factory use the new technology and instrument in the product line?

2.4.4. Data Collection Method

The researcher used the survey method to collect initial data. So according to the literature review the survey has been prepared and the questionnaire developed also, The questionnaire considered the significant instrument to collect the data and it was exclusively designed for this aim and it has been distributed to several industrial factory's employees in Erbil-Iraq. As the result, the questionnaire is the set of organized question and it has been specified by the hypotheses accordingly, the perfect survey questionnaire includes the prefatory which relate to respondents with the brief explanation of study issue and the way of responding the questionnaire.

2.4.5. Explanation of The Data Collection Instrument

According to the literature review, the questionnaire has been established and the fundamental way to collect the data was the study's questionnaire scale. At the same time, it was accurately prepared for the purpose and distributed it among the employees in some industrial firms in Erbil also, this study used random sampling.

Table 2.10. The Data Collection Instrument

Major Variables	Variables Components	No of Statements	Sources
First: personal information	Education, Gender, Marital Status, Age, Overall job Experience and Position.	6	By Researcher
Second Independent variable HRM practices	Job Analysis	5	Abdula (2015)
	Employment	4	hrdiscussion (2012)
	Compensation and Benefits	4	Muhamad (2008)
	Training	4	Aziz (2011)
Third: mediate variable	Empowerment	4	Abdula (2015)
	Skill	4	
Fourth: Dependent Variables	Innovation	4	Abdula (2015)
	Creativeness	4	By Researcher

Sources:

Abdula, S. M. (2015). *Human Resource Management and Its Impact on Creativeness and Innovation*. Master thesis, University of Science and Technology, Sudan.

Aziz, D. A. (2011). *Empowerment and its Role to Managerial Creativeness*. Master's Thesis, Business Administration Department, Iraq Sulimania.

Hrdiscussion. (2012, 12 16). Retrieved from hrdiscussion:

<https://hrdiscussion.com/downloadfile/7286/1/1302702389/%D8%A7%D8%B3%D8%AA%D8%A8%D9%8A%D8%A7%D9%86%20%D8%AA%D8%AD%D9%84%D9%8A%D9%84%20%D9%88%D8%B8%D8%A7%D8%A6%D9%81.doc>.

Muhamad, J. A. (2008). *Training and its Impact on Performance*. Master's Thesis, Business Administration Department, Iraq Sulimania.

The survey tool contains four parts. The first part comprises personal information therefore, this part will collect the information about education, gender, marital status, age, overall job experience, and position. But, the second part concentrates on the independent variable HRM practices and it comprises job analysis, employment, compensation and benefits, training and empowerment. While the third part contained the question of the mediate variable (skill). Also, the fourth part included the dependent variables they are Innovation and creativeness.

2.5. Data Analysis

To analysis the data and test the study's hypotheses in the beginning, Cronbach's alpha used to examine the survey's components reliability, then factor analysis has been used to analysis HRM practices, in Erbil-Iraq industrial factories. Statistical descriptive used quantitative illustrate the significant feature of the variables by computing, standard deviation, and means. But correlation analysis shows the link among HRM practices, innovation, creativeness, and skill. At the same time, descriptive statistics comprises of quantitative illustrate of significant features of the variables like standard deviations and means. But correlation analysis reveals relation among HRM practices, skill, innovation and creativeness also, simple regression and multiple regression have been used to test hypotheses. SPSS V.25 has been used to analyze the data.

2.5.1. The Demographic Data (Personal Info)

Personal Info, has been divided in six parts, and the following tables shows results:

Table 2.11. Frequencies and Percentages of The Sample's Education

Education	Frequency	Percent
No Literate	11	8.9
Primary School	43	34.7
Secondary School	43	34.7
Diploma	12	9.7
Bachelor's	13	10.5
Master/Ph.D.	2	1.6
Total	124	%100

The survey of demographical variables collected personal information from some industrial factories in Erbil city as mentioned in the previous chapter. It comprised of Education, Marital status, Age, Overall Job Experience and Position. So, table 2.11 revealed the frequency and percentage of the educational level of employees which contributed to this study. Generally, 8.9 percent of the total samples of the survey are 11 employees have been no literate but, 34.7 percent of participators or 43 employees in Erbil factories are primary school certificate holder also, 34.7 percent or 43 employees in the firms have a secondary school certificate whereas, 9.7 percent of total contributors or 12 employees held diploma degree although, 10.5 percent of total samples or 13 employees are Bachelor's certificate holders, at last, 1.6 percent or 2 employees held Master/Ph.D. degree.

Table 2.12. Frequencies and Percentages of Marital Status

Marital status	Frequency	Percent
Single	44	35.5
Married	80	64.5
Total	124	%100

Due to the frequencies and percentage of the marital status of the total samples, 35.5 percent of contributors or 44 employees are single whereas, 64.5 percent of total survey samples are married.

Table 2.13. Frequencies and Percentages of Age Groups

Age Groups	Frequency	Percent
less than 20 years	10	8.1
21-30 years	54	43.5
31-40 years	47	37.9
41-50 years	12	9.7
Over 50 years	1	0.8
Total	124	%100

According to sample's frequencies and percentage of age, 8.1 percent or 10 employees of samples in Erbil industrial firms aged less than 20 years also, 43.5 percent of the total survey contributors or 54 employees aged between 21-30 years but, 37.9 percent of overall samples or 47 employees aged between 31-40 years whereas, 9.7 percent or 12 employees aged between 41-50 years and .8 percent of total sample or 1 employee aged over 50 years.

Table 2.14. Frequencies and Percentages of The Contributor's Total Job Experience

Overall Job Experience	Frequency	Percent
Equal or less than 2 years	53	42.7
3-7 years	40	32.3
Equal or more than 8 years	31	25.0
Total	124	%100

The table 2.14 showed the job experienced of the total contributed samples in this study so, 42.7 percent of total contributed survey samples or 53 employees experienced equal or less than 2 years but, 32.3 percent or 40 employees experienced

between 3-7 years whereas, 25 percent of overall contributors or 31 persons overall their job experienced equal or more than 8 years.

Table 2.15. Frequencies and Percentages of The Survey Sample's Position

Positions	Frequency	Percent
Manager	5	4.0
Head department	10	8.1
Worker	69	55.6
Other	40	32.3
Total	124	%100

Table 2.15 indicates the position of survey samples so, 4 percent of overall survey contributors or 5 employees are the manager but, 8.1 percent of total survey samples positioned as head department whereas, 55.6 percent of samples or 69 employees positioned as a worker and 32.3 percent or 40 employees were in the other position.

2.5.2. Factor Analysis

Abubaker et al. (2017), noted that factor analysis is the multivariate statistical way which has been used to reduce the data number also, it shows the analysis problem among the big number of variables then offer the essential factors. Generally, HRM practices in this survey comprise of eight factors but after factor analysis, five factors have been appropriated to use and the mediate variable and dependent variable have a little factor in numbers so they don't need the factor analysis as the above definition of the factor analysis which mentioned the purpose of factor analysis.

2.5.2.1. The KMO and Bartlett's Test For HRM Practices

The first step of factor analysis is Kaiser-Meyer-Olkin summarized as (KMO) which shows the factor analysis weight and according to Kaiser (1974), factor analysis evaluated like the following:

KMO = 0.90s it is marvelous.

KMO = 0 .80s it is meritorious.

KMO = 0 .70s it is middling.

KMO = 0 .60s it is mediocre.

KMO = 0 .50s it is miserable.

KMO = below 0.50 unacceptable.

Table 2.16. The KMO and Bartlett's Test For HRM Practices

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.840
Bartlett's Test of Sphericity	Approx. Chi-Square	861.809
	df	153
	Sig.	0.001

So, according to Kaiser (1974), criteria, if the KMO number more than 0.6 it means adequate but, the KMO result is (0.840), and it is significant ($0.001 < 0.05$) also, Bartlett's Test don't bellow the (0.05), As the consequence, the factor analysis is appropriate for HRM practices and it revealed in the table 2.16.

Table 2.17. Eigenvalues and Variance Explanations of The HRM Practices

Total Variance Explained						
Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.924	32.913	32.913	2.731	15.170	15.170
2	2.213	12.295	45.208	2.408	13.377	28.547
3	1.295	7.197	52.405	2.383	13.239	41.786
4	1.148	6.378	58.783	2.129	11.825	53.612
5	1.124	6.245	65.029	2.055	11.417	65.029

2.5.2.2. Eigenvalues and Variance Explanations of The HRM Practices

There are some conditions which need to be have by the variables like the following:

- 1- The communality of the variables needs more than (0.50).
- 2- Loading of the variables needs more than (0.50).
- 3- Eigenvalue mustn't less than (1).

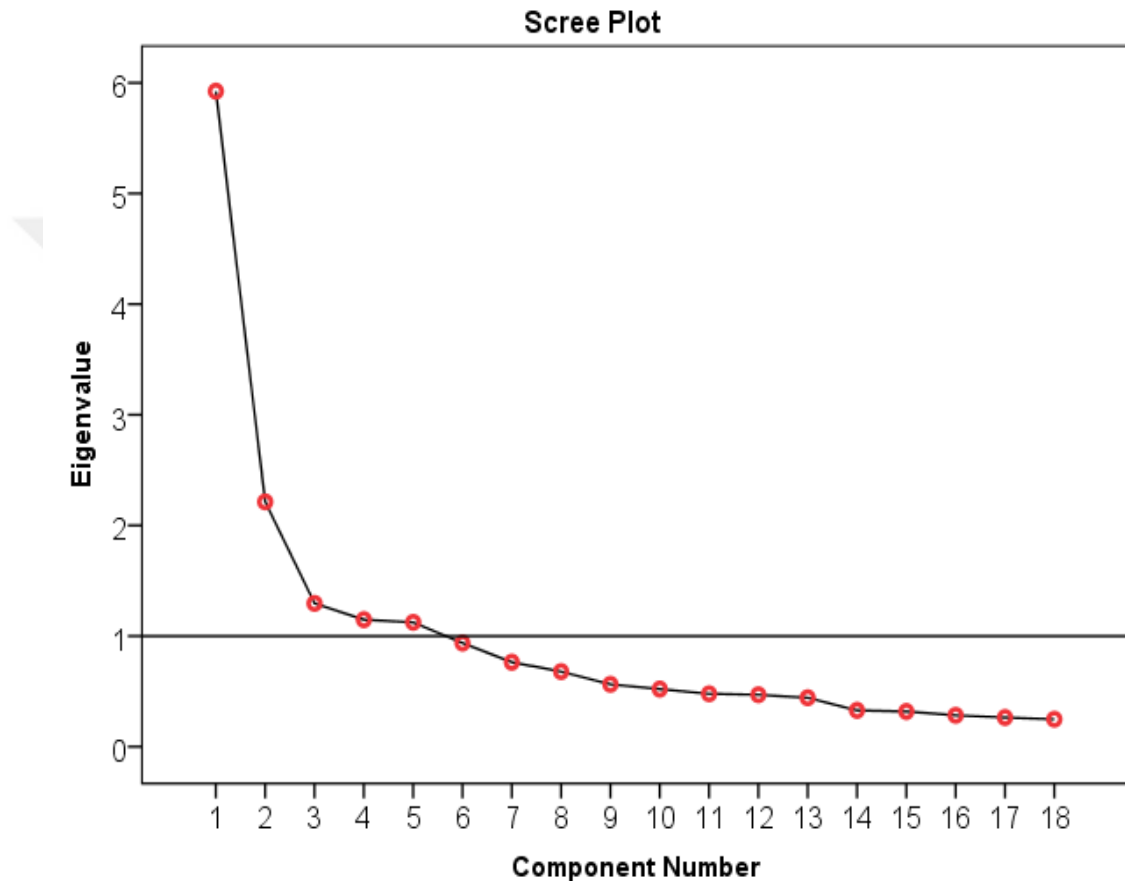


Figure 2.2 Load Graph For The Component Numbers Of HRM Practices.

2.5.2.3. Rotated Factors Matrix For HRM Practices

The following table showed the extracted factors loaded by a couple of questions Also, the factors respectively arranged form stronger to the weaker and the first component comprises of four question about, Empowerment also, the second component contains four questions about Job Analysis at the same time, the third component comprises of four questions of training also, the fourth component contained four questions about Compensation but question four deleted because of low

coefficient value at last, fifth component comprised of four question but the question number three deleted.

Table 2.18. Rotated Factors Matrix For HRM Practices

Rotated Component Matrix^a					
	Component				
	1	2	3	4	5
Empowerment2	.858				
Empowerment1	.813				
Empowerment3	.746				
Empowerment4	.729				
JobAnalysis1		.759			
JobAnalysis3		.744			
JobAnalysis2		.691			
JobAnalysis4		.501			
Training2			.692		
Training4			.678		
Training1			.658		
Training3			.646		
Compensation1				.821	
Compensation2				.757	
Compensation3				.711	
Employment1					.820
Employment4					.698
Employment2					.503
a. Rotation converged in 6 iterations.					

2.5.3. The Reliability Analysis

Reliability shows the consistency of the variable and the table 2.19 illustrate the variable's reliability.

Table 2.19. Reliability Analysis

Variables	Components	Cronbach's Alpha for each component	Cronbach's Alpha for all components	No. of Items	N	%
Independent Variables (HRM practices).	Job Analysis	0.755	0.872	4	124	100.0
	Employment	0.526		3	124	100.0
	Compensation	0.735		3	124	100.0
	Training	0.716		4	124	100.0
	Empowerment	0.831		4	124	100.0
Mediate Variable (Skill).	Skill	0.811	0.811	4	124	100.0
Dependent Variables (Innovation and Creativeness).	Innovation	0.814	0.837	8	124	100.0
	Creativeness	0.758				
Total			0.922	30	124	100.0

The result of the Cronbach's alpha for independent variables, HRM practices is (0.872>0.6). Also, the value of the mediate variable, skill is (0.811>0.6) and the dependent variables innovation and create value is (0.837>0.6). The Cronbach's alpha consistency rises its level when all groups of questions used so, overall value is (0.922>0.6) which is bigger than recommended value (0.6) and adequate value (0.7) but, it is optimal, it means more than (0.7) So, the survey questionnaire has the high level of reliability .

2.5.4. Standard Deviation And The Mean of The Independent Variables, Mediate and Dependent Variables.

The following table illustrates the standard deviation and means of independent variable dimensions which comprises of (job analysis, compensation, training, employment, and empowerment).

Table 2.20. Mean And Standard Deviation

Variables	Components	Mean	Std. Deviation
Independent Variables (HRM practices).	Job Analysis	4.3609	.62168
	Compensation	4.3253	.66049
	Training	4.2661	.62773
	Employment	4.0511	.73749
	Empowerment	3.7903	.67126
Mediate Variable	Skill	4.3185	.68842
Dependent Variables	Innovation	4.2681	.71651
	Creativeness	4.2319	.72637

According to table 2.20 mean of job analysis dimension is (4.3609) and Std. Deviation is (.62168) it is bigger than the average and the next is Compensation (mean = 4.3253 and Std. Deviation= .66049) after that Training (mean = 4.2661and Std. Deviation= .62773) then Employment (mean = 4.0511 and Std. Deviation= .73749) at last Empowerment(mean = 3.7903 and Std. Deviation= .67126).

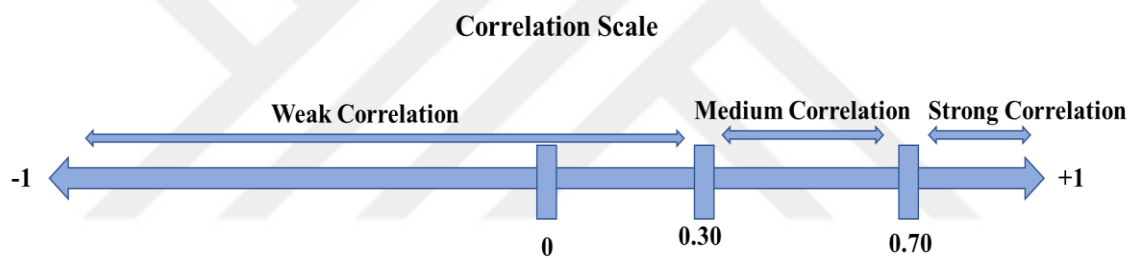
According to the mean in table 2.20 the studied factories have high attention and concentrate on the job analysis in comparison to other HRM practices so, its dimensions can be arranged like the following:

Job Analysis, Compensation, Training, Employment, and Empowerment.

Also, the mean of the mediate variable (skill) is 4.3185 and Std. Deviation is (.68842) but, dependent variables innovation (mean = 4.2681 and Std. Deviation = .71651) and Creativeness (mean = 4.2319 and Std. Deviation = .72637).

2.5.5. Correlation of The Study's Variables

The correlation analysis revealed the level of the relationship among the variables and the following figure shows the correlation scale made by the researcher in the shadow of Abdula (2015), explanation of correlation:



The table 2.21 shows the correlations of the study's variables. So, empowerment (Independent variable 1) has the positive correlation with the job analysis its value is (0.440) but, the level of correlation is medium because the value of correlation falls between 0.30 and 0.70 also, it has the positive correlation with compensation and its value is (0.267) so, the level of correlation is weak at the same time, there is the positive relation between empowerment and training which is (0.308) and the level of correlation is medium also, there is the positive relation between empowerment and employment and the correlation value is (0.858) it means there is a strong correlation between them also, it has the positive correlation with skill its value is (0.460) so there is a medium correlation between them and it has a positive relationship with the innovation, the value is (0.419) so, there is the medium correlation between them at last, there is the positive link between empowerment and

creativity and the value of correlation is (0.255) so, there is a weak correlation between them.

Job Analysis (Independent Variable 2) has a positive link with compensation the value of correlation is (0.441) it means there is a medium correlation between them also, it has a positive link with training and the value of correlation is (0.527) it shows there is medium correlation between them and the value of correlation between job analysis and employment is (0.528) it means they have a medium correlation also, there is a positive relationship between them on the other hand, it has a positive relation with skill and the value of correlation is (0.476) it shows there is the medium correlation between them and its correlation value with innovation is (0.584) and there is the positive relationship between them also there is medium correlation between them at last, there is the positive link with creativity and the value is (0.299) so there is the weak correlation between them. Compensation (Independent Variable 3) has a positive relationship with the training, employment, skill, innovation, and creativity but, the correlation value between compensation and other variables are like the following:

- Training (0.446) it has a medium correlation.
- Employment (0.390) it has a weak correlation.
- Skill (0.523) it has a medium correlation.
- Innovation (0.487) it has a medium correlation.
- Creativity (0.493) it has a medium correlation.

Employment (Independent variable 4) has a positive correlation with Skill, its correlation value is (0.547) so, there is medium correlation between Employment and skill but, correlation value of innovation is (0.519) it means there is the medium correlation between Employment and innovation also correlation value of creativity is (0.365) it means there is medium correlation between Employment and creativity.

Skill (Mediate Variable) it has a positive relationship with both innovation and creativity the correlation between skill and innovation is (0.434) and between skill and creativity is (0.465) so, there is a medium correlation between them. Innovation

(Dependent variable) has a positive correlation with creativeness also the correlative value between them is (0.534) it means there is a medium correlation between them.

Generally, in the upper illustration we find out there isn't any negative correlation and the correlation value falls between zero and one also the biggest correlation is (0.858) which falls between the empowerment and employment and the smallest correlation is (0.255) which falls between empowerment and creativeness.

Table 2.21. Correlation Among Variables

Correlations								
Pearson Correlation	Empowerment_SUM	JobAnalysis_SUM	Compensation_SUM	Training_SUM	Employment_SUM	Skill_SUM	Innovation_SUM	Creativiting_SUM
Empowerment_SUM	1	0.440	0.267	0.308	0.858	0.460	0.419	0.255
JobAnalysis_SUM		1	0.441	0.527	0.528	0.476	0.584	0.299
Compensation_SUM			1	0.446	0.390	0.523	0.487	0.493
Training_SUM				1	0.452	0.421	0.650	0.505
Employment_SUM					1	0.547	0.519	0.365
Skill_SUM						1	0.434	0.465
Innovation_SUM							1	0.534
Creativiting_SUM								1
**. Correlation is significant at the 0.01 level (2-tailed).								

2.5.6. Regression Analysis

To test the impact of HRM practices on the innovation, creativeness, and skill both multiple and simple regression used which compute the bivariate correlation of them.

Table 2.22. Dependent Variable: Innovation

	B	Sig.	R2	Adjusted R2	F Test (Sig.)
(Constant)	-.114	.763	0.54	0.53	36.45 (0.0001)**
Job Analysis	.260	.006			
Compensation	.162	.043			
Training	.445	.000			
Employment	.160	.032			

As showed in the table (2.22) multiple regression analysis used to examine effect of HRM practices on the innovation in some industrial factories in Erbil-Iraq, The model summary in the following table shows the R adjust which is (0.53) it shows the changes in the dependent variable due to independent variables, the same table showed significant of F-Test when F(36.45) and its significant is ($p0.0001 < 0.05$) and amount of Beta for Job analysis, Compensation, training, and employment respectively are (0.260, 0.162, 0.445 and 0.160) and their significant respectively are (.006, .043, .000 and .032) therefore, this model is suitable and it is important to show how HRM practices components effect on innovation as a result, the hypotheses ($H_{2.1}$, $H_{2.2}$, $H_{2.3}$, and $H_{2.4}$) accepted.

Table 2.23. Dependent Variable: Creativeness

	B	Sig.	R2	Adjusted R2	F Test (Sig.)
(Constant)	.886	.038	.340	.330	31.79 (0.0001**)
Compensation	.367	0.0001			
Training	.413	0.0001			

The table (2.23) shown the impact of HRM practices on creativeness in some industrial firms in Erbil city, the following table showed R Adjust which is (0.340)also it reveals the F-Test when F(31.79) and its significant is ($p0.0001<0.05$) at the same time, Beta for compensation and training respectively are (0.367 and 0.413) also their significant respectively are (0.0001 and 0.0001) consequently, this model adequate and it shows how HRM practices ingredients impact on creativeness, therefore, the hypotheses ($H_{2.8}$ and $H_{2.9}$) accepted.

Table 2.24. Dependent Variable: Skill

	B	Sig.	R2	Adjusted R2	F Test (Sig.)
(Constant)	.836	.033	.430	.410	29.87 (0.0001**)
Job Analysis	.171	.072			
Compensation	.336	0.0001			
Employment	.317	0.0001			

The table (2.24) presented the effect of HRM practices on the skill in some Erbil industrial factories and it's the R Adjusted is (0.410) also, F-Test is (29.87) while its significant is ($p 0.0001<0.05$) but, Beta for Job Analysis, Compensation and Employment respectively are (0.171, 0.336 and 0.317) and their significant respectively are (0.072, 0.0001 and 0.0001) and according to F-Test and its significant this model is suitable and it reveals the impact of HRM practices on the skill consequently, the hypotheses ($H_{1.2}$ and $H_{1.3}$) accepted.

Notice: The upper multiple regressions have been used Backward Selection.

Table 2.25. Dependent Variable: Innovation

	B	Sig.	R2	Adjusted R3	F (Sig)
(Constant)	2.316	0.0001	0.19	0.18	28.35 (0.0001**)
Skill	.452	0.0001			

Table 2.25 explained the skill impact on the innovation its Beta is(0.452) and its significance is($p0.0001 < 0.05$) also, R square is (0.19) but, F-Test is(28.35) while its significant is ($p0.0001 < 0.05$) therefore this model is suitable and skill influence on the innovation so, the hypothesis ($H_{3.1}$) accepted.

Table 2.26. Dependent Variable: Creativeness

	B	Sig.	R2	Adjusted R3	F (Sig)
(Constant)	2.114	0.0001	0.22	0.21	33.63 (0.0001**)
Skill	.490	0.0001			

Table 2.26 shown the skill impact on the Creativeness, its Beta is(0.490) and its significance is ($p0.0001 < 0.05$) also, R square is (0.22) but, F-Test is(33.63) while its significant is ($p0.0001 < 0.05$) therefore this model is suitable and skill impact on the creativeness so, Hypothesis ($H_{3.2}$) accepted.

Table 2.27. Hypotheses Results

This table explain the impact of HRMP on innovation creativeness and skilll		
	Hypotheses 1	
H1	There is a positive relation between HRM practices and skill	Impact
H1.1	The positive relation between Job Analysis and Skill	Not Provide
H1.2	The positive relation between Employment and Skill	Provide
H1.3	The positive relation between Compensation and Skill	Provide
H1.4	The positive relation between Training and Skill	Not Provide
H1.5	The positive relation between Empowerment and Skill	Not Provide
level of hypothesis support		Weak
	Hypotheses 2	
H2	There is a positive relation between HRMP, innovation, and creativeness	Impact
H2.1	The positive relation between Job Analysis and Innovation	Provide
H2.2	The positive relation between Employment and Innovation	Provide
H2.3	The positive relation between Compensation and Innovation	Provide
H2.4	The positive relation between Training and Innovation	Provide
H2.5	The positive relation between Empowerment and Innovation	Not Provide
H2.6	The positive relation between Job Analysis and Creativeness	Not Provide
H2.7	The positive relation between Employment and Creativeness	Not Provide
H2.8	The positive relation between Compensation and Creativeness	Provide
H2.9	The positive relation between Training and Creativeness	Provide
H2.10	The positive relation between Empowerment and Creativeness	Not Provide
level of hypothesis support		Medium
	Hypotheses 3	
H3	There is a positive relationship between skill, innovation, and creativeness	Impact
H3.1	There is a positive relationship between skill and innovation.	Provide
H3.2	There is a positive relationship between skill and creativeness.	Provide
level of hypothesis support		Strong

3. DISCUSSION AND CONCLUSION

Generally, this chapter comprises some important subjects like result of the study, discussion the result, compare this study with previous study, conclusion, recommendation and future recommendation studies.

3.1. Result and Discussion

In this part deeply illustrate the outcome of the result as the following:

3.1.1. Summarized Result

There is a positive relation between HRM practices and skill.

There is a positive relation between HRMP, innovation, and creativeness.

There is a positive relationship between skill, innovation, and creativeness.

3.1.2. Discussion of The Results

The result of the study revealed HRMP impact on the skill and the level of impact is weak and discuss that as the following:

In this study, Job Analysis doesn't provide Skill and it means that the Erbil industrial factories which have been studied couldn't make the balance between job description and job specifications so it negatively impacts the skill. In this study Employment provides Skill it means factories' success to find adequate workers. Also, compensation provides skill it reveals that these firms successful to pay direct or indirect payment like wages and salary, remuneration and insurance so it positively impacts skill. Training didn't provide the skill it means that these factories fail to have adequate training or don't pay attention to the training so it negatively impacts skill. Empowerment didn't provide skill it means employees in these factories didn't have job enough freedom.

The resulting study showed that HRMP impact on the innovation and creativeness also, the level of impact is medium and discuss that as the following:

Job analysis positively impacts on the innovation, it means that factories success to generate new ideas and the causes of this success back to the ingredient of the innovation. Also, this study illustrates that employment positively impacts

innovation, it means that Erbil industrial factories success to attract workers with high intellectual innovation. Then Compensation provides the Innovation it means these firms are the success to have good compensation system to motivate employees. Training positively effect innovation it means Erbil-industrial firms successful to have a new idea also if employees' training didn't adequate but the characteristic of the human and innovation helps to generate new ideas with little training. In these factories' empowerment did not provide the innovation it means there isn't enough job freedom to increase the innovation.

Job Analysis did not provide the Creativeness it means that Erbil-industrial factories could not implement the new idea and there are many reasons for that like Risk, turbulent environment and so on. Employment did not provide the Creativeness in the mentioned firms it means attracted employees could not implement the idea and there are many reasons for that like type of leadership, risk. Compensation impacts Creativeness it means these factories have a good compensation system which helps and motivate employees to implements the new idea. Training positively impact Creativeness and help firms to implement new idea. Empowerment did not provide Creativeness it means there is not enough job freedom.

The resulting study illustrated that skill positively impact on the innovation and creativeness also, the level of impact is strong and discuss that as the following:

Skill positively impacts on the innovation; it means firms success to attract employees with high skill. Skill positively impacts the creativeness it means the employees have adequate skill and the environmental factors are adequate to implement the new idea.

3.1.1. Comparison of This Study With Some Previous Studies

The aim of this study tests the effect of HRM practices on innovation, creativeness, and skill in Erbil industrial factories. This chapter contains the results of the study and compares this results to other studies to find out the agreement and disagreement among them.

Jianwu et al. (2012), the result of their study explained that HRM practices (hiring and selection, reward, job analysis, and teamwork) positively impact

employees creativeness but training and performance appraisal didn't relate employees creativeness and in this study, employment and job analysis didn't impact on the creativeness also training and compensation positively impact on creativeness here both studies emphasis that compensation has the positive impact on creativeness and the difference between other elements back to environmental factors.

Chen & Hung (2009: 104), noted that there is a positive relationship among HRM practices (Staffing or employment, Training, participation and performance appraisal)and Knowledge management capacity which in turn positively impact the innovation efficiency. But the result of our study shows employment, training, and skill positively impact on the innovation with is the same with their study in our study we can say skill is a part of knowledge by increasing the skill the level of knowledge will increase.

Al-bahussin & El-garaihy (2013: 19), illustrated that in the type of organization which concentrated on the high level of training, communication, job description (part of job analysis), teamwork and performance based on reward HRM practices positively impact on the organizational culture, knowledge management and innovation of the organization. Also, according to our study, training, compensation and job analysis positively impact innovation which is the same result.

Alvaro et al. (2016: 485), noticed that HRM practices (training, an appraisal based on performance and compensation) and employees knowledge impact on the development of innovation and our study reveal that the training and compensation have the positive relation on the innovation so both studies have the equal result.

Abdula (2015: 144), clarified that there is a positive link between skill and innovation also, it has a positive relation with creativeness also, this study exactly reaches the same results.

3.2. Conclusion

This study explained the impact of HRM practices on the innovation, creativeness, and skill in some Erbil industrial factories and the most important points in this study is the role of HRM practices dimensions to achieve Innovation and creativeness so, the result of the study illustrated as the following:

- The dimension of the HRMP (Job Analysis, Employment, Compensation, and Training) positively impact on innovation.
- Also, the dimension of the HRM (Compensation and Training) positively impact on creativeness.
- Some dimensions of HRM (Employment and Compensation) positively effect on skill.
- Skill positively impact on Innovation and creativeness.

So, this study explained that some dimensions of the HRM practices in Erbil industrial firms have more impact on the innovation if compare it to other elements of HRM practices like, (job analysis, employment, compensation and training) also, (compensation and training) more influence on creativeness in compare to other dimensions at the same time this study revealed that (employment and compensation) have a high effect on skill but the most important point is that skill has a high impact on the innovation and creativeness.

Likewise, this study finds out the role of HRM practices on the Innovation and creativeness in the Erbil industrial factories so, the managers of this factories should use this result and it is a guideline to use the HRM practices dimensions to raise the skill which has a high impact on the innovation and creativeness to gain a competitive advantage.

3.3. Recommendations

- This study recommends that Erbil industrial firms pay more attention to the dimensions of HRM practices to raise Innovation and creativeness in the firms because it is the source of competitive advantage.
- The researcher recommends the manager of the industrial factories develop the skill of their employees by concentrating on HRM practices dimensions like training and employment.
- This study recommends that managers should pay more attention to the employee's innovative proposal to provides new ideas so, it helps the firms continue to be innovative and creative.
- The researcher recommends the manager of the industrial factories pay attention to the HRM practices dimensions like compensation and benefit

which helps the organization to motivate the skilled employees to remain in the organization.

3.4. Further Studies Recommendations

- The researcher suggests re-conducts the same study in the wider range which contains more factories and in the other cities.
- The researcher recommends that use the same research in another field like the hotel .
- The researcher recommends that use the same study but use the knowledge as the mediate variable.

REFERENCE

- Acemoglu, D., Autor, D. (2011). "Skills, Tasks and Technologies: Implications for Employment and Earnings". *Handbook of Labor Economics*, 4(PART B), 1043-1171.
- Alvaro, L., Perez-Luno, C., & Ramon, V. (2016). "Knowledge as A Mediator Between HRM Practices and Innovative Activity". *Human Resource Management*, 48(4), 485-503.
- Abdel-Wahab, M., Dainty, A., & Ison, S. (2005). *Productivity, Skills, and Training: a Problem of Defintion? Joint CIB International Symposium of W055, W065, W089, W118, TG76, TG78, TG81 and TG84*. Department of Civil and Building Engineering, Loughborough University, LE11 3TU, UK.
- Abas, H. H., Alzidi, N. A., & Alzbidi, Q. T. (2015). *Human Resource Management"Contemporary concepts and trends*. Oman: Alhamed.
- Abdula, S. M. (2015). *Human Resource Management and Its Impact on Creativeness and Innovation*. Master thesis, University of Science and Technology, Sudan.
- Abubaker, H. T., Mahmood, S. H., & Omer, C. A. (2017). "A Comparison results of factor analysis and cluster analysis to the migration of young people from the Kurdistan Region to Europe". *ZANCO Journal of Pure and Applied Sciences*, 29(5), 1-9.
- Adeyemo, S. A. (2009). "Understanding and Acquisition of Entrepreneurial Skills: A Pedagogical Re-Orientaton for Classroom Teacher in Science Education". *Journal of Turkish Science Education (TUSED)*, 6(3), 57-65.
- Akhigbe, O. J. (2013). "Human Resource Planning: A Key Factor in Ensuring the Effectiveness and Efficiency of Organization". *Journal of Emerging Trends in Economics and Mangement Sciences*, 4(4), 388-396.
- Al-bahussin, S. A., El-garaihy, W. H. (2013). "The Impact of Human Resource Management Practices, Organisational Culture, Organisational Innovation and Knowledge Management on Organisational Performance in Large Saudi Organisations: Structural Equation Modeling With Conceptual Framework". *International Journal of Business and Management*, 8(22), 1-19.
- Alhamid, T. A. (2018). *Educational creativeness*. Oman: Dar Alebtekar.
- Alheriri, D. S. (2012). *Human Resource Management*. Oman, Jordan: Alhamed.
- Al-Khozondar, N. O. (2015, August). *Employee Relationship Management and its Effect on Employees Performance at Telecommunication and Banking Sectors*. Master's Thesis, University of Gaza, Faculty of comerce, Gaza.

- Alknani, M. A. (2015). *Psychological Creativeness and Developmental Method*. Oman, Jordan: Dar Almisire.
- Alqereyoti, D. Q. (2001). *Principles of Management* (1 ed.). Oman, Jordan: Dar Alsafa.
- Alshab, D. A. (2014). *Human Resource Management*. Oman: Dar Alamjed.
- Alskarne, B. X. (2011). *Administrative Innovation*. Jordan: Almasire.
- Alzidi, N. J. (2015). *Human Resource Management concepts and contemporary trends*. Oman, Oman.
- Aqeela, M. S., & Victor, L. D. (2017). "Impact of Human Resource Management Practices on Human Capital Development". *Journal of Indian Business Research*, 9(3), 212-228.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practices* (10 ed.). London: Kogan.
- Asmail, M. A. (2013, 1, 30). *Concept Of Attarcting*. Retrieved 4 4, 2019, from bawaba.khayma: <http://bit.do/eNvom> .
- Aziz, D. A. (2011). *Empowerment and its Role to Managerial Creativeness*. Master's Thesis, Business Administration Department, Iraq, Sulimania.
- Baregheh, A., Rowley, J., & Sambrook, S. (2009). "Towards A Multidisciplinary Definition of Innovation". *Management Decision*, 47(8), 1323-1339.
- Beugelsdijk, S. (2008). "Strategic Human Resource Practices and Product Innovation". *Organization Studies*, 29(6), 821-847.
- Brown, C. S. (2013, 7 16). *The Industrial Revolution*. Retrieved 1 2, 2019, from khanacademy: <https://www.khanacademy.org/partner-content/big-history-project/acceleration/bhp-acceleration/a/the-industrial-revolution>.
- Buras, F. (2017). *Human Resource Management, Planning and pathe career of competencies*. Oman: Alhamed.
- Chen, C. J., & Huang, J. W. (2009). "Strategic Human Resource Practices and Innovation Performance , The Mediating Role of Knowledge Management Capacity". *Journal of Business Research*, 62(1), 104-114.
- Christopher, M. M., Gina, C. (2002). "Manageing Radical Innovation: an Overview of emergent Strategy Issues". *Product and Innovation Management*, 424-428.
- Chand, S. (2014, 8 14). *4 Important Objectives of Human Resource Management*. Retrieved 3 27, 2019, from yourarticlelibrary: <http://www.yourarticlelibrary.com/management/4-important-objectives-of-human-resource-management/5411>.

- Cimatti, B. (2016). "Definition, Development, Assessment of Soft Skills and Their Role for The Quality of Organizations and Enterprises". *International Journal for Quality Research*, 10(1), 97-130.
- Dewar, R., Dutton, J. E. (1986). "The Adoption of Radical and Incremental Innovations: An Empirical Analysis". *Management Science*, 32(11), 1422-1433.
- Dave, U., Lake, & Dare, G. (1990, 9). *wiley*. Retrieved 3 20, 2019, from wiley: <https://www.wiley.com/eniq/Organizational+Capability%3A+Competing+from+the+Inside+Out-p-9780471618072>.
- Dessler, G. (2013). *Human Resource Management* (13 ed.). Florida: Pearson Education.
- Dowd, D. M. (2018, 3 18). *chron*. Retrieved 4 20, 2019, from chron: <https://work.chron.com/top-10-skills-high-performing-employees-4879.html>.
- Doyle, A. (2019, 3 18). *thebalancecareers*. Retrieved 4 20, 2019, from thebalancecareers: <https://www.thebalancecareers.com/hybrid-jobs-and-the-hybrid-skills-candidates-need-most-4586497>.
- Dridi, M. B. (2018). *Human Resource Management Strategy in the public organization*. Oman: Dar Alabtikar.
- Frank, R. H., Kaul, J. D. (2015). "The Hawthorne Experiments: First Statistical Interpretation". *American Sociological Review*, 43, 623-643.
- Greasly, K., Bryman, A., & Dainty, A. (2009). "Employee perceptions of empowerment Article information". *Employee Relations*, 27(4), 356-368.
- Ganesh, M., Indradevi. R. (2015). "Importance and Effectiveness of Training and Development". *Mediterranean Journal of Social Sciences*, 6(1), 334-338.
- Gardner, T. M., Wright, M., & Moynihan, L. M. (2011). "the Impact of Motivation, Empowerment, and Skill-Enhancing Practices on Aggregate Voluntary Turnover: the Mediating Effect of Collective Affective Commitment". *Personnel Psychology*, 64(2), 315-350.
- Green, F. (2011). *What Is Skill ? An Inter-Disciplinary Synthesis*. UK: LLAKES.
- Hance, J., Aggawal, R., & StanBrige, R. (2005). "Objective Assessment of Technical Skills in Cardiac Surgery". *European Journal of Cardio-thoracic Surgery*, 28(1), 157-162.
- Henderson, R. M., Clark, K. B. (1990). "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms". *Administrative Science Quarterly*, 35(1), 40.

- Hamid, T., Mehdi, J. M. (2012). "The important of Innovation and its Crucial Role in Growth, Survival and Success of Organizations". *Procedia Technology*, 1, 535-538.
- Herim, H. (2017). *Principles of modern management* (5 ed.). Oman, Jordan: Dar Alhamed.
- Herim, H. M. (2013). *Human Resource Management* (1 ed.). Oman: Dar Alhamed.
- Heuriks, F. J. (1998). "Innovation, Creativeness and Success". *Small Business Economics*, 10(3), 263-272.
- HOFF, W. (2010). "The Importance of Training for Effective Performance". *Public Health Reports*, 85(9), 55-60.
- Honold, L. (2007). "A Review of The Literature on Employee Empowerment". *Empowerment in Organizations*, 4(5), 202-212.
- Hrdiscussion. (2012, 12 16). Retrieved from hrdiscussion:
<https://hrdiscussion.com/downloadfile/7286/1/1302702389/%D8%A7%D8%B3%D8%AA%D8%A8%D9%8A%D8%A7%D9%86%20%D8%AA%D8%AD%D9%84%D9%8A%D9%84%20%D9%88%D8%B8%D8%A7%D8%A6%D9%81.doc>.
- Huselid, M. A. (1995). "The Impact of Human Resource Management Practices on Turnover, Productivity, And Corporate Financial Performance". *Academy of Management Journal*, 38(3), 635-672.
- Husin Abas, H., Alzedi, N. A., & Alzebidi, G. T. (2018). *Human Resource Management*. Oman, Jordan: Shafa Bedran.
- Lan, B.W., Len, H., & Tim, C. (2004). *Human Resource Management a Contemporary Approach*. Britain: FT Prentice Hall.
- Ildikó, M. (2013). *Innovation Goals and Practices among Hungarian Small and Medium Enterprises*. *Fikusz '13 Symposium for Young Researchers*, Óbuda University, Budapest Hungary.
- ILO. (2019). *Employment Relationship*. Retrieved 3 27, 2019, from ILO:
http://ilo.org/ifpdial/areas-of-work/labour-law/WCMS_CON_TXT_IFPDIAL_EMPREL_EN/lang--en/index.htm.
- Indermun, V. (2014). "Importance of Human Resource Management Practices and the Impact Companies in Relation to Competetive Advantages". *Singaporean Journal of Business and Economics*, 2, 30-35.
- Jackson, D., Sibson, R., & Rieble L. (2014). "Undergraduate Perceptions of The Development of Team-Working Skills". *Education and Training*, 56(1), 7-20.

- Jaspers, F., Prencipe, A., & Van, J. (2012). "Organizing Interindustry Architectural Innovations: Evidence from Mobile Communication Applications". *Journal of Product Innovation Management*, 29(3), 419-431.
- Jianwa, J., Shuo, W., & Shuming, Z. (2012). "Does HRM Facilitate Employee Creativeness and Organizational Innovation? A Study of Chinese Firms". *International Journal of Human Resource Management*, 23(19), 4025-4047.
- Jime'nez, D. J., Valle, R. S. (2005). "Innovation and Human Resource Management Fit: an Empirical Study". *International Journal of Manpower*, 26(4), 364-381.
- Joshi, M. (2015). *Human Resource Management* (1 ed.). Bookboon.
- Keld, L., Foss, N. (2003). "New human resource management practices , complementarities and the impact on innovation performance". *Cambridge Journal of Economics*, 27(2), 243-263.
- Kaiser, H. F. (1974). "Factor-Analytic Model-Free". *Educational And Psychological Measurement(1964)*, 111-117.
- Karim, M. R., Huda, K. N., & Khan, R. S. (2012). "Significance of Training and Post Training Evaluation for Employee Effectiveness: An Empirical Study on Sainsbury's Supermarket Ltd, UK". *International Journal of Business and Management*, 7(18), 141-148.
- Kerzner, D. H. (2017). *Project Management* (12 ed.). United State of America: Wiley.
- Kok, p. (2008). *Creative Management*. Cairo, Egypt: Dar Alfaruq.
- Kular, D. (2019). *Human Resource Management*. Constantine, Algeria: Alfa Doc.
- Li, Y., Zhao, Y., & Liu, Y. (2006). "The Relationship Between HRM, Technology Innovation and Performance in China". *International Journal of Manpower*, 27(7), 679-697.
- Leat, M. (2008). *Employee Relations*. Edinburgh, Great Britain: Wenz.
- Leiponen, A. (2005). "Skills and Innovation". *International Journal of Industrial Organization*, 23(6), 303-323.
- Lopez, J. (2015, 6 29). *techblog.constantcontac*. Retrieved 4 25, 2019, from techblog.constantcontac: <https://techblog.constantcontact.com/software-development/types-of-innovation/>.
- Bala, S., Krishnawam, K. (2010). "Importance of technological innovation for SME growth evidence from India". *social Research and training centre on Innovation and Technology*, 2(16), 60 .
- Milke, R., Enric, S. (2005). "The Concept of Skill and Its Social Construction". *Vocational training*, (37), 22-33.

- Menon, S. (2001). "Employee empowerment: An integrative psychological approach". *Applied Psychology*, 50(1), 153-180.
- Mike, S., Jordan, M. (2014). "The Functions of Management as Mechanisms for Fostering Interpersonal Trust". *Advances In Business Research*, 5, 50-62.
- Maher, D. A. (2014). *Human Resource Management*. Askenderi: Dar Al Jami.
- Mantana, P. (1996). *The Dictionary of Management Science*. (5 ed.). Tehran: Yadaver Ketab.
- Markides, C. (2006). "Disruptive Innovation: In Need of Better Theory". *Journal of Product Innovation Management*, 23(1), 19-25.
- Mathis, R. L., Jackson, J. H. (1999). *Human Resource Management*. United States of America: Thomson South-Western.
- Mathis, R. L., Jackson, J. H. (2008). *Human Resource Management*. United States of America: Thomson South-Western.
- McKnight, W. (2014). *Information Management*. Waltham, England: Elsevier.
- Mirsepasi, N. (2002). *Human Resource Management and Labour Relations*. Tehran: Ramin.
- Mohammed, H. S. (2018). *Innovation Management from Idea to Innovation Development*. Van Yüzüncü Yıl University, Department Of Business Administration, Turkey.
- Mondros, J. B., Wilson, S. M. (1994). *Organizing For Power And Empowerment*. New York, United States of America: Columbia University Press.
- Muhamad, J. A. (2008). *Training and its impact on Performance*. Master's Thesis, Business Administration Department, Iraq Sulimania.
- Muhammad, A. (2012). "Human resource planning: A key to internal and external fit". *African Journal of Business Management*, 6(27), 7938-7941.
- Nabi, N., Ahmed, T. (2017). "The Empirical Study on Human Resource Management Practices with Special Reference to Job Satisfaction and Employee Turnover at Investment Corporation of Bangladesh". *Human Resource Management Resaerch*, 7(1), 54-64.
- Nafise, R., Fereshte, D. (2015). "The Role of Human Resources Management on Enhancing the Teaching Skills of Faculty Members". *Materia Socio Medica*, 27(1), 35-38.
- Narini, A. F. (2016). *Human Resource Management*. Erbil: Narin.
- Ngonyani, J. W. (2014, 7). *The Role Of Innovation On Organization Performance Case Study Of Dar Es Salaam*. Master's Thesis, University of Mzumbe, Tanzania.

- Nixon, C. (2014, 8 16). *Human Resource Management*. Retrieved 3 20, 2019, from abouthumanresourcemanagement:
<http://abouthumanresourcemanagement.blogspot.com/2014/08/aims-of-human-resource-management-hrm.html>.
- Noe, R. A. (2010). *Employee Training and Development* (5 ed.). New York: McGraw-Hill/Irwin.
- Noe, R. A., Hollenbeck, J. R., & Wright, M. (2016). *fundamentals of Human Resource Management* (6 ed.). New York: McGraw-Hill/Irwin.
- Oven. A., Smith, W. (2006). "Skill: Making sense of a complex concept". *Journal of Physical Education New Zealand*, 39, 72-86.
- Pynes, J. E. (2009). *Human Resources Management for Public and Nonprofit Organizations* (3 ed.). San Francisco: Jossey-Bass.
- Reinhard, B., Lioyd, H. (2017). *The Perspectives of Elton Mayo. In The Anthropology of Organisations*. London: Routledge.
- Robert, M., Ronald, O., & Willemijn, M. (2006). *Managing Technology and Innovation*. New York, USA: Routledge -Taylor & Francis e-Library.
- Rahman, S., Taniya, R. (2017). "Effect Of Employee Relationship Management (ERM) On Employee Performance : A Study On Private Commercial Banks In Bangladesh". *The Human Resource Management Research*, 7(2), 90-96.
- Rehman, N. S., Abdula, S., & Awla, H. M. (2016). *Human Resource Management*. Erbil: Hivi.
- Ritson, N. (2017). *Business Strategy and strategic plan* (2 ed.). Retrieved from www.bookboon.com.
- Sophie, D., Luc, S. (2010). "InterrelationshipsBetween Human Capital, HRM and Innovation in Belgian Start-ups Aiming at an Innovation Strategy". *The International Journal of Human Resource Management*, 21(11), 1863-1883.
- Spreitzer, G., Kizilos, M., & Nason, S. (1997). "A Dimensional Analysis of The Relationship Between Psychological Empowerment and Effectiveness, Satisfaction, And Strain". *Journal of Management*, 23(5), 679-704.
- Samwel, J. O. (2018). "Human Resource Planning as an Important Practice to Anticipate Future Human Resource Requirements of the Organization – Literature review ". *International Jornal of Research in Business Studies and Management*, 5(3), 24-30.
- Sandrone, V. (1995, 12 10). *Taylorism*. Retrieved 2 24, 2019, from skymark:
<http://www.skymark.com/resources/leaders/taylor.asp>.

- Schuler, R. S., Jackson, S. E. (1987). "Linking Competitive Strategies with Human Resource Management Practices". *The Academy of Management Executive*, 1(3), 207-219.
- Senyucel, Z. (2014). *Managing the Human Resource in the 21st Century*. Retrieved from www.bookboon.com.
- Shitathe, D. (2019). *Human Capital*. Jordan: Al Yazori.
- Strohmeier, S. (2013). "Employee Relationship Management - Realizing Competitive Advantage Through Information Technology". *Human Resource Management Review*, 23(1), 93-104.
- Tan, C. L., & Nasurdin, A. M. (2011). "Human Resource Management Practices and Organizational Innovation: Assessing the Mediating Role of Knowledge Management Effectiveness". *Electronic Journal of Knowledge Management*, 9(2), 155-167.
- Tohidi, H., Jabbari, M. (2012). "The Important of Innovation and Its Crucial Role in Growth, Survival and Success of Organizations". *Procedia Technology*, 1, 535-538.
- Vallas, S. P. (1990). "The Concept of Skill: A critical review". *Work and Occupations*, 17(4), 379-398.
- Zahra, S., Covin, J. (1994). "The Financial Implications of Fit Between Competitive Strategy and Innovation Types and Sources". *Journal of High Technology Management Research*, 5(2), 183-211.

LIST OF TABLES

Tables	Pages
Table 2.1 Average of Survey Response	41
Table 2.2 HRM practices, Indicators Survey Data of Empowerment.....	42
Table 2.3 HRM practices, Indicators Survey Data of Job Analysis.....	43
Table 2.4 HRM practices, Indicators Survey Data of Training	43
Table 2.5 HRM practices, Indicators Survey Data of Compensation and Benefits ...	43
Table 2.6 HRM practices, Indicators Survey Data of Employment	44
Table 2.7 Indicators Survey Data of Mediate variable (Skill)	44
Table 2.8 Dependent variable (Innovation)	45
Table 2.9 Dependent variable (Creativeness)	45
Table 2.10 The Data Collection Instrument	46
Table 2.11 Frequencies and Percentages of the Sample's Education	48
Table 2.12 Frequencies and Percentages of Marital status	48
Table 2.13 Frequencies and Percentages of Age Groups.....	49
Table 2.14 Frequencies and Percentages of the contributor's total Job Experience ..	49
Table 2.15 Frequencies and Percentages of the survey sample's position	50
Table 2.16 The KMO and Bartlett's Test for HRM practices	51
Table 2.17 Eigenvalues and Variance Explanations of the HRM practices	51
Table 2.18 Rotated Factors Matrix for HRM practices	53
Table 2.19 Reliability Analysis.....	54
Table 2.20 Mean and Standard deviation.....	55
Table 2.21 Correlation among variables	58
Table 2.22 Dependent Variable: Innovation	59
Table 2.23 Dependent Variable: Creativeness	59
Table 2.24 Dependent Variable: Skill.....	60
Table 2.25 Dependent Variable: Innovation	60
Table 2.26 Dependent Variable: Creativeness	61
Table 2.27 Hypotheses Results	62

LIST OF FIGURES

Figures	Pages
Figure 1.1 How Environmental Changes Influence on The Function and Responsibility of Human Resource Management.....	4
Figure 1.2 Impact of Managerial Function on Personal and Organizational Goals.....	7
Figure 1.3 HRMO.	9
Figure 1.4 Importance of Human Resource Management.	11
Figure 1.5 Dimension of HRM.	12
Figure 1.6 Job Analysis Objectives.....	14
Figure 1.7 Human Resource Planning.	16
Figure 1.8 Relation Between HRMP and Compensation.....	18
Figure 1.9 Performance, Productivity, Quality, Innovation, and Creativeness.	23
Figure 1.10 Individual Quality.....	24
Figure 1.11 Classification of the Innovation.....	27
Figure 1.12 Creativity Process.	31
Figure 1.13 Relation between HRMP and Skill, Innovation and Creativeness.	35
Figure 2.1 The Study Conceptual Mode.	37
Figure 2.2 Load Graph for the Component Numbers of HRM practices.....	52

APPENDIXES

Appendix1: Questionnaire Form



REPUBLIC OF TURKEY

YUZUNCU YIL UNIVERSITY

FACULTY OF ECONOMIC AND ADMINISTRATION SCIENCES

Beneath survey is arranged to appraise your attitude about the **Impact of Human Resource Management Practices on the Innovation and Creativeness** in the Erbil industrial factories ‘these answers will be kept confidential; it would only be used for scientific purpose.

Thank you for your cooperation and responding this survey.

Supervisor
Dr.Abdullah Ograk

Researcher
Falah Saeed Mahmood
Master Student

Personal Information

- 1- Education:** No Read ☐ Primary School ☐ Secondary School ☐ Diploma ☐
Bachelor's ☐ Master/Ph.D. ☐ .
- 2- Gender :** Male ☐ Female ☐
- 3- Marital status:** Single ☐ Married ☐
- 4- Age:** less than 20 years ☐ 21-30 years ☐ 31-40 years ☐
41-50 years ☐ over 50 years ☐
- 5- Overall Job Experience:**
Equal or less than 2 years ☐ 3-7 years ☐ equal or more than 8 years ☐
- 6- Your position:** Manager ☐ Head department ☐ Worker ☐ Other ☐

Using the following scale, please make a circle around the number that you choose:

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

Job Analysis

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

- 1- Does the job analysis determine the works, which will be done by the employees? **1 2 3 4 5**
- 2- Does the job analysis determine the skills which need to each job? **1 2 3 4 5**
- 3- Does the firm try to determine the job risk after that do the necessary action to protect the employees? **1 2 3 4 5**
- 4- Does the firm care about the practical experiences of the workers or employees according to the importance of the job or work? **1 2 3 4 5**
- 5- Does the firm care about the scientific qualification of the employees or workers according to the importance of the job or work? **1 2 3 4 5**

Employment

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

- 1- Is the selection of candidate process based on the required specifications?
1 2 3 4 5
- 2- Does the general atmosphere of the interview allow the candidates show their knowledge?
1 2 3 4 5
- 3- Does the decision of selection and appointment depend on personal view of the administrator?
1 2 3 4 5
- 4- Is the selection of candidate process clear?
1 2 3 4 5

Compensation and Benefits

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

- 1- Does the factory offer some motivation to maintain the competencies and capabilities?
1 2 3 4 5
- 2- Has the firm a flexible compensation policy based on experience or performance and productivity?
1 2 3 4 5
- 3- Is the firm using a flexible compensation policy to maintain, and motivate the existing employees?
1 2 3 4 5
- 4- is the compensation policy based on the objective to distribute the salaries, wages and other benefits?
1 2 3 4 5

Training

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

- 1- Does the training program increase the Productivity rate of human resources?
1 2 3 4 5
- 2- Does the factory pay attention on regular training programs for new employees to acquire their skills?
1 2 3 4 5
- 3- Does the training process receive considerable attention from the firms 'management?
1 2 3 4 5
- 4- Does the training process make an environment to encourage the creativeness and innovation?
1 2 3 4 5

Empowerment

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

- 1- Do the workers feel that they are working with each other in absolute freedom without restraint? **1 2 3 4 5**
- 2- Do the employees feel their importance role in an organization? **1 2 3 4 5**
- 3- Do the employees feel they are important to the organization and pride of that? **1 2 3 4 5**
- 4- Does the factory management allow employees to express their opinions freely when making decisions? **1 2 3 4 5**

Skills

Strongly Disagree=5 Disagree=4 No comment =3 Agree=2 Strongly Agree=1

- 1- Does the factory own the collection of experiences, competences and knowledge which make it different among the other? **1 2 3 4 5**
- 2- Has the firm a bunch of ability in the different area which make it different in rates and quality of production? **1 2 3 4 5**
- 3- Does the worker contribute to generate the idea? **1 2 3 4 5**
- 4- Do the employees do their job in time without any problem? **1 2 3 4 5**

Innovation

- 1- When the organization makes employment, does it concentrate on the new specialist young employees to achieve innovative advantage? **1 2 3 4 5**
- 2- Is There a good climate in an organization to achieve innovation? **1 2 3 4 5**
- 3- Does the factory interest in the innovative proposals? **1 2 3 4 5**
- 4- Does the require resources exist in the firm to achieve new idea? **1 2 3 4 5**

Creativeness

- 1- Do the factory radical changes in the organizational structure? **1 2 3 4 5**

- 2- Does the factory make, new policies in the field of recruitment, rewards and incentives? **1 2 3 4 5**
- 3- Does the factory make the new product? **1 2 3 4 5**
- 4- Does the factory use the new technology and instrument in the product line? **1 2 3 4 5**



CV

Personal Info

Surname, First Name : Mahmood, Falah saeed..
Nationality : Iraq.....
Birth Date and Place : .03\11\1976.....
Telephone : + 964 750 4788529.....
Fax : No.....
E-mail : falah.mahmood3@gmail.com



Education

Degree	Institution	Graduation Date
Doctorate	No.....	...No...
Master's Degree	Yuzuncu Yil University-Van
Bachelor	Salahaddin University-Erbil	2003-2004

Work Experience

Year	Location	Task
1996-1999.....	Erbil-Soran.....	... Turner

Foreign language	Reading and comprehension	Writing	Speaking
...English.....Good.....Good.....	...Good.....
...Persian.....Excellent.... Excellent..	... Excellent..
...Arabic.....Good.....Bad.....	...Weak.....

Publication

No.....

Hobbies

Forex market, MQL5 programming and Computer



VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ

LİSANSÜSTÜ TEZ ORJİNALLİK RAPORU

27.10.2019

Tez Başlığı / Konusu:

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE INNOVATIONS AND
CREATIVENESS IN ERBIL-IRAQ

Yukarıda başlığı/konusu belirlenen tez çalışmamın Kapak sayfası, Giriş, Ana bölümler ve Sonuç bölümlerinden oluşan toplam ..82.... sayfalık kısmına ilişkin, 27.10.2019 tarihinde şahsım/tez danışmanım tarafından Turnitin...intihal tespit programından aşağıda belirtilen filtreleme uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı % ..6..... (Yüzde Altı....) dir.

Uygulanan Filtreler Aşağıda Verilmiştir:

- Kabul ve onay sayfası hariç,
- Teşekkür hariç,
- İçindekiler hariç,
- Simge ve kısaltmalar hariç,
- Gereç ve yöntemler hariç,
- Kaynakça hariç,
- Alıntılar hariç,
- Tezden çıkan yayınlar hariç,
- 7 kelimeden daha az örtüşme içeren metin kısımları hariç (Limit match size to 7 words)

Van Yüzüncü Yıl Üniversitesi Lisansüstü Tez Orijinallik Raporu Alınması ve Kullanılmasına İlişkin Yönergeyi İnceledim ve bu yönergede belirtilen azami benzerlik oranlarına göre tez çalışmamın herhangi bir intihal içemediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Gereğini bilgilerinize arz ederim.

...../...../2019
Falah Saeed Mahmood MAHMOOD
Adı, Soyadı, İm

Adı Soyadı : Falah Saeed Mahmood MAHMOOD
Öğrenci No : 179213081
Anabilim Dalı : işletme
Programı : işletme
Statüsü : Y. Lisans ☒ Doktora ☐

DANIŞMAN

Dr. Öğr. Ü. Abdullah OĞRAK

04.10.2019

(Signature)

ENSTİTÜ ONAYI

UYGUNDUR

...../...../2019
Doç. Dr. Bekir KOCLAR
Enstitü Müdürü

