

The impact of human resources management practices on developing the creative abilities of employees

- A field study in the National Marble Institution in Guelma -

أثر ممارسات إدارة الموارد البشرية في تنمية القدرات الإبداعية للعاملين

- دراسة ميدانية بالمؤسسة الوطنية للرخام بقالة -

Radhia Yousfi ¹, Oussama Rahali ²

¹ Skikda University, Laboratory ECOFIMA, r.yousfi@univ-skikda.dz

² Small & Medium Enterprise Facilitation Center El-Bayadh, oussama.rahali.dz@gmail.com

Received on: 15/11/2020

Accepted on: 04/22/2021

published on: 04/30/2021

Abstract:

This study aims to identify the impact of human resource management practices on developing the creative abilities of the employees in the National Marble Institution in Guelma, and the two researchers developed a questionnaire consisting of (40) paragraphs, it was distributed to a sample of (80) respondents, (68) of which were valid for the study. The study reached several results including: the researched institution pays high attention to the application human resources management practices, the employees have a high level of creative abilities, there is a significant positive impact on the practice of evaluating performance, incentives and rewards on developing the creative abilities of the employees, while there is no significant impact for the practice of polarization, selection, recruitment, and the practice of training and development on developing their creative abilities.

Keys words: human resources management practices, creativity, creative abilities, National Marble Institution in Guelma.

JEL classification code: D23 ; L2.

ملخص: هدف هذه الدراسة إلى التعرف على أثر ممارسات إدارة الموارد البشرية في تنمية القدرات الإبداعية للعاملين بالمؤسسة الوطنية للرخام بقالة، وقد طور الباحثان استبانة تكونت من (40) فقرة، تم توزيعها على عينة شملت (80) مبحوثا استرد منها (68) استبانة صالحة للدراسة. وقد توصلت الدراسة لعدة نتائج كان منها: تولي المؤسسة المبحوثة اهتماما عاليا بتطبيق ممارسات إدارة الموارد البشرية، يتمتع الموظفون بمستوى مرتفع من القدرات الإبداعية، يوجد أثر معنوي إيجابي لممارسة تقييم الأداء والحوافز والمكافآت في تنمية القدرات الإبداعية للعاملين بينما لا يوجد أثر معنوي لممارسة الاستقطاب والاختيار والتعيين وممارسة التدريب والتطوير على تنمية قدراتهم الإبداعية.

الكلمات المفتاحية: ممارسات إدارة الموارد البشرية، إبداع، قدرات إبداعية، المؤسسة الوطنية للرخام بقالة.

تصنيف JEL : D23 ؛ L2

Corresponding author: radhia Yousfi, radiayousfiradia@gmail.com

1-Introduction

The human resource is considered one of the most important resources on which modern economies are built. In fact, it is the basis of the economic and social development. In fact, the failures that many major institutions in the world have suffered from are the result of their lack of competent and qualified human resources, therefore, it has become necessary to consider clearly issues of human resources management and their implications for the efficiency of the individual in the performance of his work, and in this regard; Human resource management practices are one of the administrative systems in which the benefit of the individual and the organization is achieved through the best use of human resources, also, human resource management practices are important, which contributes to the development of the individual and increases the level of his skills and creativity, In view of the importance that the working individual plays in enabling his organization to achieve the best and the finest .. it has become the trend of these organizations today is to seek to attract the best human resources that possess the expertise and skills, and to work on training, training, formation, motivation and reward, in order to ensure the enhancement of their creative skills in a way that contributes to achieving their goals.

- **The problem of the study:** In order to address the subject of the study and achieve the desired objectives of it, a major question was raised that:

To what extent does the human resources management practices contribute to developing the creative abilities of the employees of the National Marble Institution in Guelma?

And subdivided from this question, the following partial questions:

- What is the level application of human resources management practices in The National Marble Institution Guelma from the employees' point of view?
- What is the level of creative abilities of the workers at the National Marble Institution?
- Is there a statistical impact at the level of ($\alpha \leq 0.05$) for the application of human resources management to develop the creative abilities of workers in the institution under study?
- **Study hypotheses:** To answer the study problem and the sub-questions; the hypothesis is formulated as follows:

There is no statistical effect at the significance level ($\alpha \leq 0.05$), Application of human resources management in developing the creative abilities of employees, at the National Marble Institution in Guelma.

- **The importance of the study and its objectives:**

This study has a great importance, because it deals with the most important function in the organization, which is the human resources management, due to its ability to provide a human element and qualified and trained competencies and it has creative skills that enable the organization to excel and increase its competitiveness, and accordingly, what researchers seek to achieve through this study is to achieve the following goals, brief introduction

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on human resource management practices and creative abilities, identify the level of application of human resource management practices at the National Marble Institution in Guelma, knowing the level of creative abilities of the employees of this institution, then, the disclosure of the impact of applying human resource management practices in developing the creative abilities of employees in the institution under study.

2. The theoretical framework of the study:

2.1 Human resources management practices:

- The concept of human resources management:

Human resources management can be defined as: “A process that seeks to fully utilize human resources through the exercise of a multitude of functions, such as manpower planning, selection and appointment, transfer and promotion, job analysis and description” (Al-Sayrafi, 2007, p17). Others define it as: “the administration that ensures obtaining the best human resources through activities and activities represented in planning, recruitment and appointment, training, motivation, and in the manner that provides the organization with its needs of the competent human element present and in the future, and its good use and preservation” (Al-Badareen, Al-Jadaya, & Al-Amri, 2014, p67). From the above, it can be said that the various definitions of human resources management do not differ, for their content is the same, and they refer to the extent of the organization's ability to carry out a set of processes and practices to obtain efficient, qualified human resources and enable it to achieve its current and future goals.

- Dimensions of human resource management practices:

It is an integrated set of practices, through it the optimal use and development of human resources is made for the purpose of achieving the goals of the institution, individuals and society (Al-Quaralah, 2018, p6), these are the decisions and procedures of interest to human resources management at business levels related to the application of strategies directed towards maintaining competitive advantage, example of which are: training, compensation systems, performance evaluation, recruitment and selection, and planning (Salmen & Mahawi, 2016, p188) which:

A- Recruitment, selection and appointment: is one of the main functions of the recruitment process, after identifying the job description and the specifications of its occupant, the recruitment function begins and is saturated with information by human resources planning, and this process generally aims to create the largest pool of workers who have the desire to work in the organization and contribute to increasing effectiveness Selection process by attracting suitable individuals in order to reduce the number of unqualified applicants (Taher & Muhammad, 2018, p53).

B- Training & Development: training refers to the set of methods used to equip new or existing employees with the skills needed to successfully perform their

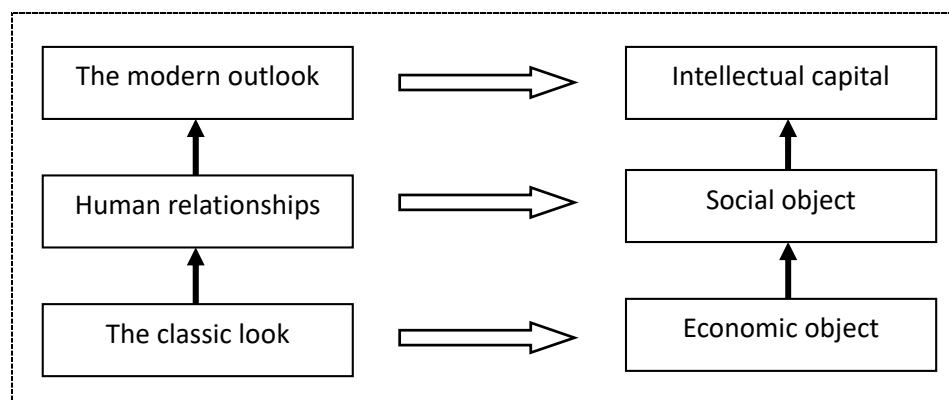
jobs (Desler, 2012, p264).

C- Incentives & Rewards: motivation is one of the most important functions that human resources management must give adequate attention to, and it is the engine that drives individuals to satisfy their desires and thus do whatever they are asked of, by contributing to satisfying the needs of workers and raising their morale and contributing to controlling the behavior of workers in a way that ensures moving this behavior And directing it towards the common interest of both the individual and the organization (Al-Badarin, Al-Jadaya, & Al-Amri, 2014, p68).

D- Performance Evaluation: it is the attempt to determine the performance of the individual with all his psychological or physical characteristics or technical, intellectual or behavioral skills, in order to identify, strengthen and improve points of strength and weaknesses and improve them as a basic guarantee to achieve the effectiveness of the institution now and in the future (Taher & Muhammad, 2018, p53).

Upon reviewing the literature on human resources management, it is noticed that the perception of the human resource has evolved and changed. From the classic approach to management and considering the human being an "economic machine", managerial thought developed at the entrance to human relations (Elton Mayo) and he considered man a "social object". However, the real leap of human perception occurred in the second half of the twentieth century, and that view crystallized in considering the human being an "intellectual capital", it must be taken care of, developed and provided with all conditions that contribute to raising its value, efficiency and exploding its energies, because taking care of it is a long-term investment that contributes to achieving the strategic goals of the organization, and it can be explained through (figure.1):

Figure (1). The evolution of the perception of human resources



Source: (Zayed, 2003, p35)

2.1 Creative Abilities:

- The concept of creativity:

The concept of creativity has gained the attention of many researchers, and

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it has become widespread among specialists and others, but its use is superficial, as most of those who circulate this word do not know its content and do not have an explanation of its meaning. It was only after the year 1950, when the psychologist (Guilford) pointed out the lack of interest in this concept, which has recently become one of the most common terms in the management literature (Tarfa & Boumediene, 2018, p361).

The Austrian economist "Schumpeter" is considered the first to focus on creativity in economics through his book *The Theory of Economic Development* in 1912. Many believe that creativity is an inherited characteristic that is inherent in some fortunate individuals who are born with it (Fadaee & Abd Alzahrh, 2014, p1). While (Sternberg) believes that creativity refers to a special type of intellectual skill that enables to see problems in a new way and to escape from the limits of traditional thinking (Sternberg, 2006, page 88). And there are those who believe that creativity implies some personality traits and the nature of motivation (Patillon, 2014, p58), and Stein (1953) was the first to provide a standard definition of creativity in an unambiguous way, and unlike his predecessors he was without doubt talking about creativity in *By itself*, and he did not discuss genius even though he provided a useful point of view on it (Runco & Jaeger, 2012, p95).

- the creativity can be defined as "reaching a solution to a problem or a new idea" (Najem, 2012, p138), which is a "thinking about what others did not think or see what no one has seen before or do something that others have not done before" (Quandil, 2010, p125).

- Dimensions of creative abilities:

Creative abilities can be divided into:

Fluency: it means the person's ability to produce the largest number of creative ideas in a specific period of time, the creative person is superior in terms of the amount of ideas proposed by him in a fixed unit of time, compared to others, as he has a high degree of ability to fluidity and ease of finding ideas (Waer, 2015, p86).

Originality: the ability to come up with new and useful ideas that are not related to the repetition of previous ideas, is not familiar and far-reaching, so the original creator does not repeat the ideas of others and does not resort to traditional solutions to the problem (Al-Sheikh, 2017, p61).

Flexibility: the ability to find diverse ideas that are not normally expected, or to transform the course of thinking, or the requirements of the situation (Al-Badareen, Al-Jadaya, & Al-Amri, 2014, p69).

Sensitivity to problems: seeing many problems in one situation means a clear vision, awareness of mistakes and their shortcomings, and a sense of them (Ababneh & Al Shaqran, 2013, p471).

The spirit of risk-taking: the extent of the individual's courage in exposing himself to failure or criticism and working under ambiguous circumstances, and here the creative person tends to take the initiative in adopting new ideas and

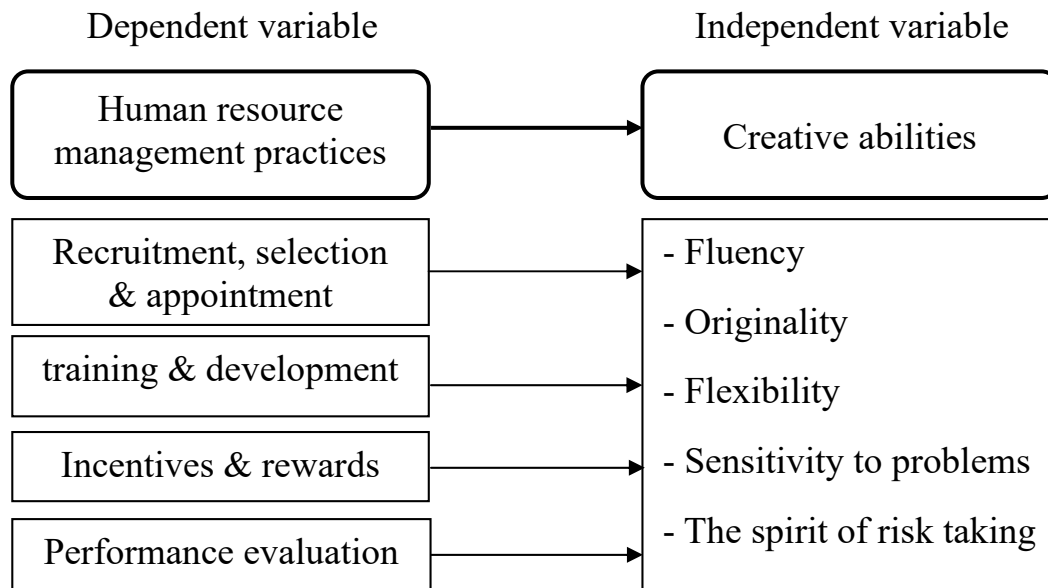
searching for solutions to them, and at the same time he has the willingness to take the risks resulting from the actions that the individual takes upon adopting New ideas or methods and taking responsibility for their results (Al-Sheikh, 2017, p62).

3. The Applied Study:

3.1 Study procedures:

- **Study model:** the model shown in Figure (1) illustrates the study variables:

Figure (1). The Default Search Model



Source: Prepared by researchers

- **Study boundaries:** Spatial boundaries: The National Marble Institution in Guelma. Time limits: September & October 2017. Human boundaries: All employees of the National Marble Institution in Guelma, (107 workers).

- **Study approach:** in relation to the theoretical aspect of the study, the descriptive approach was adopted which allows describing the phenomenon under study in theory by relying on the method of desk research, with reference to the most important theoretical literature on human resource management practices and human resource creativity, and on the practical side. A descriptive approach will be adopted, which allows describing the studied phenomenon as in reality without the intervention of researchers, which does not depend on collecting information but rather analyzing and interpreting it to reach the most important results and recommendations that we hope will contribute to the development and improvement of reality.

- **Study population and sample:** The study population is represented in all the employees of the National Marble Institution in Guelma, their number is (107) workers. As for the study sample, it was selected in a simple random way and

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included (80) respondents, from which (68) questionnaire valid for the study were retrieved.

- **The study tool:** The main study tool was the "questionnaire". The tool was designed using the five-point Likert scale, which ranges from 1 to 5, meaning from completely disagreeing to completely agreeing (Table 1), and it was divided into two parts: the first relates to personal data, and the second includes two axes. The first axis concerns the independent variable human resource management practices and includes (20) statements, while the second axis concerns the dependent variable creative abilities and also includes (20) statements. The methods of statistical treatment were: frequencies, percentages, the equation of "Cronbach's Alpha", arithmetic means and deviations Standardized, multiple regression analysis test.

Table (1). The degrees of the study scale

Appreciation	Not completely ok	Not ok	neutral	ok	completely ok
Class	1	2	3	4	5

- **Study tool stability:** to measure the stability of the study instrument, the researchers used the "Cronbach's Alpha" equation (see Table. 2).

Table (2). The values of the stability coefficients "Cronbach's Alpha" for the study tool and their dimensions

The axes	The number of phrases	Cronbach's alpha coefficient
The focus of human resources management practices	20	0.981
The focus of creative abilities	20	0.980
The overall stability factor of the study tool	40	0.989

Source: results of statistical program (SPSS. V24)

Table (2) shows that the values of the stability coefficients of Cronbach's alpha are very high, which are all more than (0.980), which confirms the validity of the tool for field application.

- **Characteristics of the study sample:** The male group is dominant in the researched institution at a rate of 68.3%. This is due to the nature of the institution's activity, which requires physical effort, as we find that the female group is more concentrated in the administrative aspect, and the age group (26-35 years) formed the largest number in the studied sample by 58.3%, The largest number of respondents had a university level, and this is due to the nature of the institution's activity as well, which requires specialists in the field. It also

appears that 63.3% have experience in the institution of less than 5 years, followed by only 21.7% who have experience of more than 16 years.

4. Results & Discussion

4.1 Discussing the results related to the answer to the first question:

which states: "What is the reality of applying human resource management practices from the viewpoint of the employees of the National Marble Institution in Guelma?". To answer this question; Arithmetic averages and standard deviations were extracted to know the level of human resource management practices from the point of view of the employees of this institution (table.3), and the arithmetic averages were classified and given three scores as a criterion for arbitration as follows:

(1-2.33): weak degree; (2.34-3.67): medium degree; (3.68-5): high degree.

Table (3). The arithmetic mean and standard deviation of the level of human resource management practices in the institution under study

The dimension	paragraphs	arithmetic mean	standard deviation	level	rank
Recruitment, selection & appointment	1-5	4.34	0.885	high	1
training & development	6-10	4.30	0.887	high	2
Incentives & rewards	11-15	4.20	0.851	high	4
Performance evaluation	16-20	4.22	0.877	high	3
The general level of the focus of human resource management practices	1-20	4.26	0.835	high	-

Source: results of statistical program (SPSS. V24)

Table (3) shows that there is no discrepancy in the respondents' answers about the level of human resource management practices at the National Marble Institution in Guelma. The arithmetic averages of this axis ranged between (4.20-4.34), and the practice of "polarization, selection and appointment" came in first place with an average Arithmetic (4.34), followed by the practice of "training and development" with an arithmetic average of (4.30), thirdly the practice of "performance evaluation" with an arithmetic mean (4.22), and finally the practice of "incentives and rewards" with an arithmetic average (4.20), and all dimensions were of a high degree. The general arithmetic mean of this axis is (4.26) with a high degree.

This result can be explained in the light of the answers of the sample members, is that these results give a positive impression of the reality of the institution in terms of not failing to apply the practices of human resources management, so it seeks primarily to apply the practice of recruitment, selection and appointment by ensuring that vacancies are announced on time and by means. The advertisement is available, and it is also keen to select committees

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that have transparency in evaluating candidates for those positions, in addition to giving the employee the opportunity to choose his field of work in line with his interests.

The Foundation also pays attention to the practice of training and professional development as well, so it holds continuous training courses according to its needs, and employees are chosen for these trainings fairly and objectively in order to improve their level and develop their skills, and the institution's management follows up the employees who benefit from the training to ensure that the knowledge they have acquired is applied. In the area of performance evaluation, the institution seeks to follow clear objective foundations in the evaluation process, usually on the basis of what the employee achieves in his work, and also encourages the employee's self-evaluation process, as for the practice of motivation, it sometimes resorts to the method of negative motivation such as deduction from the salary in order to create a kind of commitment to the employee, and positive motivation by providing equal opportunities to employees for promotion and career advancement, and allocating additional grants to the employee who achieves positive results or a high and distinguished performance level.

4.2 Discussing the results related to the answer to the second question:

which states: "What is the level of availability of creative abilities among the employees of the National Marble Institution in Guelma?". To answer this question, the arithmetic means and standard deviations were extracted to know the level of availability of creative abilities among the employees of the institution (table 4).

Table (4). The arithmetic mean and standard deviation of the level of creative abilities of the researched institution

The dimension	paragraphs	arithmetic mean	standard deviation	level	rank
Fluency	21-25	4.07	0.880	high	5
originality	26-29	4.14	0.856	high	3
Flexibility	30-33	4.17	0.854	high	1
Sensitivity to problems	34-37	4.14	0.893	high	2
The spirit of risk-taking	38-40	4.09	0.854	high	4
The overall level of the Creative Skills axis	21-40	4.12	0.832	high	-

Source: results of statistical program (SPSS. V24)

Table (4) shows that the employees of the National Marble Institution in Guelma possess a high level of creative abilities, and the arithmetic averages of this axis ranged between (4.17- 4.09), and the intellectual flexibility dimension came first with an arithmetic mean (4.17), followed by the dimension of

sensitivity to problems, and thirdly the dimension of originality then The dimension of the spirit of risk and finally the dimension of intellectual fluency, with an arithmetic average of (4.07), and all dimensions came with a high degree.

The table also shows that workers have distinct creative abilities, and the evidence for this is that they care a lot in knowing opinions contrary to their opinions and try to benefit from them, and they are always ready to change their position if they are convinced of its incorrectness in addition to their ability to perform the same work in more than one way... and they also have the ability of sensitivity to problems and their ability to anticipate and discover the problem before it occurs at work and the ability to know and analyze the causes leading to it. They also have the ability to produce new ideas that have not been reached before, they move away from the imitation of others in the completion of their work and solve their work problems and provide unique and distinct solutions to those problems as they always strive to perform the tasks assigned to them in renewable ways, and they have a spirit of risk. Which is embodied in their intense persistence to adopt new ideas and keenness to apply them in work, whatever the results, and they are always ready to bear the consequences of the decisions they make in their work, as they take the initiative to experiment with everything new and accept failure as the experience that precedes success, in addition to their ability to produce the largest number of ideas within a short period of time and their ability to propose quick solutions to work problems in addition to their ability to deal with business problems and analyze them accurately.

4.3 Discussing the results related to the answer to the third question:

which states: "There is no statistically significant effect at a significance level (0.05) for the application of human resource management practices on developing the creative abilities of the employees of the institution under study?". To answer this question, the stepwise multiple linear regression equation was used using the Stepwise method to find the regression line equation and to test the correlation between human resource management practices and the development of the creative skills of workers (table 5).

Table (5). Correlation coefficient for the importance of human resources management practices in predicting the development of creative abilities of employees in a Stepwise method

Model Summary^c				
Model	R	R ²	Adjusted R ²	Std. of the Estimate
1	.915 ^a	.837	.834	.33908
2	.927 ^b	.859	.855	.31707

a Predictors: (Constant), model 1: Performance Evaluation
b Predictors: (Constant), model 2: Performance Evaluation, Incentives & Rewards
c Dependent Variable, (creative abilities)

Source: results of statistical program (SPSS. V24)

The stepwise method has been adopted to follow the gradation of the entry of the partial independent variables (HRM practices) into the regression equation and to examine which of these variables (polarization, selection and appointment, training and development, incentives and rewards, performance evaluation) is more predictive of the dependent variable (creative abilities), where that following this method is considered a step to build a model that represents the significant combinations of the independent variables in the dependent variable more than it is to deal with the linear interrelationships, and that following this method guarantees the original elimination of the variables that cause the problem of collinearity.

As it is evident from table (5) the gradation of the entry of partial independent variables into the regression line equation, and the results indicated that there are two models for the regression line equation, as it is clear from model (1) that “performance evaluation” was the first variable to enter the equation, as it is explained with significance (83.7%) of the variance in the dependent variable (creative abilities), while model (2) shows the increase in the value of the coefficient of determination to (0.859), i.e. an amount (85.9%), due to the entry of a second variable in the regression equation, which is "incentives and rewards", in another meaning, the second variable, “incentives and rewards,” explains, in a significant way, an amount (85.9%) of the variance in the dependent variable (creative skills), however, this is with the stability of the first variable, “performance evaluation,” meaning that the explanation is due to the two variables together. Meaning about (86%) of the creative skills that the employees are distinguished by refer to the two variables (performance appraisal, incentives and rewards) noting that the greater credit is due to the “performance evaluation” variable because it alone guarantees a linear correlation of (91.5%) with the dependent variable and explains alone its (83.4%) of the real variance in the dependent variable (creative abilities).

Table (6) shows the feasibility of following the partial regression coefficients to show the effect of the two variables (performance evaluation, incentives and rewards) on the dependent variable (creative abilities).

Table (6). Analysis of the variance of the impact model between human resource management practices and the development of the creative abilities of employees using the Stepwise method

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig
1	Regression	38.851	1	38.851	337.911	.000 ^b
	Residual	7.588	66	015.		
	Total	46.439	67			
2	Regression	39.904	2	19.952	198.456	.000 ^c
	Residual	6.535	65	101.		
	Total	46.439	67			

a. Dependent Variable: (creative abilities)

b. Predictors: (Constant): model 1: Performance Evaluation

c. Predictors: (Constant): model 2: Performance Evaluation, Incentives & Rewards

Source: results of statistical program (SPSS. V24)

- The addition in the modified coefficient of determination, which came as a result of adding the variable "incentives and rewards", is a significant increase, as the matter is reflected in the results of table (6) above, which shows that model (2) indicates the feasibility of following the study of partial regression coefficients for each of the two variables (performance evaluation and incentives and the rewards) to show the effect of each of them on the dependent variable, where the value of (F) for the model (2) was the value (198.456) with degrees of freedom (df=2,65) and the probability value (P-value) is equal to (sig = 0.000) which is less than the level of significance (0.05).

And therefore, using the Stepwise method in the multiple regression analysis led to the exclusion of two independent variables from the regression equation, namely: polarization, selection and appointment, and training & development, which had no significant effect on the dependent variable, while preserving two independent variables that contributed to building the regression equation, namely: practice performance appraisal, incentives & rewards. Table (7) shows the partial regression coefficients for the strength of the impact of human resource management practices on the dependent variable (creative skills of employees).

Table (7). Partial regression coefficients for the power of impact of human resources management practices on developing the creative abilities of employees using the Stepwise method

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients		(t)	Sig
		B	Std. Error	Beta			
1	(Constant)	<i>a</i>	.461	.204		2.263	.027
	<i>x₄</i> Performance Evaluation	<i>b₄</i>	.868	.047	.915	18.382	.000
	(Constant)	<i>a</i>	.280	.198		1.409	.164
2	<i>x₄</i> Performance Evaluation	<i>b₄</i>	.596	.095	.629	6.291	.000
	<i>x₃</i> Incentives & Rewards	<i>b₃</i>	.316	.098	.323	3.237	.002

a. Dependent Variable: creative abilities

Source: results of statistical program (SPSS. V24)

From the results of table (7) we note the positive effect of each of the two independent variables (performance evaluation, incentives and rewards), the amount of their impact on the dependent variable (creative abilities) (59.6%, 31.6%), where the P-value for these two variables was (0.000 and 0.002), both are below the approved level (0.05).

Table (7) results show the significant and positive impact of each of the two independent variables (performance evaluation, incentives & rewards), the amount of the impact of these two variables on the dependent variable (creative abilities), respectively (59.6% & 31.6%), where the probability value was (P-value), for these two variables (0.000 & 0.002) respectively, both of which are less than the approved level of significance (0.05), and these results can be translated as follows:

- The greater the degree of commitment to the practice of "performance evaluation" in the researched institution by one unit, the more creative abilities of workers increased by (59.6%), and the higher the degree of commitment to the practice of "incentives and rewards" in one unit, the more creative abilities of workers increased by (31.6%) - table 7-

As a result, and through the table (7), to represent past relation, the final mathematical model of the regression line equation can be formulated as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$$

- And since two independent variables were excluded (polarization, selection & appointment, training & development) from the model because they did not have a significant effect or could be strongly related with the rest of the independent variables, there are two independent variables that positively and significantly affect the dependent variable Y, which represents the creative abilities of the workers and these two independent variables are represented by (x_4 representing performance evaluation, and x_3 representing incentives & rewards), so the equation becomes:

$$Y = a + b_4x_4 + b_3x_3$$

Where:

a : constant, representing the segment of the regression line, equal to (0.280).

b_3 : regression coefficient x_3 , which is the slope of the regression line with respect to the variable "incentives and rewards" and its value (0.316).

b_4 : regression coefficient x_4 which is the slope of the regression line with respect to the variable "performance evaluation" and its value (0.596).

And the final equation of the regression line becomes according to the following mathematical model:

$$Y = 0.280 + 0.596x_4 + 0.316x_3$$

By compensation we find:

$$\text{Creative Abilities Development} = 0.280 + (0.596) \text{ performance evaluation} + (0.316) \text{ incentives \& rewards}$$

Through the results obtained, it can be said that the null hypothesis of the study (H_0) is not fulfilled, which states: "The application of human resource management practices does not contribute to developing the creative skills of the employees of the National Marble Institution in Guelma". Thus, the results obtained in this study lead us to accept the alternative hypothesis (H_1), which states: "The application of human resource management practices contributes to developing the creative abilities of the employees of the National Marble Institution in Guelma".

5. Conclusion:

This study concluded with several results, including:

- The level of application of human resource management practices at the National Marble Institution in Guelma was high, with an arithmetic average of (4.26), and this could be explained by the fact that the institution under study adopts modern management principles and is broadly interested in applying human resource management practices.
- The practice of recruitment, selection and appointment is the most applied practice of human resources management, and researchers attribute this to the objectivity, integrity and transparency that the institution adopts during the recruitment and appointment process.

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- The most important creative ability that workers in this institution enjoy is intellectual flexibility.
- There is a significant and positive impact at a level of significance (0.05) for the practices of human resources management in developing the creative abilities of the employees of the National Marble Institution in Guelma. The effect is primarily due to the practice of "performance evaluation" and then to the practice of "incentives and rewards" in a second degree, while there is no significant effect for each of the practice of recruitment, selection & appointment, and the practice of training and development practice.

Based on these results, the following recommendations can be made:

- The need to set clear criteria to attract employees with high creative skills.
- Paying more attention to the practice of incentives and rewards at work, especially with regard to wages, promotion opportunities and career advancement, as it is the most important factor in job satisfaction, which is positively reflected in the development of the creative abilities of workers.
- Intensifying training and formative systems and ensuring the principle of fairness in their distribution, so that they should not be available to certain categories of employees exclusively, in order to increase learning opportunities, acquire creative skills and develop knowledge.
- The need to follow clear principles while evaluating employees, to reward outstanding performance at work, in addition to avoiding personal relationships in the evaluation process.

6-Appendices:

	paragraphs	1	2	3	4	5
	The first axis: human resource management practices					
1	Vacancies jobs are advertised on time and by available advertising means.					
2	The institution adopts internal recruitment method to provide more opportunities for employees for promotion.					
3	Employment applications are examined and made sure that they comply with the conditions of the job before receiving them.					
4	Committees are selected that it has transparency and neutrality in evaluating candidates for vacant positions.					
5	The institution allows the new employee the freedom to choose his field of work in line with his interests.					
6	The institution holds training courses every year according just to its needs.					
7	Employees are chosen to benefit from the training courses with integrity and objectivity.					
8	There is an interest in involving employees in training sessions to improve their performance and develop their skills.					
9	New employees are trained on the nature of their jobs before practicing their job.					
10	Following up the employees after completing their training to					

	ensure that the knowledge they gained is applied.					
11	Employees who achieve positive results in their work are rewarded.					
12	A percentage of the yield is deducted for employees who fall short or absent frequently.					
13	The employees are thanked for their excellent work during the institution's meetings.					
14	The institution allocates additional grants to employees who achieve high levels of performance.					
15	The administration of the institution provides equal opportunities for employees to be promoted and career advancement.					
16	Employees are not evaluated on the basis of personal relationships between leader and employee.					
17	The employees are evaluated on the basis of the level of performance the employee achieves in his work.					
18	Employees are evaluated based on clear rules for all.					
19	The leader encourages employees to Self-evaluation process.					
20	Frequently, the employee evaluation process leads to negative motivation, such as a salary truncation.					
	The second axis: creative abilities					
21	You have the ability to generate the biggest number of ideas within a short period of time.					
22	You have an ability to suggest quick solutions to work problems.					
23	You have highly ability to handling and analyzing work problems with precision.					
24	You have the ability to debate and constructive comment on the opinions of others.					
25	You have the ability to articulate and explain your thoughts precisely.					
26	You have the power to produce new ideas that no one else has come up with.					
27	Avoid imitating others in accomplishing your tasks and solving your work problems.					
28	You seek to provide unique and distinct solutions to the problems you face in your work.					
29	You are trying to carry out the tasks assigned to you in a renewed and sophisticated way.					
30	You care a lot about the opinions that differ from yours and try to benefit from them.					
31	You are always ready to change your attitude if you are convinced that it is not correct.					
32	You can do the same work in more than one way.					
33	You are always keen to find different and new ways to perform the tasks assigned to you.					
34	You have the ability to envision different alternatives when dealing with a problem.					
35	You have the ability to anticipate and discover the problem before it happens at work.					
36	You have the power to present the problem and analyze the					

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	causes leading to it.					
37	You make sure to make plans in advance to face potential work problems.					
38	I adopt new ideas and always strive to implement them, whatever the results.					
39	I bear the consequences of the decisions that I make at work.					
40	I initiate new experiences and accept failure as the experience that precedes success.					

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