



THE EFFECT OF HUMAN RESOURCE MANAGEMENT STRATEGIES ON THE ORGANIZATIONAL CREATIVITY OF MEDICAL AND NURSING STAFF-AN APPLIED STUDY AT KING KHALED HOSPITAL IN SAUDI ARABIA-

Ahmed Yahya Mohsen Alrashah^{1*}, Hamad. Mohammed Alhendi², Saleh Mahdi Alsulimaan³, Rizq Mohammed Rizq Al Ishaq⁴, Abdulmohsen Yahya Mohsen Al Rashah⁵, Yassin Ghaleb Hassan Alnbzah⁶, Mohmmmed Mohsen R Alrashah⁷, Shaker Mohsen Rizq⁸

^{1*}Health control center at najran airport

²Health control center at najran airport

³Health control center at najran airport

⁴Maternity and Children's Hospital

⁵king khaled Hospital

⁶Health control center at najran airport

⁷Mental health hospital

⁸Regional laboratory

***Corresponding Author:** Ahmed Yahya Mohsen Alrashah

^{*}Health control center at najran airport

Abstract

The study aimed to identify the effect of human resources management strategies in its dimensions (recruitment, training, motivation, performance appraisal strategy) on the organizational creativity of the medical and nursing staff. The study adopted the descriptive approach through a questionnaire that was applied to (250) individuals working in three hospitals at King Khaled Hospital. The study results showed that there is a high degree of appreciation for human resources management strategies at King Khaled Hospital, where this is due to the efficiency of its dimensions. The study showed that the performance appraisal strategy was in the first rank, while in the second rank came after the training strategy, and in the third rank was after the recruitment strategy, where those dimensions were at a high level of appreciation. In the fourth and final rank came after the motivation strategy at moderate level of appreciation. The study also found a statistically significant effect of the human resources management strategies (recruitment, training, motivation, performance appraisal strategy) on the organizational creativity of the medical and nursing staff at King Khaled Hospital. In light of the results, the study recommended to strengthen the strategy of human resources management in King Khaled Hospital.

Keywords: Human Resource Management Strategies, Organizational Creativity, Medical and Nursing Staff.

Introduction:

The health sector is one of the most important service sectors whose institutions seek to continuously develop and improve the quality of their services and the performance of their employees. The health sector seek to adopting modern management concepts, which have moved health institutions from their traditional role to a more comprehensive institutional framework that

focuses on how health services are provided. In addition, these modern management concepts setting plans and implementing research and development programs, in addition to setting standards for monitoring and evaluating the quality of health services and their providers (Kharobi et al., 2021). One of these modern management concepts is human resources management.

The human resource is important in any organization, so the role of the human resources management comes in taking care of the human element through analyzing the needs of the organization by attracting the human resource such as selection, appointment and training to ensure the achievement of the goals of the organization (Al Tamimi, 2017).

Mohammed (2019) showed that the role of human resources management has developed from the traditional routine procedures related to employment announcements, and employee working hours and vacations to be a major role that affects the performance of the organization and its success or failure. Where the main tasks of human resources management represent in train and motivate the human resources in the organization, as well as improve their performance.

According to Kro (2016), the role and practices of human resource management is considered one of the most important and challenging roles in the organization, as it relates to all employees in the organization of all levels and specializations. These practices also include everything related to the employee, starting with his recruitment and appointment, through his development, training, performance evaluation and improvement, to end by involving him in decision-making.

In addition, the human resources management and its practices contribute to improving the performance and development of employees in achieving entrepreneurship in the organization and its dimensions such as (entrepreneurial culture, entrepreneurial leadership, creativity, etc.) (Bani Issa, 2020).

On the other hand, the issue of organizational creativity considered as one of the significant issues in the current time, especially with the acceleration of change rates in the environment of institutions in light of globalization, and the intensification of competition between institutions. Therefore, the significant of creativity has increased as one of the options that institutions can resort to adapt to the requirements of this change (Tbaishat, 2020).

Organizational creativity considered as the purposeful creation, application, and implementation of novel ideas within a job role, team, or organization to achieve the best results for that organization. Organizational creativity is widely recognized as a competitive advantage leading to more effective customer problem solving and higher organizational performance (Darvishmotevali et al., 2020).

Hence, the current study came to identify the Effect of Human Resource Management Strategies on the Organizational Creativity of Medical and Nursing Staff, by applying At King Khaled Hospital in Saudi Arabia.

The Study Problem:

Creativity is considered one of the most important elements of success and excellence in the health sector, as the requirements of the twenty-first century imposed on health institutions and hospitals (regardless of their size) the use of new work mechanisms, to keep pace with the latest developments in the developed world to reach the appropriate health service. Hospitals in the Kingdom of Saudi Arabia have worked to develop their departments and worked to introduce the latest technology in terms of medical equipment and health supplies that are required by advanced technology in current time. However, the problem of the study is that many Saudi hospitals cared about equipment, material and technological resources, while it did not pay the same attention to managing their human resources and strategies to comply with the current great development. This often led to problems in the level and quality of health services in those hospitals, which raised the problem of the current study, which is determined in the study questions.

The Study Question:

The main question: Is there an effect of human resource management strategies on the organizational creativity of medical and nursing staff? Through the main question, the following questions were derived:

1. How efficient are human resource strategies (recruitment, training, motivation, performance appraisal)?
2. What is the extent of organizational creativity of medical and nursing staff at King Khaled Hospital?
3. What is the effect of human resource management strategies on the organizational creativity of the medical and nursing staff at King Khaled Hospital?

The study Significant:

The current study has applied (practical) and theoretical (academic) significance, as follows:

Practical significance:

The significance of the study enables to highlight the role and importance of the human resources strategy that benefits the hospital management in increasing interest in managing its human resources. Thus, the hospital management adopts a human resources strategy that is able to work to achieve creativity efficiently and flexibly through a creative and effective human resources strategy for the medical and nursing staff.

Theoretical significance:

The study significance represent on its originality; where it is one of the few studies that deal with its subject at King Khaled Hospital. Therefore, the researcher hopes from the current study that it will constitute a starting point for future researchers to conduct further studies and academic research that raise the level of creativity of the medical and nursing staff within strategic frameworks that can be achieved efficiently and effectively.

The Study Objectives:

The main objective: To identify the effect of human resource management strategies on the organizational creativity of medical and nursing staff.

Sub-objectives:

1. To identify the efficiency of human resource strategies (recruitment, training, motivation, performance appraisal).
2. To identify the level of organizational creativity of medical and nursing staff at King Khaled Hospital.
3. To analyze the effect of human resource management strategies on the organizational creativity of medical and nursing staff at King Khaled Hospital.

The Study Hypothesis:

The main hypothesis:

H0: There is a statistically significant effect of human resource management strategies (recruitment, training, motivation, performance appraisal) on the organizational creativity of medical and nursing staff at King Khaled Hospital.

Sub-hypotheses:

H01: There is a statistically significant effect of recruitment strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

H02: There is a statistically significant effect of training strategy on the organizational creativity of

medical and nursing staff at King Khaled Hospital.

H03: There is a statistically significant effect of motivation strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

H04: There is a statistically significant effect of performance appraisal strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

Literature Review:

This section includes literature related to the title of the study, which includes human resource management strategies and the organizational creativity.

Human Resources Management Strategies

Human resources and employees are the main factors in the formation, development, and implementation of organizational practices and operations in the organization. When employees perform and interact effectively, which eventually promotes productivity, sales growth, and profitability and reduces employees' turnover (Azizi et al., 2021).

Human Resource Management (HRM) is an important faction of management that deals with the most valuable assets of an organization, which is human resources, and it is the most important contributor. The HRM is considered in the light of sustainability (Shoeb, 2015).

Human Resource Management (HRM) practices and strategies have a significant and effective impact that contribute to enhance positively the organization's performance (Cogin et al., 2016).

In order to play a strategic role, the need of the specialized knowledge and skills related to HR management are not enough; HR managers must develop general managerial abilities to handle the challenges of strategy development and implementation (Guan et al., 2016).

However, there are three main functional areas of human resource development that HRM strategies offered to the employees, which they are personal development (competencies), team development (collaboration) and organizational development (structure and processes) (Hecklau et al., 2016).

Schmidt (2010) indicated that to improve human resources performance and the quality of its all operations, the company have to implement strategy that help employees to acquire knowledge, improve skills, and increase efficiency in the workplace.

Strategies of human resources have main goals as the following: improving individual/group effectiveness and performance; improving organizational effectiveness and performance; developing knowledge, skills and competencies; enhancing human potential and personal growth (Hanaysha and Tahir, 2016).

In addition, strategies of HRM represented as practices of human resource programs, processes and techniques that actually get implemented in the organization or business unit (Arulrajah et al., 2015).

Strategies of human resources management are various and different and they change due to the changing situations and conditions that facing the organization. HRM practices and strategies such rewards, training, appraisal, and recruitment have an effective positively affect the perceived and desired organization's mission accomplishment (Lim et al., 2017).

The role of HRM practices in development the firm's innovative orientation and capabilities, through enriching and bundling employees' knowledge, skills and distinctive competencies within the context of a company's innovation-driven strategy (Moustaghfir et al., 2020).

Papa et al. (2020) indicated that knowledge acquisition positively affects innovation performance and that the role of HRM is to control and link the relationship between knowledge acquisition and innovation performance.

Human resource management practices are linked with behavioral outcomes, which depends on the wider organizational climate and employees' relationship with their line manager (Alfes et al.,

2013).

In addition, HRM practices affect the development of entrepreneurial traits of employees that help them to do their jobs and complete their missions creatively (Shehata et al., 2020).

The Resource-Based View (RBV) strategy in its criteria (valuable, rare and imitable) highlighted human capital as a resource that could help firms achieve a competitive advantage, and ultimately superior firm-level performance (Boon et al., 2018).

Training program is a strategy that improve the employees' skills and their way of thinking and dealing with challenges either internal that happens in the work environment or external that affect the organization such as competition conditions and situations (Nashar et al., 2018).

As well as, training programs help the company to deal effectively with challenges that related to employees such as dissatisfaction and its practices, which are represented, in bureaucratic procedures, low commitment, increased absence and decreased productivity and quality (Rahayu et al. (2019).

Another strategy that HRM practices in order to improve the employees in the work environment is motivation that refers to factors that activate, direct, and sustain goal directed behavior, this strategy based on understanding employees' needs and using appropriate motivating methods can help increase the level of motivation (Nguyen, 2017).

Performance appraisal is one of the most important HRM practices and tools, performance appraisal compare present performance to the past performance. Performance appraisal is a measuring tool of the level of performance of an employees based on regular standards (Nabi et al., 2016). There are modern methods of performance appraisal that are to improve the traditional methods. Aggarwal and Thakur (2013) described these methods as the following:

Management by Objectives:

it comprises of three building blocks: object formulation, execution process and performance feedback, and comprises of seven elements: strategic planning and hierarchy of objects, setting objectives, planning for action, implementation of Management by Objectives, control and appraisal, subsystems, and organizational and management development.

Behaviorally Anchored Rating Scales: are more informative than simple numbers. Behaviorally anchored performance dimensions can be operationally and conceptually can be distinguished from one another. They help rater focus on specific desirable and undesirable incidents of work behavior which can serve as examples in discussing a rating, and they use behavioral statements or concrete examples to illustrate multiple levels of performance for each element of performance.

Humans Resource Accounting: the people are valuable resources of an organization or enterprise, information on investment and value of human resource is useful for decision making in the organization.

Assessment Centers: this method uses common job simulations such as in basket exercises, group discussions, simulations of interviews with —subordinates or —clients, fact finding exercises, analysis/decision making problems, oral presentation exercises, written communication exercises. Recruitment is also of the major strategies that HRM implemented in order to hire new employees. This strategy depends on looking for skilled and experienced employees to fulfill the vacant in the organization (Finkel and Baumeister, 2009).

Thus, human resources management practices such as individual skill, leadership orientation, and cultural symbolism allowing continuous growth of creative action and increases organizational creativity and enhances innovation (Muzzio and Júnior, 2018).

Organizational Creativity

Creativity can be used in different organizational contexts (strategy, innovation, organizational development or leadership), and it is the first step in innovation, which is essential for long-term organizational success (Sirková et al., 2014).

Developing creativity is a critical challenge for the survival and success of any organizations due to the changing situations that face the organization, thus the organization have to develop the creative abilities of individuals and teams within organizational contexts (Hirudayaraj and Matic, 2021).

Organizational creativity is process of creating of a valuable and useful new product, service, idea, procedure, or process by individuals working together in a complex social system (Puccio and Cabra, 2010).

Organizational creativity can be practiced when a working environment facilitates idea generation, knowledge sharing and creative problem solving; individuals in that environment are more likely to generate creative ideas that involve unique concepts or new applications of existing concepts (Gupta and Banerjee, 2016).

There are three kinds of organizational creativity as described by Nisula (2013):

- **First:** it can be seen as creativity carried out by particular creative individuals within an organization, which refers to creativity possessed by some key individuals (i.e., individual cognition-based view of creativity).

- **Second:** it can be seen as group creativity aggregating of individual creativity; understanding creativity resulting from a similar kind of capacity of a group or an organization than what the individual creativity represent.

- **Third:** it can be seen as demonstrated novelty carried out by an organization as a whole, a view that is based on collective (organizational) knowledge, and one that understands creativity carried out by the organization as a whole.

However, in order to promote organizational creativity among individuals, the organization have to remove barriers and obstacles that prevent creativity and enhance creative skills of all employees. Thus, creativity is not only referred to few employees (Patterson, 2002).

The British Academy of Management (2014) indicated that there are various characteristics of organizational creativity, and describe the most common and important as the following:

Originality: related to the external world and not in relation to the organization, such as new, more efficient processes, new bundle in market offering.

Compatibility: is the reasonable behavior represents a collective defined appropriate behavior (norms, values, logics, and rules that society views as fair and legitimate behavior of a person) for a given role and circumstance.

Malleability of Idea: means the extent to which important elements of the creative ideas have undergone substantive change since first formulated.

Organizations depend on creativity in the individual level to innovate because it is the starting point and it may exist even in the absence of innovation (de Sousa et al., 2012).

Therefore, organizational creativity is a process arising with the individual creativity that play an essential role in this process through the characteristics, attitudes, values and believes and behaviors of the individual (Akan, 2015).

Kolnhofer (2015) suggested that the problem can be related to the work, and the solution cannot only exist on the individual level, and the effects arriving from the organizational environment pointedly affect it.

On the other hand, in healthcare sector, creativity is a major issue and main factor in nursing profession and it is the most important characteristic of nurses and in the healthcare institutions (Hamouda and Abd El-Aliem, 2020).

Related Literature:

The study of Kutieshat & Farmanesh (2022) aimed to investigate the impact of New Human Resource Management Practices on innovation performance mediating by organizational innovation and innovative work behavior in the educational sector during the COVID-19 pandemic. The sample was (450) employees in the Ministry of Education in Amman-Jordan. The study implemented quantitative statistical tools. The study used an online survey to collect data. The results showed that new human resource management practices are an essential tool in the educational industry.

Therefore, the Ministry of Education as a service industry should promote human resource management strategies by supporting innovation in all departments. Thus, applying New Human Resource Management Practices can present solutions, resolve problems, and enhance innovation among employees during the response time of a crisis. In addition, form, execution and improved environmental sustainability within organizations that rely on permanent innovation are associated with human resources practices. The study recommended that boosting New Human Resource Management practices in the Ministry of Education will reinforce managerial implementation, fostering innovative performance, in addition to use organizational strategies to achieve innovation within the crucial and unpredictable period, which needs practical, swifter technological practices, making it unbeatable, creative, and motivational competitive.

The study of Cik et al (2021) aimed to analyze the positive influence of learning organization and training on employee competence, and to identify the influence of competence on the job satisfaction; and to indicate the positive influence of learning organization, training, competence and job satisfaction on employee performance. The sample was (130) employees at the five largest banks in South Jakarta in Indonesia. The results of the study showed that there is a positive influence of learning and training on employee competence; there is an influence of competence on the job satisfaction; there is a positive influence of learning organization on employee performance. The study also showed that there are no significant influence of training and competence on employee performance, and there is a positive influence of job satisfaction on employee performance.

The study of Parwita et al (2021) aimed to examine the relationship between human resource management practice, knowledge management, and creativity, and its influence on organizational innovation capability in small and medium enterprises. The sample was (405) respondents from the managerial level of (135) woodcraft small and medium enterprises in Indonesia. The results show that human resource management practice, knowledge management, and creativity significantly influence organizational innovation capability. As well as, the results showed that managers need to optimize human resource management practice when seeking creative employees to boost innovation capability. The study recommended that it is necessary to conduct comparative research in order to compare small and medium enterprises with other fields, such as the educational, banking, and information technology sectors, and there is a need to develop analytical skills to improve knowledge management practices at all managerial levels, because these practices support creativity.

The study of Alzahmi & Ibrahim (2021) aimed to examine the impact of organizational creativity of human resources management on the quality of customer services in the Telecom sector. The sample was (361) employees working in the relevant department established in (4) prominent states. The results indicated that constructivism, behavior focus, and rewards and development are the prominent components of HR Management's creativity leading to improved customer services quality, the results also found Innovation Technology as mediating the relationship between Human Resources Management and Customers' Service in UAE. Thus, results affirmed the proposed relationship adding more into the human resources management creativity as a primary factor

behind improved organizational performance in general and customer services in particular. The study recommend that more studies are needed that addressing and highlighting the contributions of human resources management creativity to improve the overall services within an organization.

The study of Kršlak & Ljevo (2021) aimed to research how tourism companies encourage organizational creativity and thus gain a competitive advantage. The study used qualitative method. The sample of the study was (40) participants from (5) tourist companies. The results showed that in order to achieve a competitive advantage, companies can manage creativity by encouraging: individual creativity whose existence is conditioned by the ability to think creatively, intellectual capacity, motivation and freedom of decision of employees. In addition, team creativity can be realized when employees develop a tendency to share knowledge, have confidence in the team, and that the organization ensures a free flow of information. The study recommended that it is necessary to build an adequate social and legal framework to encourage creativity and innovation, as well as, management needs to be emotionally intelligent to be able to recognize, communicate properly, motivate, reward, and encourage creative employees in realizing their ideas, resulting in an innovative organization.

The study of Papa et al (2020) aimed to identify the effects of knowledge acquisition on innovation performance and the moderate effects of human resource management in terms of employee retention and human resource management practices on the said relationship. The study sample was (129) institutions operating in a wide range of sectors. Data was collected through a standardized questionnaire. The results showed that knowledge acquisition positively affects innovation performance and that human resource management modifies the relationship between knowledge acquisition and innovation performance. The study recommends that research and studies should be done to bridge the gap between knowledge acquisition, human resource management and innovation performance. The study also recommended the need to sponsor future research by assessing whether knowledge acquisition affects innovation performance and whether human resource management modifies such a relationship.

Methodology:

The researcher adopted the descriptive approach, which is one of the scientific research methods that based on describing the problem through reality, and works to reveal the way in which various factors affect a phenomenon, or to reveal the extent of the influence of each factor on this phenomenon (Obeidat et al, 2012).

The descriptive approach used to describe the independent variables and the dependent variable. The descriptive approach also used to test the study's hypotheses about the effect of human resource management strategies on the organizational creativity of medical and nursing staff.

The Study Population and Sample:

The study population includes staff at —King Khaled Hospital, where accordingly the total study population (n=1281).

Based on the large size of the community, and the difficulty of reaching all its members, a random sampling method used to include all classes and job positions in the hospital. The sample size will be determined according to the following table:

Table (1) Community and Sample Size

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

N is population size.
S is sample size.

Source: Sekaran, U., & Bougie, R. (2014). Research methods for business: a skill-building approach (6th ed.). Haddington: John Wiley & Sons.

The questionnaire was distributed electronically to the study population, as the number of responses (n=250).

The Study Tool:

The study tool (questionnaire) developed according to the study objectives and questions. The study also relied on related literature to formulate paragraphs related to the study title, where the tool includes the following parts:

First part: demographic factors, including (gender, age, experience, job location).

Second part: This part contains paragraphs related to human resource strategies in their dimensions (recruitment, training, motivation, and performance appraisal).

Third part: This part contains paragraphs related to the organizational creativity of medical and nursing staff at King Khaled Hospital.

Five-point Likert scale was used to correct the study tools, by giving each item one of its five degrees (strongly agree, agree, neutral, disagree, strongly disagree), where it is numerically represented (5, 4, 3, 2, 1).

The validity of the study tool:

The researcher verified the validity of the study tool by presenting it to the supervisor, where the study was carried out according to supervisor directives, with any modification, cancellation or addition to the questionnaire items.

The reliability of the study tool:

The Reliability Test, which represented by calculating the Cronbach- Alpha coefficient, was carried out in order to verify the internal consistency of the variables included in the questionnaire as a measurement tool. The reliability test conducted for each variable of the study to ensure the level of reliability according to the main variables of the study. Table (2) shows the test results as follows:

Table (2) Reliability Test

Variable	Paragraphs No.	Cronbach's Alpha
1 Recruitment	6	85.8%
2 Training	7	92%
3 Motivation	5	79.9%
4 Performance Appraisal	6	88.6%
The Organizational Creativity	8	92.7%
Total	32	96.9%

Source: prepared by the researcher based on the field study

Table (2) indicates a high reliability of all study variables and the total in general, as the value of (Cronbach's Alpha) was more than the value (60%) for each variable and for all variables of the study scale.

Statistical Methods Used in Data Analyzing:

The statistical package for social sciences (SPSS) (version 22) was relied upon to perform the statistical analysis of the current study, where the following statistical methods were used:

Descriptive Statistics: Descriptive statistics used for the descriptive analysis of the study sample's opinions on the study variables, which include the percentages that used to measure data trends according to each paragraph of the study.

The study also used some other statistical methods, which include:

The arithmetic mean and standard deviation: the arithmetic mean was used in order to determine the relative significance of each statement in the questionnaire items according to the study sample opinions. Whereas standard deviation was used to measure the degree of dispersion and the deviation of the study sample responses from the arithmetic mean for each paragraph of the questionnaire.

Cronbach-alpha test: which is used to know the stability of the tool and the possibility of obtaining the same data when re-studying using the same study tool on the same individuals under one condition. Cronbach- alpha test also used to test the questionnaire stability and the possibility of relying on it in testing hypotheses and achieving the objectives of the study.

Regression test: to test the study hypotheses.

Results:

Description the study sample characteristics:

The frequencies and percentages of the study sample characteristics were found as follows:

Table (3) Samples characteristics

The Characteristics	Frequency	Percent %	
Gender	MALE	149	59.6
	FEMALE	101	40.4
	Total	250	100.0
Age	30 years or less	72	28.8
	31-40 years	140	56.0
	41-50 years	29	11.6
	51 years or more	9	3.6

	Total	250	100.0
Education level	Diploma or less	19	7.6
	Bsc	170	68.0
	Master	39	15.6
	PhD	22	8.8
	Total	250	100.0
Experience	5 years and less	66	26.4
	6-10 years	91	36.4
	11-15 years	59	23.6
	16 years or more	34	13.6
	Total	250	100.0

Source: prepared by the researcher based on the field study

Table (3) shows that most of the study sample members were male (59.6%), while female represented (40.4%) of the study sample.

However, table (3) indicates that most of the study samples (56%) have (31-40 years old), (28.8%) of the study samples have (30 years old or less), (11.6%) of the study samples have (41-50 years old), while (3.6%) of the study samples have (51 years old or more).

Table (3) also shows that (74.2%) hold Bsc degree, (15.6%) of the samples hold Master's degree, (8.8%) of the samples hold PhD degree, while (7.6%) hold Diploma or less degree.

In addition, table (1) Shows that (36.4%) of the samples have (6-10 years) experience, (26.4%) of the samples have (5 years or less) experience, and (23.6%) of the study sample have (11-15 years) experience. Whereas (13.6%) of the study sample have (16 years or more) experience.

The Independent Variable: Human Resource Management Strategies:

Independent variable consists of four dimensions (recruitment strategy, training strategy, motivation strategy, and performance appraisal strategy). Table (4) indicates the arithmetic means and standard deviations for each variable of human resource management strategies, where each variable were arranged descending according to the degree of appreciation based on the arithmetic means as follows:

Table (4) Means and Std. Deviation of human resource management strategies arranged descending

No.	Statement	Mean	Std. Deviation
1	Performance Appraisal	1.989	7.899
2	Training	1.884	7.970
3	Recruitment	1.879	7.494
4	Motivation	1.280	7.872
Average		3.741	0.825

Source: prepared by the researcher based on the field study

Table (4) indicates the attitudes of the sample towards questionnaire statements of human resource management strategies; Arithmetic mean (3.741), S.t (0.825) (high appreciation).

The table noted that the first rank in human resource management strategies was Performance Appraisal strategy with mean reach (3.989) Std. (0.899) at high degree of appreciation. Next was Training strategy with mean reaches (3.886) Std. (0.901) at high degree of appreciation. In the third rank came Recruitment strategy with mean reaches (3.809) Std. (0.696) at high degree of appreciation. The last rank was for Motivation strategy with mean reaches (3.281) Std. (0.802) at moderate degree of appreciation.

The Dependent Variable: The Organizational Creativity:

To identify the organizational creativity, Means and Std. Deviation were applied, where table (5) shows the results:

Table (5) Means and Std. Deviation of the organizational creativity

No.	Statement	Mean	Std.Deviation	Rate
1	King Khaled Hospital provides the appropriate environment for creative behavior	1.071	7.845	High
2	King Khaled Hospital works on delegating to employees the necessary powers to support organizational innovation	1.021	7.888	High
3	King Khaled Hospital promotes organizational creativity.	1.004	7.845	High
4	King Khaled Hospital has a system to develop the creative abilities of the staff.	1.007	7.800	High
5	King Khaled Hospital provides all facilities to attract creative individuals and ensure that they continue to work.	1.087	7.891	High
6	The promotion system at King Khaled Hospital is linked to the development of the creative abilities of the workers	1.821	7.008	High
7	King Khaled Hospital works to provide job security and stability to enhance organizational creativity	1.800	7.000	High
8	Workers initiate behaviors that promote work development at King Khaled Hospital.	0.709	0.779	High
Average		3.801		High

Table (5) indicates the attitudes of the sample towards questionnaire statements of the organizational creativity; Average mean (3.801) (High appreciation).

Table (5) noted that the organizational creativity means ranged [3.703-4.019] and at high degree of appreciation for all Paragraphs. The results showed that paragraph (8) has the highest level of appreciation, which stated —Workers initiate behaviors that promote work development at King Khaled Hospital, with mean reached (4.019), Std. Deviation (1.009) at high level of appreciation. Paragraph (1), was at the lower level which stated, —King Khaled Hospital provides the appropriate environment for creative behavior, where the mean was (3.703) Std. Deviation (0.865) at high level of appreciation.

The study hypotheses Test:

The Main Hypothesis:

H0: There is a statistically significant effect of human resource management strategies (recruitment, training, motivation, performance appraisal) on the organizational creativity of medical and nursing staff at King Khaled Hospital.

To test this hypothesis, multi regression used to find out if there is a statistically significant effect of human resource management strategies (recruitment, training, motivation, performance appraisal) on the organizational creativity of medical and nursing staff at King Khaled Hospital at significance level ($\alpha = 0.05$).

Model Summary:

Table (6) Model Summary main hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
0	.970 ^a	7.808	7.800	7.17290

a. Predictors: (Constant), Performance appraisal, motivation, training, recruitment

Table (6) shows the value of the Regression coefficient between the independent & dependent variable, reaching its value (0.904) as shown, the value of the coefficient of determination (R^2) reaches value of (0.818), which indicates that (81.8%) of changes in dependent variable caused by

independent variables.

Table (7) represents the results of analysis of independent variables (recruitment, training, motivation, performance appraisal) on the organizational creativity to test the significance of regression model:

Table (7) ANOVA^a independent variables on the organizational creativity

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	80.794	0	20.720	229.700	.7.777 ^b
Residual	08.024	205	7.792		
Total	072.822	209			

Source: prepared by the researcher based on the field study

Table (7) analysis of variance, which aims to identify the explanatory model of independent variable human resource management strategies on the organizational creativity through examined (F).

The Examined (F) value was equal to (229.041) with possibility value (0.00) which is lower than the specific value (0.05), and that shows that there is a significant effect exists at significance level ($\square \square 0.05$).

Therefore, we reject the null hypothesis and accept the alternative:

There is a statistically significant effect of human resource management strategies (recruitment, training, motivation, performance appraisal) on the organizational creativity of medical and nursing staff at King Khaled Hospital.

Thus, it can be said that at least one variable of independent variables could have significant effect on dependent variable, and this is determined by a significant multiple regression test equation coefficients.

Multivariate Regression Morality:

Table (8) shows the values of the regression coefficients for the capabilities and the statistical tests.

Table (8) Coefficients Multiple Regression between the independent variables and organizational creativity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.025-	0.129		0.192-	0.848
Recruitment	0.270	0.059	0.275	4.619	0.000
Training	0.325	0.053	0.341	6.140	0.000
Motivation	0.250	0.040	0.252	6.286	0.000
Performance Appraisal	0.145	0.057	0.151	2.545	0.012

Dependent Variable: creativity

Source: prepared by the researcher based on the field study

Sub Hypothesis:

H01: There is a statistically significant effect of recruitment strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

The table (8) indicates that recruitment strategy have a statistically significant effect on the organizational creativity of medical and nursing staff at King Khaled Hospital. The calculated value of (T) was (4.619), which is higher than its tabular value (1.984) at significance level (0.00), which is lower than the specific value (0.05).

Therefore, we reject the null hypothesis and accept the alternative:

There is a statistically significant effect of recruitment strategy on the organizational creativity of

medical and nursing staff at King Khaled Hospital.

H02: There is a statistically significant effect of training strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

The table (8) indicates that training strategy have a statistically significant effect on the organizational creativity of medical and nursing staff at King Khaled Hospital. The calculated value of (T) was (6.140), which is higher than its tabular value (1.984) at significance level (0.00), which is lower than the specific value (0.05).

Therefore, we reject the null hypothesis and accept the alternative:

There is a statistically significant effect of training strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

H03: There is a statistically significant effect of motivation strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

The table (8) indicates that motivation strategy have a statistically significant effect on the organizational creativity of medical and nursing staff at King Khaled Hospital. The calculated value of (T) was (6.286), which is higher than its tabular value (1.984) at significance level (0.00), which is lower than the specific value (0.05).

Therefore, we reject the null hypothesis and accept the alternative:

There is a statistically significant effect of motivation strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

H04: There is a statistically significant effect of performance appraisal strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

The table (8) indicates that performance appraisal strategy have a statistically significant effect on the organizational creativity of medical and nursing staff at King Khaled Hospital. The calculated value of (T) was (2.545), which is higher than its tabular value (1.984) at significance level (0.012), which is lower than the specific value (0.05).

Therefore, we reject the null hypothesis and accept the alternative:

There is a statistically significant effect of performance appraisal strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

Conclusion:

The study concluded that there is a high degree of appreciation for the human resources management strategies at King Khaled Hospital, due to the efficiency of its dimensions. The study found that the performance appraisal strategy was in the first rank, in the second rank came the training strategy, and in the third rank was the recruitment strategy, where these dimensions were at a high level of appreciation. Moreover, in the fourth and last rank was the motivation strategy, at moderate level of appreciation. These results indicate a high degree of human resource strategies in King Khaled Hospital.

In addition, the study concluded that organizational creativity was at a high level in King Khaled Hospital, where it was found that staff initiate behaviors that enhance the development of work in King Khaled Hospital, and it turned out that King Khalid Hospital provides the appropriate environment for creative behavior.

Moreover, through testing the study hypotheses, the study concluded the following results:

There is a statistically significant effect of human resource management strategies (recruitment,

training, motivation, performance appraisal) on the organizational creativity of medical and nursing staff at King Khaled Hospital.

From this result, the study showed the following:

There is a statistically significant effect of recruitment strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

There is a statistically significant effect of training strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

There is a statistically significant effect of motivation strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

There is a statistically significant effect of performance appraisal strategy on the organizational creativity of medical and nursing staff at King Khaled Hospital.

Recommendation:

The study recommends strengthening the human resource management strategy at King Khaled Hospital, with a focus on the following points:

- The need to work on improving the efficiency of recruitments, if appropriate competitive examinations are used to recruitment the most qualified employee.
- That King Khalid Hospital provide a system of incentives and compensation commensurate with the expectations of its employees.
- That King Khaled Hospital provide remunerative commissions to employees, each according to his performance.
- The administration of King Khaled Hospital should grant sick leave directly as soon as the employee needs it.

References:

1. Aggarwal, Ashima and Thakur, Gour (2013), Techniques of Performance Appraisal-A Review, International Journal of Engineering and Advanced Technology, Volume 2, Issue 3.
2. Akan, Durdağı (2015), An Analysis of the Relation between the Organizational Creativity Perceptions and Life Satisfaction Levels of the Teachers, Journal of Education and Training Studies, Vol. 3, No. 6.
3. Al Tamimi, Mohammed (2017), The Impact of Human Resource Management Practices on Strategic Renewal Field Study in Jordanian Commercial Banks, Master Thesis, Middle East University, Jordan.
4. Alfes, K., Shantz, D., Truss, C. and Soane, E. (2013), The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model, The International Journal of Human Resource Management, Volume 24, Issue 2.
5. Alzahmi, Ahmed and Ibrahim, Ishaq (2021), The Impact of Organizational Creativity of HR Management on the Quality of Customers' Service in UAE, E-Proceedings Of The International Conference On Da'wah And Islamic Management, University of Islamic Sciences, Malaysia.
6. Arulrajah, Anton, Opatha, H. and Nawaratne, N. (2015), Green Human Resource Management Practices: A Review, Sri Lankan Journal of Human Resource Management, Vol. 5, No. 1.
7. Azizi, Mohammad, Atlasi, Rasha, Ziapour, Arash, Abbas, Jaffar and Naemi, Roya (2021), Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach, Heliyon, Issue 7.
8. Bani Issa, Ahmad (2020), The Role of Entrepreneurship in the Performance of Human Resources: A field Study in the Jordanian Telecommunications Sector, Arab Journal for Scientific Publishing, Issue 21.
9. Boon, Corine, Eckardt, Rory, Lepak, David and Boselie, Paul (2018), Integrating strategic

- human capital and strategic human resource management, *The International Journal of Human Resource Management*, Volume 29.
10. Cik, Achmad, Asdar, Muhammad, Anwar, Anas and Efendi, Suryono (2021), Impact of Training and Learning Organization on Employee Competence and Its Implication on Job Satisfaction and Employee Performance of Bank in Indonesia, *Psychology and Education*, Volume 58, Issue 1.
 11. Cugin, Julie, Ng, Ju and Lee, Ilro (2016), Controlling healthcare professionals: how human resource management influences job attitudes and operational efficiency, *Human Resources for Health*, Volume 14, Issue 55.
 12. Darvishmotevali, M., Altinay, L., & Köseoglu, M. A. (2020). The link between environmental uncertainty, organizational agility, and organizational creativity in the hotel industry. *International journal of hospitality management*, 87, 102499.
 13. Finkel, Eli and Baumeister, Roy (2009), *Attraction and Rejection*, *Advanced social psychology*, Oxford University Press.
 14. Guan, Yanjun, Yang, Weiguo, Zhou, Xiang, Tian, Zheyu and Eves, Anita (2016), Predicting Chinese human resource managers' strategic competence: Roles of identity, career variety, organizational support and career adaptability, *Journal of Vocational Behavior*, Volume 92.
 15. Gupta, Ritu and Banerjee, Pratyush (2016), Antecedents of Organizational Creativity: A Multi-Level Approach, *Business: Theory and Practice*, Volume 17, Issue 2.
 16. Hamouda, Ghada and Abd El-Aliem, Sally (2020), Organizational Creativity as a Mediating Factor for Organizational Performance and Excellence among Nurses: Developing a Model, *International Journal of Novel Research in Healthcare and Nursing*, Vol. 7, Issue 1.
 17. Hanaysha, Jala and Tahir, Putri (2016), Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Job Satisfaction, *Procedia - Social and Behavioral Sciences*, Volume 219.
 18. Hecklau, Fabian, Galeitzke, Mila, Flachs, Sebastian and Kohl, Holger (2016), Holistic approach for human resource management in Industry 4.0, *Procedia CIRP*, Volume 54.
 19. Hirudayaraj, Malar and Matic, Jennifer (2021), Leveraging Human Resource Development Practice to Enhance Organizational Creativity:
20. A Multilevel Conceptual Model, *SAGE Journals - Human Resource Development Review*, Volume 20, Issue 2.
 21. Kharobi, Fatima, Yuns, Jumana and Abbas, Nabilah (2021), The impact of the application of total quality management on performance in hospitals, a case study of a private hospital in southern Lebanon, *Arab Journal for Scientific Publishing*, Issue 31.
 22. Kolnhofer, Anita (2015), *Hungarian Organizational Creativity*, *Conference Proceedings compilation*, Obuda University, Hungary.
 23. Kro, Shafa (2016), The impact of Human Resource Management Practices on the Employees performance: Applied Study on Jude company in Lattakia, Syria, *Master Thesis*, Syrian Virtual University, Syrian Arab Republic.
 24. Kršlak, Sabina and Ljevo, Nerman (2021), Organizational Creativity in the Function of Improving the Competitive Advantage of Tourism Companies in Bosnia and Herzegovina, *Journal of Advanced Research in Economics and Administrative Sciences*, Volume 2, Issue 1.
 25. Kutieshat, Ruba and Farmanesh, Panteha (2022), The Impact of New Human Resource Management Practices on Innovation Performance during the COVID 19 Crisis: A New Perception on Enhancing the Educational Sector, *Sustainability*, Issue 14.
 26. Lim, Seunghoo, Lee, Soo-Young and Wang, Tae (2017), Shedding New Light on Strategic Human Resource Management: The Impact of Human Resource Management Practices and Human Resources on the Perception of Federal Agency Mission Accomplishment, *Public Personnel Management*, Volume 46, Issue 2.
 27. Mohammed, Issam (2019), The impact of human resource management functions on employee performance: Case Study of The General Authority for Geological Research, *Master Thesis*,

- University of Science & Technology, Sudan.
28. Moustaghfir, Karim, El Fatihi, Sara and Benouarrek, Mohammed (2020), Human resource management practices, entrepreneurial orientation and firm performance: what is the link? *Measuring Business Excellence*, Vol. 24, No. 2.
 29. Muzzio, Henrique and Júnior, Fernando (2018), *Organizational Creativity Management: Discussion Elements*, RAC, Rio de Janeiro, Volume 22, Issue 6.
 30. Nabi, Nurun, Syduzzaman and Munir, Shayekh (2016), The Impact of Human Resource Management Practices on Job Performances: A Case Study of Dhaka Bank Pvt. Ltd., Bangladesh, *Human Resource Management Research*, Volume 6, Issue 2.
 31. Nashar, Muhammad, Parashakti, Ryani and Fauziah, Hilda (2018), Effect of Training and Job Performance on Job Satisfaction in PT Garuda Indonesia Training Center, *Management Studies*, Volume 6, No. 4.
 32. Nguyen, My (2017), *The Impact of Employees Motivation on Organizational Effectiveness*, Thesis in International Business, University of Applied Sciences.
 33. Nisula, Anna (2013), *Building Organizational Creativity – A Multitheory and Multilevel Approach for Understanding and Stimulating Organizational Creativity*, Doctorate Thesis, Lappeenranta University of Technology, Finland.
 34. Obaidat, T., Adas, A. & Abdul-Haq, K. (2012). *Scientific research: its concept, tools and methods*. Amman: Dar Al-Fiker.
 35. Papa, Armando, Dezi, Luca, Gregori, Gian, Mueller, Jens and Miglietta, Nicola (2020), Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices, *Journal of Knowledge Management*, Volume 24, No. 3.
 36. Parwita, Gde, Arsawan, Wayan, Koval, Viktor, Hrinchenko, Raisa, Bogdanova, Nataliia and Tamošiūnienė, Rima (2021), *Organizational Innovation Capability: Integrating Human Resource Management Practice, Knowledge Management, and Individual Creativity*, *Intellectual Economics*, Volume 15, Issue 2.
 37. Patterson, Christina (2002), *Individual and Organizational Creativity*, *The Innovation Journal: The Public Sector Innovation Journal*, Volume 7, Issue 2.
 38. Puccio, J. and Cabra, F. (2010), *Organizational creativity: A systems approach*, *The Cambridge handbook of creativity*, Cambridge University Press.
 39. Rahayu, Mieke, Rasid, Fahmi and Tannady, Hendy (2019), The Effect of Career Training and Development on Job Satisfaction and its Implications for the Organizational Commitment of Regional Secretariat (SETDA) Employees of Jambi Provincial Government, *International Review of Management and Marketing*, Volume 9, Issue 1.
 40. Schmidt, Steven (2010), *The Relationship between Job Training and Job Satisfaction: A Review of Literature*, *International Journal of Adult Vocational Education and Technology*: 1(2).
 41. Sekaran, U., & Bougie, R. (2014). *Research methods for business: a skill- building approach* (6th ed.). Haddington: John Wiley & Sons.
 42. Shehata, Gamal, Montash, Mohammed and Areda, Mohammed (2021), Examining the Interrelatedness among Human Resources Management Practices, Entrepreneurial Traits and Corporate Entrepreneurship in Emerging Markets: An Evidence from Egypt, *Journal of Entrepreneurship in Emerging Economies*, Volume 13, No. 3.
 43. Shoeb, Ahmad (2015), *Green Human Resource Management: Policies and practices*, *Cogent Business & Management*, Volume 2.
 44. Sirková, M., Taha, Ali, Ferencová, M. and Šafárik, P. (2014), *An Analytical Study On Organizational Creativity: Implications For Management*, *Polish Journal of Management Studies*, Volume 10, No. 2.
 45. Sousa, Fernando, Pellissier, René and Monteiro, Ileana (2012), *Creativity, Innovation and Collaborative Organizations*, *The International Journal of Organizational Innovation*, Vol. 5,

No. 1.

46. Tbaishat, N. N. (2020). The role of organizational creativity in developing independent public institutions in the Hashemite Kingdom of Jordan. *Arab Journal of Management*, 40(3), 81-112.
47. The British Academy of Management (2014), *Conceptualizing organizational creativity characteristics*, BAM2014 Conference Proceedings.