

Influence of Human Resource Management Practices on The Creativeness and Innovations: A Study of Selected Private Businesses in Kurdistan

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Abstract— This logical exploration represents the impact of the human asset the board rehearses on the imagination and development with the medium variable which is expertise this investigation shows the significance of human asset the executives in the mechanical firms likewise rises the parts of the human asset the board cycle to expand the representative's innovativeness and advancement. To achieve this points, five organizations have been chosen to react the poll the absolute populace of the examination is 130 workers, at that point gather the information from the representatives and investigation it, to test this data the SPSS program v.25 has been utilized, In this examination attempt to show how human asset the board components sway on advancement likewise how it impacts on inventiveness and show how the human asset the executives impact on the aptitude. For the most part, this examination focuses on five significant elements of the human asset the board rehearses which are, strengthening, position investigation, preparing, pay, and work, and each factor contain a few inquiries along these lines, to diminish the factors, factor examination done. Additionally, in this investigation, the dependability shows there is a decent consistency estimation of the information, and the connection shows that there is a positive and huge connection between factors likewise, it outlines that there is a decent degree of the connection between factors. At last, the relapse investigation factually pointed there is an effect of human asset the executives rehearses on every one of advancement, innovativeness, and aptitude along these lines, the end concurs with the segments of HRMP which acknowledged by relapse examination and their impact on development, imagination, and expertise.

Keywords— Compensation, creativeness, Empowerment, innovations, and skill.

I. INTRODUCTION

By and large, human asset the executives rehearses sway on the worker's presentation, hence, it impacts on the authoritative execution, there are countless examinations about HR, every one focused on the diverse element of the human asset the board. Mousa and Othman, (2020), made the examination to show the connection between information the board limit and both human asset practices (staffing, preparing, worker cooperation, evaluation framework, and remuneration) and development execution as indicated by this investigation, there is a positive connection between HR practices and information the executives limit additionally there is the positive connection between advancement, execution and information

the executives limit, this trial shows human asset rehearses advantage of information limit which contains the accompanying: First one is sharing, the subsequent one is obtaining thus, the subsequent one effects on the advancement execution, and, it shows both HR practices and information the board highly affect the cycle of developments. Cooper, et al. (2019), clarified the connection among HRMP and item advancement additionally this investigation focused on the some significant variables of HRMP like (preparing, self-rule, execution base of pay, adaptable work hour, reserve agreements and assignment pivot) to build the development likewise 988 firms of Dutch had been taken as the

example, this examination accentuation on the steady development, revolutionary development and its connection with HRMP simultaneously it shows that there is a decent connection between every one of (gradual development and extremist advancement) with (preparing and tutoring), however level of consequences for every one is diverse by the volume of the association, in the enormous firm the preparation and tutoring have less impact on the extreme development yet it highly affects the R&D and its impact on hierarchical development. Al Kerday, (2019), noticed that the HRMP impacts on (efficiency, turnover and the monetary exhibition of the organizations, in this investigation shows the connection between the arrangement of work execution and corporate execution because of that gather the information from 1,000 firms, as indicated by the aftereffect of this examination the work elite consequences for money related of the organizations by expanding the representative's profitability and decline their turnover. Khan, et al. (2020), made investigation to represent the connection between the HRM and development additionally they decide the effect of both HRM and advancement on the hierarchical presentation, so analysts appropriated the review on the 194 cutting edge production lines in eight China's territories, they sort out that, control of the cycle, preparing and non-material inspiration decidedly sway on mechanical advancement however control of result and material inspiration have negative effect on advancement of innovation in the organizations, moreover they understood, there are positive linkage between mechanical advancement and execution. Likewise, Mousa and Othman, (2020), explained that there is the connection among HRM and advancement additionally the result of this examination outlined that interest and plan of advancement highly affect the corporate direction of development and it underscores there is a solid linkage between advancement technique and human asset the board rehearses.

II. PROBLEM STATEMENT

The inward and outside climate widely consequences for association particularly outer climate which involves a few elements like monetary, politic, innovation, rivalry and culture, they highly affect the interior climate of the association, yet today association know the significance of HR and the function of human asset practices to endure and make the economical upper hand so the issue of study is deciding the connection between the human asset the board with the imagination and development likewise considering the

aptitude as the intercede variable and attempt to respond to some question like the accompanying:

- How much have the human asset rehearses been utilized by the organizations?
- How much have the human asset rehearses affected on inventiveness and development in the organizations?
- How much have the human asset rehearses affected on inventiveness and advancement in the organizations by utilizing the aptitude as the mediate variable?

The objective of the Study

This examination can assist the administrators with seeing the issues which identified with the HR in the association and it gives the chief to decide the deficiencies likewise help the supervisors to settle on a precise choice and fix the issues so to arrive at this point a few issues should be clarified like the accompanying:

- There are numerous mechanical manufacturing plants that work in Kurdistan here attempt to discover the degree of actualizing the human asset rehearsing in that association.
- Explain the connection between two significant variables which are innovativeness and development with human asset rehearses It recognizes the skill and tries to show its relations with human resource practicing, innovation, and creativeness.

Conceptual Model Study

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

Hypotheses of the study

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

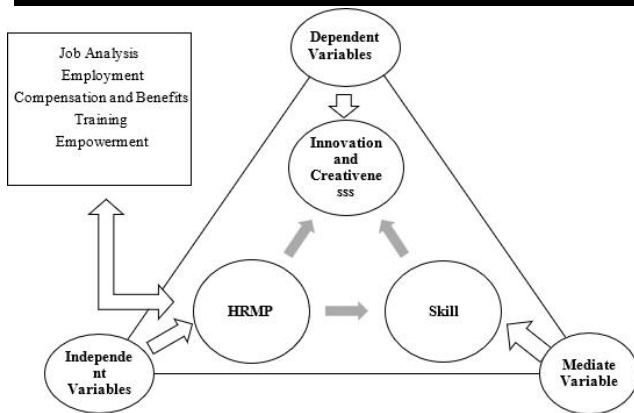


Fig.1: The Study Conceptual Mode.

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

- H1.1.: There is a positive relation between Job Analysis and skill in an industrial factory Kurdistan.
- H1.2 There is a positive relation between Employment and skill in an industrial factory Kurdistan.
- H1.3 There is a positive relation between Compensation, Benefits, and skill in an industrial factory Kurdistan.
- H1.4 There is a positive relation between Training and skill in an industrial factory Kurdistan.
- H1.5 There is a positive relation between Empowerment and skill in an industrial factory Kurdistan.

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

- H2.1.: There is a positive relation between Job Analysis and innovation in an industrial factory Kurdistan.
- H2.2 There is a positive relation between Employment and innovation in an industrial factory Kurdistan.
- H2.3 There is a positive relation between Compensation and innovation in an industrial factory Kurdistan.
- H2.4 There is a positive relation between Training and innovation in an industrial factory Kurdistan.
- H2.5 There is a positive relation between Empowerment and innovation in an industrial factory Kurdistan.
- H2.6.: There is a positive relation between Job Analysis and creativeness in an industrial factory Kurdistan.
- H2.7 There is a positive relation between Employment and

creativity in an industrial factory Kurdistan.

H2.8 There is a positive relation between Compensation and creativity in an industrial factory Kurdistan.

H2.9 There is the positive relation between Training and creativity in an industrial factory Kurdistan.

H2.10 There is the positive relation between Empowerment and creativity in an industrial factory Kurdistan.

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

H3.1.: There is a positive relationship between skill and innovation.

H3.2.: There is a positive relationship between skill and creativeness.

2.7. limitation

This study has some limitation like the following:

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

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

III. LITERATURE REVIEW

The Concept of Human Resource Management

The term of human asset the board joins of two significant parts like (HRM = HR+ Management) the first is the Human Resource which involves all the individuals in the organizations and these are the main assets in an association which conveys the scholarly capital, this factor has the effect among the associations, so it makes the upper hand for the associations (Kerdpitak and Jermstittiparsert, 2020). Be that as it may, the subsequent part is the administration, and the relationship of American culture characterizes the administration as completes both individual and hierarchical objectives, by the laborers and through the others (Aburumman, et al. 2020). By and large, an association is a fundamental factor of the administration, it raises the laborer's effectiveness, so it circulates the undertakings among the laborers and causes them to coordinate between them, incidentally, sorting out without HR and the chief can't do anything (Amrutha and Geetha, 2020). So, arranging contains a few exercises connected to ascribe the assets along these lines, it gives the hierarchical

plans and goals (Latukha, et al. 2020). This capacity is connected with the laborers in an association. In this way, it gives the developments, arranges and propels the laborers to coordinate their forces and aptitudes so as to arrive at the hierarchical and individual objectives successfully and effectively. Then again, it raises the specialist's fulfillment (Kianto, et al. 2017). This is the last capacity of the administrative cycle. It contains three stages, the first, figures the headway towards the point. The subsequent one figures out what remains and the last one decides the deviation and fixes the negative deviations (Zaid, et al. 2018). So, HRM sways the administrative capacities through HR so as to raise their exhibition likewise HRM has been characterized by numerous experts, researchers and scientists, since it relies upon the authoritative conditions, sort of the executives and human complexities at the work environment (Santhanam, et al. 2017).

Concepts and Definition of HRM

UK's Chartered establishment of work force and improvement, decided the HRM's four significant components which are the prize, resourcing, connection, creating and preparing (Nie, et al. 2018). HRM has been characterized as satisfy, authoritative necessities by HR in the great quality and appropriate amount so as to arrive at hierarchical objectives. This definition centers around the significant focuses which are characteristics of the HR, it implies the degree of aptitudes and information on laborers and amounts implies a careful number of laborers which the association needs to accomplish its objectives

(Rubel, et al. 2018). HRM is an administrative methodology that contends to make appropriate arrangements of work force to give. Hierarchical procedure (Azeez, 2017). Human Resource Management is an administrative science, which centers around the human angle, similar to aptitudes and rises the specialist's exhibition in an association. So HRM attempts to make participation, linkage and positive meddles among HRM and other administrative masters like item the executives, showcasing the board and., so fourth it additionally focuses on HR advancement and builds their insight (Pavlov, et al. 2017). It is important to zero in on human asset the executives framework, which contains info and cycles to make the yield, it speaks to the prepared HR with the superior and legitimate to advertise in this way, the point of human asset the board.

Human Resource Management Practices

All around the globe, ecological changes greatly affect any association, and has been made by scientist bass on the

accompanying depiction, simultaneously, any associations need to adjust the natural changes to endure thus, it makes them attempt to discover the better approaches to arrive at the reasonable upper hand through the HRM rehearses (Al Adresi and Darun, 2017). HRM rehearses have been depicted as arranging, creating, assessing, remuneration, preparing and staffing the HR in an association additionally specialist centers around linkage between HRM rehearses and authoritative techniques and it establishes that Human asset the board rehearses highly affect hierarchical achievement or fall flat (von Bonsdorff, et al. 2018). HRM practices are the component of HRM. By and large, HRM contains three measurements: approaches, frameworks, and practices which sway on specialist's conduct and effectiveness additionally it includes of occupation investigation, arranging, selecting, preparing, remuneration and laborers relationship (El- Ghalayini, 2017).

Performance and Assessment

Execution appraisal is the significant factor of the HRM rehearses, for the most part associations utilize the approaches and dynamic to raise the representative's profitability and execution likewise different components of HRM rehearses give HR to raises the exhibition like, picking, work and preparing simultaneously, some different variables affect the HR like authority which consequences for worker's fulfillment and viability, additionally association couldn't be certain HRM rehearses actualize accurately without assessment (Bouaziz and Hachicha, 2018). Evaluation of specialist's presentation give huge data to the administration which gives him to settle on the correct choice about worker's advancement and keep up additionally, it utilizes during the time spent occupation investigation and business, so the exhibition appraisal has been shown as a critical piece of representative's information, capacity and capable appraisal (Bastida, et al. 2018).

Impact of Environmental Change on the HRM

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

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

In 1776s, James Watt designed the steam engine which uses the coal as the fuel and in the 1800s the patent has been

confirmed after that others developed it, if compare the efficiency and power of the engine steam in 1776 and 1900, its efficiency and power has been increased ten times. The steam engine has been used to make the large factories. The British invented the first steam locomotive and steamship in the early of the 19th century. So, step by step technology developed and impacted the society, the big factories have appeared people together worked in it. But at the beginning, the owners of the firms didn't pay any attention to the worker's right also they worked 13-hours daily in

this era focused on technology more than humans (Rondeau & Wagar, 2016). This era began from the Frederick Winslow Taylor which published his attitudes about scientific management in 1911, his perspective of management focused on two important factors, time and movement, he believed these factors have great impacts on the productivity in additional, he paid attention to raising the reward to increase the performance, but this perspective of management didn't pay attention to the human and killed the work soul of workers as it saw the human- like the robot. At the same time Taylor saw these attitudes as the part of the four principles of management, which are the science expansion at work, scientifically select the workers, scientific level of workers education and development Moreover, a good relationship between the workers and management in this era focuses on productivity and work (Chowhan, et al. 2017). Generally, the Hawthorne studies tried to illustrate the influence of environmental factors on the humans and its reflection on their performance and productivity most of the variables are measurable but some of them are related to the human and immeasurable so the study assumed that human relation affects the performances and output, the experiment contained laborers in a small group which owned different skills in their work, also this experiment achieved in the real work (Mousa & Othman, 2020), it showed that the informal relationships among the workgroup impact the work satisfaction consequently, it influences the performance and productivity, this era concentrates on humanity rather than work (Cooper, et al. 2019).

IV. THE METHOD

The main goal of this study shows the impact of HRMP on the innovation and creativeness and the previous chapter illustrated and explained the multiple aspects of the variables

but this chapter uses the quantitative method to analysis the data also the best way to collect the data from a population is the survey method.

Approach of Study

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

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

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

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

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

The population of The Study

Generally, (130) surveys have been distributed in several Kurdistan industrial factory and company, also the table (1), illustrates that the retrieved numbers surveys are (126) it means (%96) of all distributed surveys but, not retrieved surveys numbers are (4) it.

Data Collection Method

The researcher used the survey method to collect initial data. So according to the literature review the survey has been prepared and the questionnaire developed also, The questionnaire considered the significant instrument to collect the data and it was exclusively designed for this aim and it has been distributed to several industrial factory's employees in Kurdistan. As the result, the questionnaire is the set of organized question and it has been specified by the hypotheses accordingly, the perfect survey

questionnaire includes the prefatory which relate to respondents with the brief explanation of study issue and the way of responding the questionnaire.

Data Analysis

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

The Demographic Data

The survey of demographical variables collected personal information from some industrial factories in Kurdistan city as mentioned in the previous chapter. it comprised of Education, Marital status, Age, Overall Job Experience and Position. So, table

1 revealed the frequency and percentage of the educational level of employees which contributed to this study. Generally, 8.9 percent of the total samples of the survey are 11 employees have been no literate but, 34.7 percent of participators or 43 employees in Kurdistan factories are primary school certificate holder also, 34.7 percent or 43 employees in the firms have a secondary school certificate whereas, 9.7 percent of total contributors or 12 employees held diploma degree although, 10.5 percent of total samples or 13 employees are Bachelor's certificate holders, at last, 1.6 percent or 2 employees held Master/Ph.D. degree.

Table 1 Frequencies and Percentages of the Sample’s Education

Education	Frequency	Percent
No Literate	11	8.9
Primary School	43	34.7
Secondary School	43	34.7

Diploma	12	9.7
Bachelor's	13	10.5
Master/Ph.D.	2	1.6
Total	124	% 100

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

Table 2 Frequencies and Percentages of Marital status

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

According to sample’s frequencies and percentage of age, 8.1 percent or 10 employees of samples in Kurdistan industrial firms aged less than 20 years also, 43.5 percent of the total survey contributors or

54 employees aged between 21-30 years but, 37.9 percent of overall samples or 47 employees aged between 31-40 years whereas, 9.7 percent or 12 employees aged between 41-50 years and .8 percent of total sample or 1 employee aged over 50 years.

Table 3 Frequencies and Percentages of Age Groups

Age Groups	Frequency	Percent
less than 20 years	10	8.1
21-30 years	54	43.5
31-40 years	47	37.9
41-50 years	12	9.7
over 50 years	1	.8
Total	124	%100

Table 5 indicates the position of survey samples so, 4 percent of overall survey contributors or 5 employees are the manager but, 8.1 percent of entees 40 the

The table 4 showed the job experienced of the total contributed samples in this study so, 42.7 percent of total contributed survey samples or 53 employees experienced equal or less than 2 years but, 32.3 percent or 40 employees experienced between 3-7 years whereas, 25 percent of overall contributors or 31 persons overall their job experienced equal or more than 8 years.

Table 4 Frequencies and Percentages of the contributor's total Job Experience

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

Table 5 Frequencies and Percentages of the survey sample's position

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

The Reliability Analysis

The result of the Cronbach's alpha for independent variables, HRM practices is (0.872>0.6). Also, the value of the mediate variable, skill is (0.811>0.6) and the dependent variables innovation and create value is (0.837>0.6). The Cronbach's alpha consistency rises its level when all groups of questions used so, overall value is (0.922>0.6) which is bigger than recommended value (0.6) and adequate value (0.7) but, it is optimal it means more than (0.7) So, according to table 2.19 the survey questionnaire has the high level of reliability .

Table 6 Reliability Analysis

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

Correlation Analysis

The correlation analysis revealed the level of the relationship among the variables and the following figure shows the correlation scale made by the researcher in the shadow of Abdula (2015), explanation of correlation: Empowerment (Independent variable 1) has the positive correlation with the job analysis its value is (0.440) but, the level of correlation is medium because the value of correlation falls between 0.30 and 0.70 also, it has the positive correlation with compensation and its value is (0.267) so, the level of correlation is weak at the same time, there is the positive relation between empowerment and training which is

(0.308) and the level of correlation is medium also, there is the positive relation between empowerment and employment and the correlation value is(0.858) it means there is a strong correlation between them also, it has the positive correlation with skill its value is (0.460) so there is a medium correlation between them and it has a positive relationship with the innovation, the value is (0.419) so, there is the medium correlation between them at last, there is the positive link between empowerment and creativeness and the value of correlation is (0.255) so, there is a weak correlation between them. Job Analysis (Independent Variable 2) has a positive link with compensation the value of correlation is (0.441) it means there is a medium correlation between them also, it has a positive link with training and the value of correlation is (0.527) it shows there is medium correlation between them and the value of correlation between job analysis and employment is (0.528) it means they have a medium correlation also, there is a positive

relationship between them on the other hand, it has a positive relation with skill and the value of correlation is (0.476) it shows there is the medium correlation between them and its correlation value with innovation is (0.584) and there is the positive relationship between them also there is medium

correlation between them at last, there is the positive link with creativeness and the value is (0.299) so there is the weak correlation between them. Compensation (Independent Variable 3) has a positive relationship with the training, employment, skill, innovation, and creativeness but, the correlation value between compensation and other variables are like the following:

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

Employment (Independent variable 4) has a positive correlation with Skill, its correlate value is(0.547) so, there is medium correlation between Employment and skill but, correlation value of innovation is(0.519) it means there is the medium correlation between Employment and innovation also correlation value of creativeness is(0.365) it means there is medium correlation between Employment and creativeness. Skill (Mediate Variable) it has a positive relationship with both innovation and creativeness the correlation between skill and innovation is (0.434) and between skill and creativeness is (0.465) so, there is a medium correlation between them. Innovation (Dependent variable) has a positive correlation with creativeness also the correlative value between them is (0.534) it means there is a medium correlation between them. Generally, in the upper illustration we find out there isn't any negative correlation and the correlation value falls between zero and one also the biggest correlation is (0.858) which falls between the empowerment and employment and the smallest correlation is (0.255) which falls between empowerment and creativeness.

Table 7 Correlation among variables

Correlations								
Pearson Correlation	Empowerment_SUM	Job Analysis_SUM	Compensation_SUM	Training_SUM	Employment_SUM	Skill_SUM	Innovation_SUM	Creativtng_SUM
Empowerment_SUM	1	0.440	0.267	0.308	0.858	0.460	0.419	0.255
JobAnalysis_SUM		1	0.441	0.527	0.528	0.476	0.584	0.299

Compensation_SUM			1	0.446	0.390	0.523	0.487	0.493
Training_SUM				1	0.452	0.421	0.650	0.505
Employment_SUM					1	0.547	0.519	0.365
Skill_SUM						1	0.434	0.465
Innovation_SUM							1	0.534
Creativiting_SUM								1
**. Correlation is significant at the 0.01 level (2-tailed).								

Regression Analysis

To test the impact of HRM practices on the innovation, creativeness, and skill both multiple and simple regression used which compute the bivariate correlation of them. As showed in the table (2.22) multiple regression analysis used to examine effect of HRM practices on the innovation in some industrial factories in Kurdistan, The model summary in the following table shows the R adjust which is (0.53) it shows the changes in the dependent variable due to independent variables, the same table showed significant of F-Test when F(36.45) and its significant is (p0.0001<0.05) and amount of

Beta for Job analysis, Compensation, training, and employment respectively are (0.260, 0.162, 0.445 and 0.160) and their significant respectively are (.006, .043, .000 and .032) therefore, this model is suitable and it is important to show how HRM practices components effect on innovation as a result, the hypotheses (H2.1, H2.2, H2.3, and H2.4) accepted.

Table 8 Dependent Variable: Innovation

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

The table (9) shown the impact of HRM practices on creativeness in some industrial firms in Kurdistan city, the following table showed R Adjust which is (0.340)also it reveals the F-Test when F(31.79) and its significant is (p0.0001<0.05) at the same time, Beta for compensation and training respectively are (0.367 and 0.413) also their

significant respectively are (0.0001 and 0.0001) consequently, this model adequate and it shows how HRM practices ingredients impact on creativeness, therefore, the hypotheses (H2.8 and H2.9) accepted.

Table 9 Dependent Variable: Creativeness

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

The table (10) presented the effect of HRM practices on the skill in some Kurdistan industrial factories and it's the R Adjusted is (0.410) also, F-Test is (29.87) while its significant is (p 0.0001<0.05) but, Beta for Job Analysis, Compensation and Employment respectively are (0.171, 0.336 and 0.317) and their significant respectively are (0.072, 0.0001 and 0.0001)

and according to F-Test and its significant this model is suitable and it reveals the impact of HRM practices on the skill consequently, the hypotheses (H1.2 and H1.3) accepted.

Table 10 Dependent Variable: Skill

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

Table 11 explained the skill impact on the innovation its Beta is(0.452) and its significance is(p0.0001<0.05) also, R square is (0.19) but, F-Test is(28.35) while its significant is (p0.0001<0.05) therefore this model is suitable and skill

influence on the innovation so, the hypothesis (H3.1) accepted.

Table 11 Dependent Variable: Innovation

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

Table 12 shown the skill impact on the Creativeness its Beta is(0.490) and its significance is(p0.0001<0.05) also, R square is (0.22) but, F-Test is(33.63) while its significant is

(p0.0001<0.05) therefore this model is suitable and skill impact on the creativeness so, Hypothesis (H3.2) accepted.

Table 12 Dependent Variable: Creativeness

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

V. DISCUSSION AND CONCLUSION

In this study, Job Analysis doesn't provide Skill and it means that the Kurdistan industrial factories which have been studied couldn't make the balance between job description and job specifications so it negatively impacts the skill. In this study Employment provides Skill it means factories' success to find adequate workers. Also, compensation provides skill it reveals that these firms successful to pay direct or indirect payment like wages and salary, remuneration and insurance so it positively impacts skill. Training didn't provide the skill it means that these factories fail to have adequate training or don't pay attention to the training so it negatively impacts skill. Empowerment didn't provide skill it means employees in these factories didn't have job enough freedom. The resulting study showed that HRMP impact on the innovation and creativeness also, the level of impact is medium and discuss that as the following: Job analysis positively impacts on the innovation, it means that factories success to generate new ideas and the causes of this success back to the ingredient of the innovation. Also, this study illustrates that employment positively impacts innovation, it means that Kurdistan industrial factories success to attract workers with high intellectual innovation. Then Compensation provides the Innovation it means these firms are the success to have good compensation system to motivate employees. Training positively effect innovation it means Kurdistan-industrial firms successful to have a new idea also if employees' training didn't adequate but the characteristic of the human and innovation helps to generate new ideas with little training. In these factories' empowerment did not provide the innovation it means there isn't enough job freedom to increase the innovation. Job Analysis did not provide the Creativeness it means that Kurdistan-industrial factories could not implement the new idea and there are many reasons for that like Risk, turbulent environment and so on. Employment did not provide the Creativeness in the mentioned firms it means attracted employees could

not implement the idea and there are many reasons for that like type of leadership, risk. Compensation impacts Creativeness it means these factories have a good compensation system which helps and motivate employees to implements the new idea. Training positively impact Creativeness and help firms to implement new idea. Empowerment did not provide Creativeness it means there is not enough job freedom. The resulting study illustrated that skill positively impact on the innovation and creativeness also, the level of impact is strong and discuss that as the following: Skill positively impacts on

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

The aim of this study tests the effect of HRM practices on innovation, creativeness, and skill in Kurdistan industrial factories. This chapter contains the results of the study and compares this result to other studies to find out the agreement and disagreement among them. Al Kerdawy, (2019), the result of their study explained that HRM practices (hiring and selection, reward, job analysis, and teamwork) positively impact employees creativeness but training and performance appraisal didn't relate employees creativeness but in this study, employment and job analysis didn't impact on the creativeness also training and compensation positively impact on creativeness here both studies emphasis compensation has the positive impact on creativeness and the difference between other elements back to environmental factors. Khan, et al. (2020), noted that there is a positive relationship among HRM practices (Staffing or employment, Training, participation and performance appraisal

)and Knowledge management capacity which in turn positively impact the innovation efficiency. But the result of our study shows employment, training, and skill positively impact on the innovation with is the same with their study in our study we can say skill is a part of knowledge by increasing the skill the level of knowledge will increase. Mousa & Othman, (2020), illustrated that in the type of organization which concentrated on the high level of training, communication, job description (part of job analysis), teamwork and performance based on reward HRM practices positively impact on the organizational culture, knowledge management and innovation of the organization. Also, according to our study, training, compensation and job analysis positively impact innovation which is the same result. Kerdpitak & Jermisittiparsert, (2020), noticed that HRM practices (training, an appraisal based on performance and compensation) and employees knowledge impact on the development of innovation and our study reveal that the training and compensation have the positive relation on the innovation so both studies have the equal result. Aburumman, et al. (2020), clarified that there is a positive link between skill and innovation also, it has a positive relation with creativeness also, this study exactly

reaches the same results. Amrutha & Geetha, (2020), notice that there is a positive relation between HRMP and skill also, it has a positive relation with innovation but in this study, there is a weak positive relation between HRMP and skill and there is a good relationship with innovation.

VI. CONCLUSION

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

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

So, this study explained that some dimensions of the HRM practices in Kurdistan industrial firms have more impact on the innovation if compare it to other elements of HRM practices like, (job analysis, employment, compensation and training) also, (compensation and training) more influence on creativeness in compare to other dimensions at the same time this study revealed that (employment and compensation) have a high effect on skill but the most important point is that skill has a high impact on the innovation and creativeness. Likewise, this study finds out the role of HRM practices on the Innovation and creativeness in the Kurdistan industrial factories so, the managers of this factories should use this result and know how to use the HRM practices dimensions to raise the skill which has a high impact on the innovation and creativeness to gain a competitive advantage.

VII. RECOMMENDATIONS

- This study recommends that Kurdistan industrial firms pay more attention to the dimensions of HRM practices to raise Innovation and creativeness in the firms because it is the source of competitive advantage.

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

Organization to motivate the skilled employees to remain in the organization.

Further Studies Recommendations

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

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