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The Impact of Human Resource Maintenance on Enhancing Strategic Creativity: A Field Study at the Open Educational College / Nineveh Study Center

Ahmed Mahmood AlFiky [1], Sura Taqi Mohammed Ali [2], Yasser Ismail Khudhur [3]

[1] Nineveh Directorate of Education
ahmedm.alfiky@gmail.com

[2,3] University of Mosul
sura_taqi_alsultan@uomosul.edu.iq
yasirismaeel73@gmail.com

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ABSTRACTS

The research aims to demonstrate the effect of human resource maintenance, represented by its dimensions (social welfare, healthcare, and occupational safety), in enhancing strategic creativity, represented by its dimensions (strategic creativity management, strategic alignment, organizational readiness, and continuity and creative development), within the General Directorate of Education in Nineveh Governorate. The study was applied to a sample of employees at the Nineveh Study Center of the Open Educational College in Nineveh Governorate, totaling 80 participants. The researchers distributed the questionnaire to all employees in the center (85 in total), of which 82 were retrieved, and 80 were valid for statistical analysis. The researchers employed the statistical program (SPSS) to conduct multiple statistical tests on the questionnaire data, such as reliability, normal distribution, arithmetic means, standard deviations, and response rates, in addition to applying correlation and linear regression tests to examine the research hypotheses. The findings revealed a strong significant correlation as well as an effect between human resource maintenance and strategic creativity at both the overall and dimensional levels. The dimensions ranked in order of correlation and effect beginning with occupational safety, followed by healthcare, and finally social welfare. Furthermore, the study confirmed the existence of significant differences among the responses of the surveyed sample.

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INTRODUCTION

The business world today is witnessing rapid changes driven by technological developments, intense competition, and economic transformations. This has compelled organizations to continuously seek sustainable sources of strategic superiority. The human resource has emerged as the most important strategic asset, due to its role in generating knowledge, developing capabilities, and innovating solutions.

The research highlights the impact of human resource maintenance in the Nineveh Directorate of Education on enhancing strategic creativity. It seeks to clarify the relationship between maintenance dimensions and the dimensions of strategic creativity, and to explain their contribution to strengthening the organization's capabilities for creativity. The research aims to provide a strategic framework that supports decision-makers and strengthens organizational orientations toward investing in human resources as a basis for sustaining creativity.

*Corresponding Author Email Address: ahmedm.alfiky@gmail.com
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RESEARCH METHODOLOGY

Research Problem

Despite the ability of organizations to confront rapid changes in their work environment, challenges continue to increase. This requires organizations to adopt contemporary administrative approaches that provide continuity and competitiveness. Strategic creativity emerges as one of the most important tools and factors enabling organizations to deal with these challenges.

Although many studies have addressed the relationship between human resource management and creativity in its strategic orientation, a review of previous works reveals no study that has examined the impact of human resource maintenance on enhancing strategic creativity. Based on this, the research problem arises: to what extent does the administration of the studied center recognize the importance of maintaining its human resources (employees, faculty, and staff), and what is the impact of such maintenance on enhancing the center's strategic creativity?
Thus, the main research problem is framed in the following question: Does human resource maintenance have an actual effect on enhancing the strategic creativity of the studied center?
The following sub-questions emerge:

1. What is the level of awareness among individuals in the studied center regarding the research variables and their importance?
2. What is the level of human resource maintenance?
3. What is the level of strategic creativity?
4. What is the relationship between human resource maintenance and strategic creativity?
5. What is the impact of human resource maintenance on enhancing strategic creativity?

Research Importance

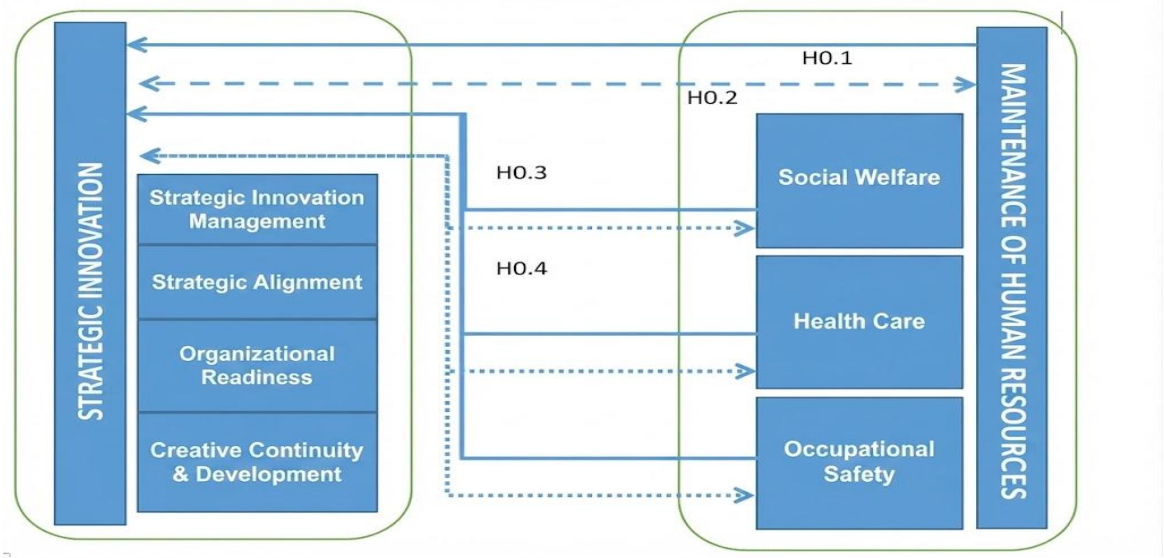
The research holds theoretical importance due to the significance of its variables, which are among the central concerns of administrative and strategic thought. It also contributes to enriching the Arab and Iraqi academic library by confirming the relationship and impact between the two variables.

Research Objectives

1. Providing a theoretical framework that contributes to enriching the administrative and strategic thinking about the research variables and their dimensions.
2. Determining the level of awareness of the management of the research center about the concept of human resources maintenance.
3. Determining the level of strategic creativity.
4. Presenting a model to link the two research variables in accordance with the field reality of the research center.
5. Clarifying the role of human resource maintenance in promoting strategic creativity.

The hypothetical outline of the research

The hypothetical diagram embodies the conclusion reached by the researchers by diagnosing the logical relationships between the variables based on previous contributions, as shown in Figure (1).



Source: Prepared by the researchers

Fig. 1 The hypothetical outline of the research

Research Hypotheses

- **First main hypothesis**: There is a significant correlation between the maintenance of human resources and strategic creativity at the macro level.
- **Second main hypothesis**: There is a significant correlation between human resources maintenance dimensions at the micro level and strategic creativity at the macro level.
- **Third main hypothesis**: There is a significant effect of human resources maintenance on strategic creativity at the macro level.
- **Fourth main hypothesis**: There is a significant effect of the dimensions of human resources maintenance at the micro level on strategic creativity at the macro level.

Research Tool and Scale

The researchers used the questionnaire as a main tool to collect data, employing a five-point Likert scale (completely agree, agree, neutral, disagree, disagree, not completely agree) distributed by weights (1, 2, 3, 4, and 5), and Table (1) shows the classification of the questionnaire paragraphs and their sources according to the research variables.

Table 1: Questionnaire paragraphs and sources

Main Variable	Sub-Variable	Paragraph Numbers	Sources
Human Resource Maintenance	Social Welfare	1–5	Beheshtifar & Safarian, 2013; Al-Taii *et al.*, 2020; Saad & Al-Naggar, 2023; Abd al'Al, 2023; Al'Awfi, 2024; Noori & Wazir, 2025
	Healthcare	6–10	
	Occupational Safety	11–15	
Strategic Creativity	Strategic Creativity Management	16–20	Muhammad, 2008; Nahar, 2017; Ildikó Csilla Takács, 2018; Abd alRazzaq, 2021; Hadjinicolaou *et al.*, 2022; Ngiri & Njagi, 2022
	Strategic Alignment	21–25	
	Organizational Readiness	26–30	
	Continuity and Creative Development	31–35	

Source: Prepared by researchers based on the sources in the table.

Research Community, Sample and Limits

The General Directorate of Education in Nineveh Governorate / Nineveh Educational Center of the Open Educational College was selected as the research population, coveing all employees, where (85) questionnaires were distributed, and (82) were retrieved, of which (80) were analyzed, constituting (94%) of the questionnaires distributed, while the research limits are as follows:

1. **Time Limits**: The research was completed within the year (2025-2026).
2. **Spatial Limits**: The research was applied at the Nineveh Educational Center of the Open Educational College in Iraq.
3. **Human Limits**: Embodied by the 85 employees and professors working at the center.

Statistical analysis and processing tools

1. Arithmetic mean: determining the level of answer about items.
2. Standard deviation: used to determine dispersion of the sample answers around the arithmetic mean.
3. Coefficient of Variance: applied to identify the most important variables, as well as the most homogeneous variables.
4. Simple correlation coefficient: used to determine the strength of the relationship between the variables and their nature.
5. Regression analysis: used to measure the effect of an independent variable on the dependent variable.

THE THEORETICAL FRAMEWORK OF THE RESEARCH

The Concept of Human Resources Maintenance

There are many perspectives that have dealt with human resources maintenance, as (Ma'tallah, 2013) defines it as preserving the organization's human assets and making the organization a source of attraction for competencies through health, educational, and social services, and raising Significant and job satisfaction to ensure effectiveness. As for (Ismail, 2021), it is seen as an integrated system that combines occupational security and health with social insurance that ensures the protection of the human resource from the risks and accidents of work and professional mistakes. It is also defined as the state that the worker feels in his workplace when conditions provide him with protection, prevention, and health care (Rabahi & Khaloufi, 2021). It is defined as practices that aim to improve the conditions, skills, and competencies of employees to achieve effective organizational performance (Abu Nassar, 2022), and human resource maintenance (Dehghan et al, 2023) is a strategic process that aims to maintain the accumulated experience and knowledge within the organization, which helps reduce the high costs of recruitment and training.

The researchers define it as "preserving the human resource and creating the conditions that raise the morale of the organization's competencies, attract external competencies, and allow them to provide the greatest productivity, by supporting their life outside of work in terms of providing subscriptions to restaurants, community clubs and health complexes, as well as providing suitable housing for them, and protecting them from occupational accidents and work mistakes".

The Importance of Human Resources Maintenance

The importance of human resource maintenance is linked to achieving long-term strategic growth through the social capital, as sustainable management contributes to building relationships of trust that promote value creation and innovation, making employees a reliable human capital that supports overall performance (Hamzavi *et al*, 2023). In addition,

maintenance contributes to the prosperity of the organization through positive reinforcement strategies that motivate employees to work with enthusiasm and responsibility, creating a work environment that encourages the best possible performance and achieving profitability and excellence (Khanh, 2021).

It can be said that the importance of human resource maintenance stems from its role in protecting the health and loyalty of employees during crises, as maintenance contributes to building psychological safety that allows employees to convey their concerns to management, which helps in innovating creative strategies for managing people and developing their soft skills to enhance resilience (Salehi et al, 2021) .

Maintenance is also an investment expenditure with tangible returns and not just a cost, as it is necessary to maintain efficient human resources and ensure that they do not leak to competing organizations, and its value is highlighted in increasing employee loyalty and affiliation, and raising the level of organizational commitment among them, which reflects positively on their behaviors and overall performance (Al-Jughaifi and Al-Hayali, 2019).

Dimensions of Human Resource Maintenance

First dimension. Social Welfare: It is defined as a set of services and activities that are not directly related to the technical tasks of the job, but are aimed at improving the employee's quality of life and increasing their loyalty to the organization. These services include social and sports activities, consulting services, and the provision of recreational facilities that help reduce turnover rates and build positive relationships between employees and management (Al-Taii *et al.*, 2020) This is confirmed by (Abu Nassar, 2022), where he pointed out that social welfare programs are a set of benefits, services, and facilities provided by the organization to employees and their families with the aim of raising their Significant and enhancing their sense of belonging, and they are usually granted based on "membership" in the organization and not on the basis of job performance.

Second dimension. Healthcare: This dimension focuses on the medical and therapeutic measures provided by the organization to maintain the physical and mental fitness of employees, and includes plans designed to treat diseases that may arise as a result of special working conditions (Beheshtifar & Safarian, 2013).
Third dimension. Occupational Safety: Occupational safety is the preventive activities designed to protect human resources from accidents, injuries, and deaths in the workplace, and it mainly aims to reduce work-related risks by providing a safe and comfortable work environment (Al-Taii *et al.*, 2020)**.**

The Concept of strategic creativity

Researchers' view of the concept of strategic innovation varies depending on their perspectives and aspirations, as there are those who view strategic innovation as the radical discovery of new business models in the current industry, which leads to the growth of the market by attracting and attracting new consumers and customers, and it is also seen as a framework for a multidimensional process that aims to apply innovation with strategic demands that challenge the traditional logic of re-engineering the organization's business model (Ahmed, 2016).
It is also seen as the process of generating and implementing creative ideas within an organization through the management of its operations, with the aim of finding solutions and contributing to improving performance levels in the current competitive environment, relying on the creative human resource (Ibrahim & Youssef, 2022), and it is defined as the ability to develop innovative solutions that contribute to achieves long-term goals by creating new rules for competition and focusing on proactive thinking (Deru, 2025).

From the researchers' point of view, strategic creativity is defined as "a strategic tool adopted by the organization to sustain its activities, based on the human resource by promoting innovative behavior and supporting creative ideas to reach superior performance, achieving its strategic success."

The Importance of Strategic Creativity

Strategic creativity is a pathway to achieving superior performance and securing a competitive advantage, as it helps leaders turn innovative ideas into useful applications that support the organization's strategic goals (Cortes & Herrmann, 2020). It enhances courage in decision-making among leaders, which positively affects creativity, and this creativity depends on the creative human resource that enables leaders to develop their innovative ideas and disseminate them to enhance performance in the competitive environment (Ibrahim & Youssef, 2022). It allows organizations to increase their competitiveness by adopting hybrid strategies that combine strategic and social values, generating an economic surplus that can be reinvested in continuous innovation to improve products and services (Diaz-Carrion & Franco-Leal, 2021). Strategic creativity is essential for building organizational resilience in times of crisis, as it allows organizations to reinvent their business models to ensure sustainability (Leitão & Ratten, 2022). Its importance is evident in being a key pillar for the implementation of strategic plans and building organizational maturity, as it helps organizations absorb innovative developments and integrate them into internal processes, increasing the organization's ability to withstand external shocks and identify new market opportunities (Hadjinicolaou *et al.*, 2022).

Dimensions of Strategic Creativity

The researchers adopted the model (Abdulrazaq, 2021) which was also used by (Nasser, 2024) for strategic creativity, and the researchers strengthened their use of this model based on the views of (Mohammed, 2008) (Nahar, 2017) (Hadjinicolaou *et al.*, 2022) (Takács Ildikó-Csilla, 2018) (Ngiri & Njagi, 2022), which came in line with the research environment, and these dimensions are:

First dimension. Strategic Creativity management: The systematic and logical organization of organizational activities that contribute to creativity, It is not limited to the generation of ideas, but extends to building consensus between parties inside and outside the organization to ensure the flow of perceptions and turn them into real value (Mohammed, 2008). This dimension depends on the connection between traditional and non-traditional elements of creativity, to ensure the desired results (Nahar, 2017).

Second dimension. Strategic alignment: It reflects the governing environment of the organization, as it expresses the extent to which internal operations respond to external indicators, opportunities, and threats, which contributes to achieving balance and adjusting operations in accordance with strategic paths (Ibrahim & Youssef, 2022). It is also defined as a dynamic state that aims to link everything that the organization uses, does or produces with its strategic goals, allowing it to optimize the use of its resources to achieve measurable progress towards its future vision (Abdulrazaq, 2021).

Third dimension. Organizational readiness: The organization's ability to not only generate innovation, but also to absorb innovative developments and integrate them into organizational processes and build organizational maturity, which requires a dynamic culture, flexible internal systems that respond to external changes, and effective reallocation of resources (Hadjinicolaou *et al.*, 2022). Organizational readiness focuses on creating the internal environment to be able to absorb and generate innovative ideas, and this is related to the ability to change and adopt creative techniques that enable leaders to improve performance in the competitive environment (Ibrahim & Youssef, 2022).

The Impact of Human Resources Maintenance on Strategic Creativity

Human resource maintenance contributes to increasing organizational efficiency, as creative thinking and planning do not achieve their goals without trained human capital. The importance of this maintenance is highlighted in raising the organization's innovative capabilities, ensuring that resources are used efficiently to achieve a sustainable competitive advantage (AlQershi, 2021) .

Skilled workforce is the engine of creativity, as maintaining this resource requires investing in their technical and cognitive skills to enable them to turn ideas into tangible products or services. Providing cadres capable of maintaining and skillfully developing the work equipment of organizations improves the levels of strategic creativity within these organizations (Nahar, 2017).

Creative organizations rely on incentive and reward systems (financial and non-financial) to maintain employee motivation, as these systems provide the motivation to adopt and implement big ideas. These incentives are critical to creating a culture of innovation that supports individuals to ensure the success of strategic initiatives (Church,2022).

THE PRACTICAL STATISTICAL ASPECT OF THE RESEARCH

Reliability test

The Reliability test has been applied through Cronbach's alpha method, and it can be noted that the minimum acceptable is (60%) based on the proposals of (Al-Dabbagh, 2014) and (Al-Samman, 2008), and it is clear through Table (2) shows that the stability coefficient reached at the total level (83%) at the total level, as all dimensions of both main variables have exceeded the limit of (80%), which is a very good percentage.

Table 2: Stability Coefficient by Applying Cronbach's Alpha Method

Dimension	Reliability Value
Human Resource Maintenance	
Social Welfare	0.84
Healthcare	0.81
Occupational Safety	0.82
Total	0.83
Strategic Creativity	
Strategic Creativity Management	0.84
Strategic Alignment	0.82
Organizational Readiness	0.86
Continuity and Creative Development	0.82
Total	0.84
Instrument as a Whole	0.83

Source: Prepared by the researchers based on the results of SPSS programming.

Normal Distribution

Since linear regression was used to test the hypotheses, the normality of the data had to be verified in advance. The researchers applied the Shapiro-Wilk test (Shapiro & Wilk,1965), whose null hypothesis states that the variable is normally distributed (Ghasemi & Zahediasl, 2012). Based on Table (3), the null hypothesis is accepted, since all significance values are greater than (0.05).

Table 3: Normal Distribution Test Using Shapiro-Wilk Test

Dimension	Test Value	Significance Level
Human Resource Maintenance		
Social Welfare	0.86	0.77
Healthcare	0.81	0.69
Occupational Safety	0.79	0.64
Strategic Creativity		
Strategic Creativity Management	0.83	0.71
Strategic Alignment	0.77	0.61
Organizational Readiness	0.84	0.73
Continuity and Creative Development	0.74	0.58

Source: Prepared by the researchers based on the results of SPSS programming.

Description of the Research Sample

Table (4) presents the characteristics of the surveyed sample.

Table 4: Description of the research sample (personal information)

Variable	Category	#	Percentage
Gender	Male	54	67.5%
	Female	26	32.5%
Age	21–30 years	1	1.2%
	31–40 years	28	35%
	41–50 years	30	37.5%
	50 years and above	21	26.3%
Educational Attainment	Secondary or below	0	0%
	Diploma	1	1.2%
	Bachelor's	7	8.8%
	Higher Diploma	0	0%
	Master's	34	42.5%
	Doctorate	38	47.5%
Years of Service	One year	0	0%
	2–4 years	9	11.2%
	5–7 years	25	31.3%
	7–9 years	0	0%
	10 years or more	46	57.5%

Source: Prepared by researchers based on the results of the research questionnaire**.**

Description of Independent Variable: Human Resources Maintenance

Table (5) the Description of the Human Resources Maintenance and its Dimensions

Dimensions	Arithmetic Mean	Standard Deviation	Response Rate	Coefficient of Variation
1. Social welfare	3.748	1.058	74.95%	28.23%
2. Healthcare	3.565	1.062	71.30%	29.79%
3. Occupational Safety	3.805	0.999	76.10%	26.25%
Total	3.706	1.040	74.12%	28.05%

Source: Prepared by the researcher based on the results of the research questionnaire.

Table (5) shows the arithmetic means obtained for the sub-dimensions of the independent variable (Human Resources Maintenance), which are (social welfare, Healthcare, Occupational Safety). It is noted that the Occupational Safety ranked first among the three dimensions with an arithmetic mean of (3.805), supported by response rate of (76.10%). In contrast, the Healthcare dimension ranked last with arithnetic mean of (3.565) supported by response rate of (71.30%). The overall standard deviations indicate the homogeneity of the research sample's responses to the items measuring these dimensions. The general arithmetic mean for the Human Resources Maintenance variable was (3.706), which is greater than the hypothetical arithmetic mean of (3) with a general standard deviation of (1.040). These data indicate a somewhat low perception among the research sample of the Healthcare dimension, while the sample reported positive perceptions of the Occupational Safety and Social welfare dimensions.

Description of Adopted Variable: Strategic Creativity

Table (6) the Description of the Strategic Creativity and its Dimensions

Dimensions	Arithmetic Mean	Standard Deviation	Response Rate	Coefficient of Variation
1. Strategic Creativity Management	3.838	0.929	76.75%	24.20%
2. Strategic Alignment	3.780	0.953	75.60%	25.22%
3. Organizational Readiness	3.695	0.926	73.90%	25.05%
4.Continuity and Creative Development	3.910	0.977	78.20%	24.98%
Total	3.806	0.946	76.12%	24.86%

Source: Prepared by the researcher based on the results of the research questionnaire.

Table (6) shows the arithmetic means obtained for the sub-dimensions of the independent variable (Strategic Creativity), which are (Strategic Creativity Management, Strategic Alignment, Organizational Readiness, Continuity and Creative Development). It is noted that the Continuity and Creative Development ranked first among the three dimensions with an arithmetic mean of (3.910), supported by response rate of (78.20%). In contrast, the Organizational Readiness dimension ranked last with arithnetic mean of (3.695) supported by response rate of (73.90%). The overall standard deviations indicate the homogeneity of the research sample's responses to the items measuring these dimensions. The general arithmetic mean for the Strategic Creativity variable was (3.806), which is greater than the hypothetical arithmetic mean of (3) with a general standard deviation of (0.946). These data indicate a somewhat low perception among the research sample of the Organizational Readiness

dimension, while the sample reported positive perceptions of the Continuity and Creative Development, Strategic Creativity Management and Strategic Alignment dimensions.

Testing Research Hypotheses

1- **The first main hypothesis**: There is a significant correlation between the maintenance of human resources and strategic creativity at the general level**.**

Table 12: The Correlation between Human Resources Maintenance and Strategic Creativity at the General Level

Creativity for Strategic / Human Resources Maintenance	Sig. level	T-vale		Correlation coefficient
		Tabularity	Calculated	
	0.000*	1.994	13.041	0.828

P≤ 0.05, N =80, df =78
Source: Prepared by researchers based on SPSS statistical programming outputs.

According to Table (12), the correlation coefficient between human resource maintenance and strategic creativity at the general level is (0.828), at (78) degrees of freedom. This relationship is statistically significant at (0.000), based on the calculated T-value of (13.041), which is greater than its tabular value of (1.994). The first main hypothesis is accepted, which states that: 'There is a statistically significant correlation between human resource maintenance and strategic creativity at the overall level".

2- **The second main hypothesis**: There is a significant correlation between human resources maintenance dimensions at the micro level and strategic creativity at the macro level**.**

Table 13: The Correlation between the Dimensions of Human Resources Maintenance at the Micro Level and Strategic Creativity at the Macro Level

Strategic Creativity / Social Welfare	Sig. level	T-value		Correlation coefficient
		Tabularity	Calculated	
		1.994	9.270	0.724
Strategic Creativity / Healthcare	Sig. level	T-value		Correlation coefficient
		Tabularity	Calculated	
		1.994	9.378	0.728
Strategic Creativity / Occupational Safety	Sig. level	T-value		Correlation coefficient
		Tabularity	Calculated	
	0.000*	1.994	13.673	0.840

P≤ 0.05, N =80, df =78
Source: Prepared by researchers based on SPSS statistical programming outputs.

According to Table (13), the correlation coefficients between strategic creativity at the macro level and the dimensions of social welfare (0.724), healthcare (0.728), and occupational safety (0.840) are statistically significant at (0.000), at (78) degrees of freedom. The calculated (t) values for these dimensions (9.270, 9.378, and 13.673) are greater than their tabular value (1.994). The second main hypothesis is accepted, which states that: "There is a significant correlation between human resource maintenance dimensions at the micro level and strategic creativity at the macro level."

3- **The third main hypothesis**: There is a significant impact of human resource maintenance on strategic creativity at the general level.

Table 14: The Impact of Human Resources Maintenance on Strategic Recovery at the General Level

Strategic Creativity / Human Resources Maintenance	Impact 1b	R^2	F Calculated	F Tabularity	Sig. level
Human Resources Maintenance	1.174 (13.041)*	0.685	176.065	3.976	0.000*

P≤ 0.05, N =80, df = (1, 78)
Source: Prepared by researchers based on SPSS statistical programming outputs.

According to Table (14), there is a significant effect of human resource maintenance on strategic creativity at the macro level at (0.000). The calculated (F) value (176.065) is greater than its tabular value (3.976) at (0.05) and degrees of freedom (1, 78). The coefficient of determination (R^2) reached (0.685), meaning that human resource maintenance explains (68.5%) of the variance in strategic creativity, while the remaining percentage is attributed to variables not included in the regression model. The calculated (t) value (13.041) is greater than its tabular value (1.994). The third main hypothesis is accepted, which states that: "There is a significant effect of human resource maintenance on strategic creativity at the macro level."

4- **The fourth main hypothesis**: There is a significant effect of the dimensions of human resource maintenance at the micro level on strategic creativity.

Table 15: The Impact of the Dimensions of Human Resources Maintenance at the Micro Level on Strategic Creativity at the Macro Level

Sig.level	F Tabularity	F Calculated	R^2	Impact 1b	Strategic Creativity /
0.000*	3.976	85.915	0.524	3.118 (9.269)*	Social Welfare
Sig.level	F Tabularity	F Calculated	R^2	Impact 1b	Strategic Creativity /
0.001*	3.976	88.095	0.530	2.762 (9.386)*	Healthcare
Sig.level	F Tabularity	F Calculated	R^2	Impact 1b	Strategic Creativity /
0.000*	3.976	186.567	0.705	3.151 (13.659)*	Occupational Safety

P≤ 0.05, N =80, df = (1, 78)
Source: Prepared by researchers based on SPSS statistical programming outputs.

According to Table (15), human resource maintenance dimensions at the micro level have a significant effect on strategic creativity at the macro level at (0.000). The calculated (F) values for social welfare (85.915), healthcare (88,095), and occupational safety (186,567) are greater than their tabular value (3,976) at (0.05) and degrees of freedom (1, 78). The calculated (t) values for these dimensions (9.269, 9.386, and 13.659) are also greater than their tabular value (1.994). The fourth main hypothesis is accepted, which states that: "There is a significant effect of human resource maintenance dimensions at the micro level on strategic creativity at the macro level."

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The results show the interest of the center's management in the occupational safety of the teaching staff and employees through its publication and emphasis on the guidelines and awareness of work hazards and ways to avoid them.
2. The management of the center seeks to communicate with its employees and teaching staff and pay attention to their events and their participation in them, whether religious, social or cultural.
3. The results show that the center's endeavor to establish a ground for strategic creativity within its work programs can ensure that it provides the appropriate basis for future changes.
4. The results show the interest of the research sample in the ways and means provided by their center to help them put forward their ideas and suggestions, which contribute to the growth of individual creativity and the strategic creativity of the studied center.
5. The research data indicate the center's endeavor to coordinate the interests of stakeholders in terms of management, employees and students, by providing the requirements of each of them and in a way that achieves the goals of everyone and thus the goal of the main center.
6. The statistical data indicate that there is a strong correlation between human resource maintenance and strategic creativity at the macro level and the micro level (for each dimension), where the dimension of occupational safety came in the first place in terms of impact, followed by the healthcare dimension, and finally the social welfare dimension.

Recommendations

1. The researchers recommend more focus to the human resource at the research center, as it is a strategic partner in the success of its work and raising its performance, through continuous follow-up and the establishment of brainstorming and quality circles.
2. The need for the management of the research center to move towards improving the quality of life of its employees, which is reflected in their loyalty and happiness, which can be achieved through continuous listening to the obstacles these employees, and providing the appropriate work environment for their abilities.
3. Focus on the health and professional safety of employees, through periodic follow-up of their medical examinations.
4. Paying attention to strategic creativity management because it has a direct impact on the synergy of the rest of the dimensions and thus achieving the strategic creativity of the research center, by enhancing generating ideas among the center's employees.

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