

The Role of Human Resources Management in the Development of Creativity among Hospital Staff

Haider Mohammed Haider

*Department of Dewan Affairs, Al mustansiriyah university, Baghdad -Iraq
haidermohammed@Uomustansiriyah.edu.iq*

Abstract: The current research aims to determine the relationship between the role of human resources management in the development of creativity among hospital staff working Iraqi government hospitals in Baghdad province, namely Ghazi Hariri Hospital, Al Wasiti Hospital, and Children's Hospital, and the study scale was distributed to them and 192 of them responded (71) of the females and (121) males. To measure the research variables, a measure prepared by the researcher, the reliability of the Cronbach's method was (88%), The results showed indicated that the employees within the hospitals departments under study believe that the management of human resources does not contribute to the development of creativity.

Keywords: Human resources management, creativity, hospital staff, management, strategic, planning, and operating.

Introduction

The attention to health services provided to citizens is a priority of the attention of human resources management in the health sector through its efforts to continuously improve to keep pace with modern developments to meet the health needs of the members of the community by providing services at a level that meets their expectations and increases their satisfaction with them which is one of the foundations of modern management to upgrade health services in light of the challenges surrounding the health sector.

The development which forces those organizations to make their creativity the way it works their everyday life, creativity is not restricted to new technologies and developments or competitiveness in the development of facilities and related processes, but rather to become creativity is the driver and the actual impetus for the work of human resources that is required if they are to remain.

2. The problem of study:

As a result of the demand for hospital services and the need to keep up with the rapid developments to provide a health service with high performance from here is clear the role of human resources management in the development of creativity among hospital staff by responding to modern changes through creativity. The problem of the study can be determined in:

management in the development of creativity among hospital staff by responding to modern changes through creativity. The problem of the study can be determined in:

1-What is the role of human resources management in the development of creativity in hospitals?

2- What are the constraints of human resources management in the development of creativity in hospitals?

3. The importance of the study:

is highlighted by the wide attention of human resources management in the development of creativity among hospital staff and the adoption of many institutions for programs specialized in creativity to achieve outstanding performance, in addition to knowledge of the obstacles that limit the adoption of creativity in those institutions, whose results will contribute to the assistance of management and officials in the health institutions and hospitals in question in their knowledge of the reality of creativity and its importance in developing and improving health services provided to beneficiaries, and providing those responsible in those hospitals with results and recommendations to enhance the role of creativity in raising the level of health services provided by hospitals.

4. Definitions:

The human resource is one of the most important resources on which institutions rely on the implementation of their activities and programs to achieve their objectives. It makes them make the most effort possible to make it a success and achieve its goals, as Flippo has defined it as planning, organizing and controlling aspects of obtaining, developing, compensating and maintaining individuals to achieve the objectives of the institution [1]. defined Barbar as protecting workers and defending their rights. Raising the cultural level and increasing the educational opportunity for employees so that employees become more aware and keener to achieve their desires and objectives of the institution together [2]. the researcher believes that it is a process of attracting, selecting and organizing the practices and activity of individuals working in institutions to organize their affairs and achieve their wishes and enable the institution to achieve its goals.

Despite the frequent use of the term creativity in the last decade of the 20th century and the first decade of the 21st century as a key factor influencing improving the efficiency of institutions in different fields, Simpson defines creativity as the initiative shown by the person in his desire to rid himself of the usual context of thought and pursue a different way of thinking, as Breweries knew imagination as an individual's ability to escape normal routine and conventional thought by creating new or unusual original [3]. Bernard is known for the ability to generate innovative and useful ideas and provide solutions to everyday problems and challenges [4]. the researcher believes that creativity is to reach something new that may be service, skill, or knowledge, in which he sees a new path that no one has ever seen but employs new.

5. Theoretical background:

The human resource is one of the most important resources on which institutions depend on the implementation of their activities and programs and achieve their objectives, without human resources management the company is a simple array of constructions and machines; it is the individuals who set up and produce the facilities, it aims for the growth of its human resources, which means the need for a professional dept [5]. Historic growth stages, pre-industrial phases of manual manufacturing and human initiative to establish minimum living standards have been enduring for the Human Resources department [6]. The second period of the industrial revolution was that the Administration depended more on the machinery than it relied on the workers, and the employers, whose only concern was an output and the advent of the Industrial union and the broad position of the joint market in the mid-19th Century, did not receive sufficient consideration [7]. Utilization Control was considered the first appearance in the United States of America for the management of human capital of manufacturing industries in FORD automobile corporation (1914), with a special emphasis on Utility problems, Job and pay determination [8]. The 20th century marked the emerging of broad-based practices and events in the field of human resources management, especially the Science Administration Movement led by Frederick Taylor who centered his attention on the organization of interactions between managers and

workers [9]. The latter phases of the twentieth century were a tributary to extraordinary growth of management of human resources management and major changes have taken place in the present era such as globalization, global competitiveness, IT development and other influences that have made management distinctive at the end of the 20th century emphasis on employee subjective motivations and extraordinary interest in success scientific aspects [10].

6. The objectives of human resources management:

are many and varied, the most important of which are:

- 1 - obtaining competent individuals by identifying work specifications, searching for human resources and determining their work according to the requirements of work to achieve the optimal use of human efforts and making selection and appointment procedures
- 2-Developing individuals and improving their skills and abilities to benefit from their efforts, as well as assessing the performance of workers at regular and objective intervals to encourage continuity of work
- 3-Achieving the competitive advantage of the organization through effective human resources management to facilitate the organization's competitiveness
- 4- Dealing with the requirements of the social and legal institution, especially when dealing with its workforce to avoid legal barriers related to its relationship with individuals [11].

As for creativity, creativity was associated in ancient times with extraordinary works that are associated with ambiguity and inexplicable, but at the end of the nineteenth century emerged sociological theories that tried to explain the creative phenomenon and in the middle of the twentieth century to the present time the concept of creativity became seen as a group in which the mental and cognitive processes merge and the pattern of thinking, personality, motivation, and environment [12]. Hagan sees it as A mechanism that includes the development of a new philosophy, activity or service, to be implemented by or enforced on the employees of an organization, leading to some form of improvement in the institution's setting, procedures or outputs [13]. (Campbell) believes that creativity begins from the search for a solution to the problem, then put forward many ideas or solutions, and then come up with the appropriate solution to the problem [14].

7. The importance of creativity:

The positives provided by the phenomenon of creativity in institutions can be combined as follows:

- 1- Capacity to respond to changes in the environment
- 2 - lead to improving corporate intellectual and mental skills
- 3 - optimum use in accordance with new technologies of financial capital, by using science methods [15].

7.1. Obstacles to creativity:

Creativity contributes to enriching work increasing production, and improving the general climate of the institution by revealing the potential and granting freedom of thought to all, but often the creator faces a set of obstacles that prevent its launch and discourage its morale and restore it to the constriction and satisfaction of reality and the search for easy solutions simple guaranteed results, which do not involve complications and administrative problems with others [16], According to Jerwan the obstacles to creativity lie in two groups: personal obstacles: low self-confidence, tendency to keep up, stereotypical thinking, insensitivity to problems, feelings of helplessness, haste, habit.

The Situational obstacles are: resistance to change, the imbalance between seriousness and humor, the imbalance between competition and cooperation. [17]. Assaf concluded with many factors that are the most prominent obstacles to creativity in contemporary Arab institutions: the dominance of legal, traditional, rigid mentality and routine over many administrative leaderships, the dominance of leaders

and managers who lack the necessary knowledge and management skills, lack of interest in scientific research and the care of innovators for fear of increasing costs. [18].

8. The relationship between human resources management and the development of creativity among employees:

The management of human resource is an important element of any institution's activities to boost its performance and competitiveness and hence its production, be it in the face of fierce competition by cultivating innovation and constructing plans, by innovating approaches and processes or in organizing expertise and skills. By promoting their belonging through effective recruitment, identifying works, training, and educating new workers, and instilling the culture, habits, and values of the institution [19].

Globalization, communication technologies, the information revolution, and the Internet and the unprecedented capabilities they offer have resulted in many problems faced by modern institutions, which requires the management of these human resources to solve these problems and to be a catalyst and encouragement of creativity by providing the appropriate climate, which helps to reveal the creativity of its employees, and some managers may inadvertently or unintentionally create a range of administrative and organizational barriers affecting the overall climate of the institution. To which they belong, which contributes to reducing the ability to creativity and innovation through the frustration of creators and discourage them, but it amounts to stealing their creative ideas or rejecting them, or accusing their owners of going out of the ordinary.

so, he sees the existence of several factors that can contribute to the promotion of creativity must be worked by the human resources department to achieve them in the institutions as follows:

- help authors, take their ideas into account and analyze them seriously, even though for the first time they sound odd.
- Put the right person in the right spot and delegate him to
- job which tests his concept and ability to foster the imagination and creation spirit and which challenges the unseen without exaggeration. - Work on the establishment of the so-called Bank of Ideas, to be supervised by a higher central body, encourage every new idea, and adopt creative talent in every field.
- Encourage the use of scientific methods, which contribute to the excitement of thought and create a spirit of creativity [16].

9. Sample:

The current research included administrative and technical staff in three Iraqi government hospitals in Baghdad province, Ghazi Hariri Hospital, Al Wasiti Hospital, and Children's Hospital, and the study scale was distributed to them and (192) of them responded (71) of the females (37%) 121 males (63%) The distribution of sample members by years of service was as follows from (1-6) years, the number of (51) of the sample members was the number of males (26) and the percentage (21.48%) Females (25) percentage (35.21%) Those who had years of service (7-15) years were 117 in the sample, 78 percent (64.46 %) The number of females (39) is (54.92%),

Those with more than 16 years of service were 24 in the sample, 17 percent (14.04%) The number of females (7) is(9.85%), The distribution of the sample members by the academic level was as follows who had their secondary education, the number of the sample members was(132), the number of males (94), and the percentage (77.68%), The number of females (38) is (53.52%), Of those who had a bachelor's degree(52) were male (22) percent of (18.18%) The number of females (30) is (42.25%), Those with Postgraduate (8)percent of the sample members, were male (5) percent (4.13 %) were male, The number of females (3) is (4.22%),Table (1) makes this clear.

TABLE 1. Demographic features of the Sample

<i>Characteristics</i>	<i>Male</i>	<i>Female</i>	<i>N</i>	<i>%</i>
<i>Gender</i>			192	
<i>Male</i>	121			63
<i>Female</i>		71		37
<i>Degree Scientific</i>			192	
<i>Secondary</i>	94	38	132	77.68 53.52
<i>Bachelor</i>	22	30	52	18.18 24.25
<i>Postgraduate</i>	5		8	4.13
<i>Years of service</i>		3	192	4.22
<i>1 – 6</i>	26	25	51	21.48 35.21
<i>7 – 15</i>	78	39	117	64.46 54.92
<i>> 16</i>	17	7	24	14.04 9.85

10. Research tool:

The researcher prepared a measure that measures the opinions of hospital staff, administrative and technical towards the role of human resources management in the development of their creativity, and the scale has been by (17) poverty, and were five alternatives according to the concept of Likert (I strongly agree I don't strongly agree) and the, Psychometric characteristics of the scale and the calculation of reliability were calculated in the Cronbach's alpha method, with a (88%).

11. Results:

The researcher analyzed statistics collected to classify the role of human resource management in creativity in hospital staff where the mean measurement of the research sample was (46.68) and the standard deviation (12.70), and the value of T (50.91) calculated and the hypothetical mean of the research sample is determined (51). Male mean (47.05), standard deviations (12.47) and female mean (46.04) standard deviations (13.14), T value calculated (0.52), and t value have been estimated in table (2.62).

It was found that the mean sample members by years of service of (1-6) were (45.76) and standard deviation (12.18) mean years (7-16) were (45.46) and standard deviation (12.84), and the mean of those who served more than (16) was (54.54) and standard deviation (10.57), and was Calculated F value (5.51), which is greater than the table value of (3.98) at the significance level (0.01) while The Scientific level average secondary (46.70) and standard division (12.78) mean of bachelors (45.65), and a standard division (13.12) for mean post graduate (53.0) and standard division (6.00) is value f (1.16) which was less than the mean value f of the table (3.98) at the significance level (0.01), as in Table 2:

Table 2. shows the results research

<i>Variables</i>		
<i>N= (192)</i>	<i>Mean = 46.68</i>	
	<i>Std = 12.70</i>	
	<i>T= 50.91</i>	
	<i>Sig =.000</i>	
<i>Gender</i>		
<i>Male</i>	<i>Mean = 47.05</i>	<i>Std=12.47</i>
<i>Female</i>	<i>Mean = 46.04</i>	<i>Std=13.14</i>
	<i>T= 0.52</i>	<i>T = 0.52</i>
	<i>Sig= .822</i>	<i>Sig = .822</i>
<i>Degree Scientific</i>		
<i>Secondary</i>	<i>Mean = 46.70</i>	<i>Std.=12.78</i>
<i>Bachelor</i>	<i>Mean = 45.65</i>	<i>Std.=13.12</i>
<i>Postgraduate</i>	<i>Mean = 53.00</i>	<i>Std.=6.04</i>
	<i>F = 1.16</i>	
	<i>Sig= .315</i>	
<i>Years of service</i>		
<i>1 – 6</i>	<i>Mean = 45.76</i>	<i>Std.=12.18</i>
<i>7 – 15</i>	<i>Mean = 45.46</i>	<i>Std.=12.84</i>
<i>> 16</i>	<i>Mean = 54.54</i>	<i>Std.=10.57</i>
	<i>F= 5.51</i>	
	<i>Sig= .005</i>	

12. Discussion of the results:

The statistical results indicated that the employees within the hospital departments under study believe that the management of human resources does not contribute to the development of creativity, due to the limited role of human resources management in their institutions to the validates granted and does not contribute to raising the morale of the employees and specializing in their routine work, and this result differs from the study of [20], [21]

The results also showed that there are no differences according to the variable gender in the development of creativity in the management of human resources because both sexes male and The female consider that the human resources department is not focused on innovation and interested in achieving the goals and imposed on workers and its dependence on the chain of communication from top to bottom and little impact on workers, and this result corresponds to the results of the study of [22], [23].

The results showed that there are statistically significant differences between the average grades of workers by years of service where the value of (F) calculated was greater than the scheduled, and was the highest among employees who spent more than (16) years in the job to note the role of management during long service, through its inability to convince and influence others in addition to the lack of care of talent and extraordinary abilities and refusal to change and renewal, this result is similar to a study [24], [25].

In spite of the findings, it was seen that there were not statistically significant variations among average employee grades because of their educative output, where the scheduled value (F) was greater than the estimated value, since employees regard management as not contributing to innovation growth despite their separate educational performances, the determines the goals workers without the participation of the workers. Attitudes and tasks and not seeking to redesign the business in a way that helps workers in their field and does not allow them to show talent and influence others, study [26], [27].

13.Recommendations:

- 1- Motivate employees and encourage them to do creative work and give them rewarding rewards for their creative work, encourage them to persevere and continue to be creative, and to develop mechanisms of continuous attention to the creators.
- 2- Introducing laws that foster creativity and creative thinking to give employees creative skills and practice them.
- 3- Training is one of the key components of the development of the capabilities of workers, which requires the organization's efforts to include appropriate training programs and materials, in light of contemporary global changes.
- 4- Participation of the human resources department in conferences, workshops, and seminars to convey their creative vision to the employees.
- 5- Work to encourage the state of scientific competition and honor the creators.
- 6- Providing allocating money to the organization's creative activities.
- 7- Allowing employees to make decisions about their work without referring to their direct boss.

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