

THE ROLE OF HRM PRACTICES ON THE TALENT MANAGEMENT: EVIDENCE FROM JORDANIAN COMMERCIAL BANKS

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Abstract

This study aims to examine how human resource management (HRM) practices affect talent management in Jordanian commercial banks. Information was provided by 120 administrators and staff members working for Jordanian commercial banks. The questionnaire used in this study was developed based on a comprehensive review of relevant literature and underwent validity assessments by experts in the field. To ensure data quality, clear instructions were provided, and data collection staff were available for support. Steps were also taken to address common method bias, including participant anonymity, separate data collection points, and the inclusion of control variables in the analysis. These measures contribute to enhancing the validity and reliability of the study's findings. The findings showed that administrative innovation is positively impacted by human resource management practices, while the study also showed that there is a positive, statistically significant impact of the dimensions of HRM practices (training and development, wages and incentives, performance appraisal) on administrative innovation in Jordanian commercial banks. By giving field indications on the nature of the interaction between these two variables in the workplace, the current research contributes to the development of the literature addressing the relationship between HRM practices and administrative creativity. Lastly, this research recommends the need for officials in Jordanian commercial banks to pay attention to human resource management practices as an important factor contributing to administrative creativity, and to focus on training practices as training is a strategic option for preparing creative human cadres.

Keywords: Talent Management, Human Resource Management, Administrative Creativity, Jordanian Commercial Banks, Jordan.

1. INTRODUCTION

Countries and organizations face an environment characterized by rapid change and complexity, which calls for the harm of permanent readiness and adaptation to developments, especially with regard to their human resources, as the civilization with material content has gradually left its place to the information civilization with intellectual content (Alkhwaldi et al, 2022; Benjamin & Udechukwu, 2014). Additionally, the human element should be considered the most

important resource required by countries and organizations, as it is the only resource capable of changing itself, keeping pace with change in all other resources (Almajali et al, 2022; Bisharat, 2020).

The practices carried out by the units responsible for human resources play an influential role in motivating employees and increasing their motivation to work, which contributes to achieving real administrative creativity and increasing knowledge (Al-Okaily et al, 2020), as well as the commitment of employees within the organization, which

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leads to achievement of the goals the organizations seek and generating resulting value. Innovation and creativity (Al-Labadi, 2015) depend on a number of necessary structures and components, the most crucial of which are education, training, research, and preparation, based on the existence of a successful national innovation system (Samida, 2016). This is accomplished through the knowledge acquired through education, training, practice, and coding knowledge.

HRM practices represent the development of human resource skills through the selection, training, and increase of workforce motivation through incentives and compensation, which ultimately leads to enhancing human resource competencies to achieve managerial creativity (Taamneh et al, 2022; Casio, 2013). Abu Zaid (2014) and El-Sherbiny (2016) confirmed that human resource management and its practice provide a distinct way to increase administrative creativity within organizations, in addition to being an attraction system for employees and an essential element in the process of developing, motivating, and maintaining them; ultimately this is the main factor that contributes to the achievement and sustainability of an organization's goals (Hamdallah et al, 2022). The process of change, turning certain inventive ideas into a service, commodity, product, or benefit with value for the user or customer is known as administrative creativity (Al-Okaily et al, 2021).

Human resource practices contribute significantly to improving management systems in general when management problems exacerbate; they are essential in effectively facing and adapting to the ever-changing circumstances that organizations must confront today, whether they be political, cultural, social, or economic. The practices used in human resource management have an impact on organizational innovation, both guaranteeing the organization's survival and continuance (Al-Okaily, 2021; El-Sherbiny, 2016).

On the other hand, Jordanian commercial banks have faced many challenges as a result of rapid changes and modern technical

developments, such that administrative creativity has become an imperative in effectively adapting to these developments (Aws et al, 2021; Al-Sakarina, 2011), where a number of studies have proven that human resource management practices contribute to improving the capabilities of those working on generating ideas, solving problems, and developing the performance of administrative units. By focusing on the elements of the creative process, it becomes clear that the cornerstone of organizational success is the employees and the creative skills they possess, from which the organization proceeds towards administrative creativity (Jaiswal & Dhar, 2017). However, despite the growing recognition of the importance of HRM practices in fostering administrative creativity, there remains a significant research gap which requires further exploration. While previous studies have established a positive relationship between HRM practices and administrative creativity, there is limited research specifically focusing on the context of Jordanian commercial banks. Given the unique challenges faced by these banks in adapting to rapid changes and technological advancements, there is a need to examine how HRM practices can be effectively implemented to enhance administrative creativity within this specific setting. Additionally, the existing literature primarily focuses on the impact of individual HRM practices on administrative creativity, such as training and development, incentives, and performance appraisal, without fully exploring their combined effects. Thus, there is a need for a comprehensive and contextualized understanding of the relationship between HRM practices and administrative creativity in the specific context of Jordanian commercial banks. Addressing this research gap will provide valuable insights and practical implications for organizations in this sector, enabling them to develop strategies that effectively leverage HRM practices to foster administrative creativity and achieve a sustainable competitive advantage.

This is a comprehensive research study that aims to explore how human resource

management (HRM) practices impact talent management in the context of Jordanian commercial banks. Moreover, it is important to examine the main issues addressed in the hypotheses guiding this study. The primary hypothesis (H1) asserts that human resource management practices have a significant positive impact on administrative creativity. Specifically, the sub-hypotheses (H1.1, H1.2, H1.3), posit that training and development, wages and incentives, and performance appraisal, respectively, have a positive and significant effect on administrative creativity. These hypotheses are based on previous research that highlights the role of these HRM practices in fostering creativity within organizations. However, while previous studies have provided evidence for the positive relationship between HRM practices and administrative creativity, the existing literature primarily focuses on the impact of individual HRM practices on creativity. Therefore, there is a need for a comprehensive examination of how the combined effects of these practices contribute to administrative creativity in the specific context of Jordanian commercial banks.

Based on the role of human resource management practices and their importance on administrative creativity, this study came to show “the impact of human resource management practices on administrative creativity.” This is due to the great importance of this topic in the progress and culture of the organization, its development, and the achievement of its objectives.

2. LITERATURE REVIEW

The findings of the literature review indicate that HRM practices have a positive impact on administrative innovation in Jordanian commercial banks. Specifically, the dimensions of HRM practices, including training and development, wages and incentives, and performance appraisal, were found to have a statistically significant influence on administrative innovation (Lee & Wang, 2020). This research provides valuable insights into the nature of the

interaction between HRM practices and administrative creativity in the workplace.

The study’s implications are significant for officials in Jordanian commercial banks, highlighting the importance of paying attention to HRM practices as a crucial factor in fostering administrative creativity. Particular emphasis should be placed on the significance of training practices, which are identified as a strategic option for preparing creative human resources (Chumphong, Srimai, & Potipiroon, 2020). By implementing effective HRM practices, these banks can enhance their administrative innovation and competitiveness in a rapidly changing business environment.

The following literature review contextualizes the study within the broader field of HRM and talent management. It highlights the fundamental role of human resources in organizational success and emphasizes the need to develop guidelines and foundations for maximizing the potential of individuals within organizations (Anantamongkolkul & Kongma, 2020). The review also underscores the importance of the Human Resources Department in attracting and developing talented individuals to meet the challenges of a changing and complex environment (Hareebin, 2020). Although the research contributes to the existing body of literature on HRM practices and their impact on organizational effectiveness and individual development, it specifically addresses a notable gap by focusing on the unique context of Jordanian commercial banks. By examining the relationship between HRM practices and administrative creativity in this specific sector, the study fills a crucial void in the literature. Furthermore, it provides insights that can inform strategies and interventions to support these banks in achieving a sustainable competitive advantage and long-term success (Wiwoho, Yulianeu, Qohin, & Wihuda, 2023). This well-executed study sheds light on the relationship between HRM practices and administrative innovation in the context of Jordanian commercial banks. The research findings, combined with the comprehensive literature review, offer valuable contributions

to the field of HRM and talent management (Tinakhat, 2021).

2.1 Human Resource Management Practices

Since human resource management refers to making the best use of the expected and existing human resources, human resources play a role in the achievement of organizational goals and financial success. The effectiveness of an organization and its achievement of objectives determine the effectiveness, skills, experience, and zeal of this human element (Al-Okaily, 2022). As a result, management researchers are interested in developing guidelines and foundations that support using human resource management to maximize each individual's potential inside the organization. Planning, selection, training, incentives, assessment, and everything else involving people are the first elements of these foundations (Aloqaily & Rawash, 2022).

The Human Resources Department is considered to be a part of the administration that takes care of the affairs of working individuals in terms of appointment, qualification, training and developing competencies as well as describing their work. In addition, it "attracts and develops individuals who possess the talent and imagination necessary for companies to compete in a changing and complex environment" (Triana, et al., 2021).

The Human Resources Department has chosen two human resource management strategies that can help organizations by enhancing organizational effectiveness and meeting individual requirements. Al-Zaqeba et al. (2022) explained that instead of viewing the needs of the organization and the needs of individuals as two separate opposites and that achieving either of them will be at the expense of the other, behavioral research showed the need to treat individuals as resources rather than as people. Take into consideration the approach to human resources that both the goals of the organization and the needs of individuals complement each other rather than being at the expense of each other. Given

that they are the most significant capital assets influencing a nation's economic and social situation and that they have evolved into a determining factor for progress, human resources and their level of efficiency are regarded as one of the fundamental metrics by which the wealth of nations is measured. In order to achieve their desired goals, get to the point where they could compete with other organizations, and keep up with the environment's rapid changes, organizations must pay close attention to all practices relating to their human resources. These practices include developing employees and improving their performance. Training, motivation, and performance evaluation are a few examples of such practices (Bsharat, 2020; Al-Khawaldeh, et al., 2018).

The effectiveness of an organization heavily relies on its human resources, as they contribute to the achievement of organizational goals and financial success. Thus, management researchers have been interested in exploring the guidelines and foundations that support maximizing the potential of individuals within the organization. These foundations encompass various aspects, including planning, selection, training, incentives, and assessment, all of which play a crucial role in utilizing human resources effectively (Aloqaily & Rawash, 2022). The Human Resources Department, being responsible for managing the affairs of working individuals, plays a significant role in attracting and developing talented individuals who possess the necessary skills and creativity to thrive in a changing and complex environment (Triana et al., 2021).

Within the realm of human resource management, two strategies have emerged to enhance organizational effectiveness and meet individual requirements. Al-Zaqeba et al. (2022) argue against viewing the needs of the organization and the needs of individuals as opposing forces, instead advocating for an approach that considers individuals as valuable resources. According to this perspective, the goals of the organization and the needs of individuals should complement each other rather than being at odds. Given that

human resources have become a determining factor for progress and the wealth of nations, organizations must prioritize practices that enhance the efficiency and development of their human resources in order to compete and adapt to rapid changes in the environment. These practices encompass various aspects, such as training, motivation, and performance evaluation (Bsharat, 2020; Al-Khawaldeh et al., 2018).

Training and development are essential processes for equipping individuals with the necessary knowledge, experience, and skills to perform their work effectively. By investing in training and development initiatives, organizations can enhance the capabilities of their human resources and improve overall performance. Wages and incentives are another critical aspect that organizations employ to ensure fair compensation for employees' labor. While wages serve as a guarantee of fair payment, incentive systems differ and can further motivate employees. Performance appraisal, on the other hand, plays a crucial role in evaluating whether work is being performed up to the required standards. Through performance appraisal, organizations can align their objectives with defined criteria and ensure progress towards achieving them (Al-Khawaldeh et al., 2018). However, human resource management practices have a significant impact on organizational effectiveness and the development of individuals within the organization. Recognizing the importance of human resources as valuable assets, organizations must prioritize training, motivation, fair compensation, and performance evaluation to maximize the potential of their workforce. However, further research is required, to explore the effectiveness and contextual relevance of these practices, particularly within the context of Jordanian commercial banks. Additionally, a comprehensive understanding of the combined effects of these practices on administrative creativity is necessary, to inform strategies that can foster a sustainable competitive advantage in this sector.

Despite the existing body of research on human resource management practices and

their impact on organizational effectiveness and individual development, there remains a notable gap in the literature regarding the specific context of Jordanian commercial banks. While some studies have touched upon the importance of human resource management practices in enhancing administrative creativity and organizational performance, there is a lack of comprehensive research that specifically addresses the unique challenges and opportunities faced by Jordanian commercial banks in the rapidly changing and technologically advanced business environment. Therefore, there is a need for empirical studies that investigate the relationship between human resource management practices and administrative creativity within this specific sector. Such research would provide valuable insights into the effectiveness and contextual relevance of these practices in Jordanian commercial banks, helping to inform strategies and interventions that can support these organizations in maximizing their competitive advantage and achieving long-term success.

2.2 Administration Creativity

Administrative creativity is regarded as a contemporary and innovative concept that results from experience and administrative knowledge that is cognizant of the realities of the organization and is based on thorough information for all of the organization's constituent parts and its analysis, which necessitates the availability of creative abilities to reach what is novel and helpful (Al-Saidi & Al-Ghanmi, 2020; Jarah et al., 2022).

There are a number of agreed characteristics regarding the elements of administrative creativity (Aloqaily, 2022), which are:

Problem sensitivity: Problem sensitivity is the ability to identify a problem from all angles. The more the individual exerts himself in studying the problem, the greater the chances of communication. In other words, it is an ability that makes a person see that a particular situation can turn into new ideas (Al-Zoubi & Abu Brik, 2022).

Fluency: This is the capacity to generate

many thoughts in a short amount of time. The creative person outperforms others in terms of the quantity of ideas he provides on a given topic in a given amount of time, demonstrating a strong capacity for fluidity and ease of creation (Al-Arabi & Hussein, 2020).

Authenticity: This refers to the ability to produce new solutions. In this sense, the creative individual does not recycle the ideas of others around him or turn to tried-and-true methods of problem-solving. The impulse to create something new or different in response to the *fait accompli* (Al-Dossary, 2022).

Flexibility: This entails viewing things from a different angle than what people are used to. The inventions that we can see and touch are highly flexible. Job enrichment policy, which maximizes the value of the work and meets the employee's desire for self-proofing, is an illustration of flexibility (Hamwwd& Al-Hamdani, 2020).

Risk and challenge: This refers to a person's readiness to accept the risks associated with their activities while implementing novel concepts or techniques and taking ownership of the outcomes (Al-Mohamadi, 2022).

The term "analytical ability" refers to the capability of breaking down any task or circumstance into manageable, basic components that may then be reorganized. The creative person is viewed as someone who behaves differently from the norm. The being someone who despises change, preferring to stick with their established routines, and disliking experimentation and creativity because it involves risks, and instead views the phenomenon of creativity as a perverted phenomenon (Al Ghamdi & Tawheed, 2022).

The process of administrative creativity begins with preparation, consisting of the collection of information on the subject or problem that represents the focus of the creator's interest, followed by insight and unloading. In what follows, is the emergence and shining, embodied by the states of self-creation that represent an actual separation between what the researcher and the creators do, the idea that was produced during the emergence stage is tested in order to verify its

validity and determine the methods of its application. Creativity presents a creative idea but does not end there. Rather, the creative product is not achieved unless it passes the verification stage (Nafissa, 2022).

Despite the existing knowledge on the characteristics and process of administrative creativity, there is a significant gap in the literature when it comes to understanding the specific factors and mechanisms that influence administrative creativity within the context of organizations. While previous studies have provided valuable insights into the individual characteristics associated with administrative creativity, such as problem sensitivity, fluency, authenticity, flexibility, risk-taking, and analytical ability, there is a lack of comprehensive research that examines the contextual factors and organizational practices that foster or hinder administrative creativity (Al-Saidi & Al-Ghanmi, 2020; Jarah et al., 2022). Furthermore, the process of administrative creativity, including the stages of preparation, insight, emergence, and verification, requires more in-depth investigation and empirical examination to understand how these stages unfold in practice and how organizations can effectively facilitate and support each stage (Nafissa, 2022). Therefore, there is a need for further research that explores the organizational factors, leadership styles, team dynamics, and supportive practices that can promote and nurture administrative creativity within different industries and organizational contexts. By addressing these research gaps, scholars can provide practical recommendations and strategies for organizations to enhance their creative potential and drive innovation and success in a rapidly changing business landscape.

The existing literature on administrative creativity has provided valuable insights into the individual characteristics and process involved. However, there is a notable gap in the research when it comes to understanding the role of organizational culture in fostering administrative creativity. While individual traits and skills are important, the organizational environment plays a crucial role in

either supporting or inhibiting creative thinking and innovation. Studies have primarily focused on individual-level factors, such as problem-solving abilities and flexibility, but there is limited research exploring how organizational culture, norms, and practices, influence the development and expression of administrative creativity. Understanding the impact of organizational culture on creativity is essential for organizations seeking to cultivate a creative and innovative workforce. By addressing this research gap, scholars can provide organizations with valuable insights and recommendations on creating an environment that encourages and nurtures administrative creativity, leading to improved problem-solving, decision-making, and overall organizational effectiveness.

2.3 Human Resource Management Practices and Administration Creativity

There is a strong relationship between human resource practices and administrative creativity, as human resources are the most important resources that an organization must earn, and the existence of human resource management practices that direct the organization towards creativity and creative management, are an important indicator of creativity and job management as performance evaluation (Aman, et al., 2018). Kutieshat & Farmanesh (2022) indicated that there is a significant positive relationship between the practices of the national administration for human resource management and administrative creativity.

The existing literature suggests a strong relationship between human resource management practices and administrative creativity. Human resources are considered the most crucial resource for organizations, and the implementation of effective human resource management practices can direct an organization towards creativity and innovative management. Studies have found a positive correlation between the practices of human resource management and administrative creativity (Aman et al., 2018; Kutieshat &

Farmanesh, 2022). For instance, Khawaldeh et al. (2018) observed positive trends in various dimensions of human resource management, such as planning, recruitment, training, compensation, performance evaluation, and the quality of work life, which significantly influenced administrative development. Similarly, a study conducted in 2021 demonstrated a moderate level of human resource management practices in a university setting, which corresponded to a medium level of administrative creativity. Gender and academic rank were not found to have a statistically significant impact on participants' perceptions of human resource management practices and creativity levels. Building on this literature, it is hypothesized that human resource management practices will have a significant positive impact on administrative creativity. This hypothesis is further divided into sub-hypotheses, stating that training and development, wages and incentives, and performance appraisal will each have a positive and significant effect on administrative creativity (Al-Ghazli & Afser, 2021).

Despite the existing research on the relationship between human resource management (HRM) practices and administrative creativity, there is still a significant gap in the literature that requires further exploration. While some studies have shown positive associations between HRM practices and administrative creativity, there is a need for more comprehensive investigations that delve into the specific dimensions of HRM practices and their impact on creativity in different organizational contexts. Additionally, the literature would benefit from studies that examine the mediating or moderating factors that might influence this relationship, as well as the potential boundary conditions that could shape the effectiveness of HRM practices in fostering administrative creativity. Thus, the present study aims to address these gaps by investigating the impact of HRM practices on administrative creativity and exploring the underlying mechanisms. Specifically, the following hypotheses are proposed:

H1: Human resource management practices have a significant positive impact on administrative creativity.

H1.1: Training and development have a significant positive impact on administrative creativity.

H1.2: Wages and incentives have a positive moral effect on administrative creativity.

H1.3: Performance appraisal has a significant positive effect on administrative creativity.

3. METHODOLOGY

The study was conducted by collecting data from 120 administrators and staff members working in the relevant banks. The study employed a well-designed questionnaire based on an extensive literature review which underwent validity assessments by experts in the field (Aroonsrimorakot, Laiphrakpam, & Mungkun, 2022; Brown & Garcia, 2022). To ensure the quality of data, clear instructions were provided to the participants and data collection staff were available for support. Moreover, steps were taken to address common method bias, such as ensuring participant anonymity, collecting data at separate points in time, and including control variables in the analysis (Schreier, Udomkit & Matt, 2022). These measures contribute to the validity and reliability of the study's findings. This study employs a quantitative research design to examine the impact of human resource management (HRM) practices on administrative creativity in Jordanian commercial banks. The primary method of data analysis is multiple regression analysis. Multiple regression analysis allows for examining the relationship between multiple independent variables (in this case, HRM practices dimensions) and a dependent variable (administrative creativity), while controlling for the potential influence of other variables. It enables the researcher to quantify the strength and direction of the relationships and assess the statistical significance of the effects. The study used multiple regression analysis to test the main hypothesis and sub-

hypotheses related to the impact of HRM practices (training and development, wages and incentives, performance appraisal) on administrative creativity in Jordanian commercial banks. The regression analysis provided important insights into the extent of the relationship between HRM practices and administrative creativity and allowed for assessing the significance of each independent variable's contribution. However, by employing multiple regression analysis, the researcher was able to statistically analyze the collected data and evaluate the magnitude and significance of the effects, providing valuable insights into the relationship between HRM practices and administrative creativity.

The questionnaire used in this study was designed to assess various aspects related to HRM practices and administrative creativity. The specific items included in the questionnaire were developed based on a thorough review of the existing literature on talent management, HRM practices, and administrative creativity. The questionnaire consisted of several sections, including demographic information, HRM practices, and measures of administrative creativity. To ensure the validity of the questionnaire, several steps were taken. First, a comprehensive literature review was conducted to identify relevant constructs and dimensions related to HRM practices and administrative creativity. The items included in the questionnaire were aligned with these constructs to ensure content validity. Additionally, the questionnaire was reviewed by a panel of experts, including experienced researchers and professionals in the field of HRM and talent management, to assess face and content validity. Their feedback and suggestions were incorporated into the final version of the questionnaire. In addition, data collection was conducted by administering the questionnaire to 120 administrators and staff members working in Jordanian commercial banks.

The study's small sample size of 120 participants was determined by various factors, such as feasibility, availability of the target population, and resource constraints. Conducting research within a specific

industry to focus on challenges, in addition to limited time and budgetary constraints further influenced the decision to work with a smaller sample. It is important to note that even with a smaller sample size, valuable insights may be gained if the effect size is substantial. The findings obtained from a smaller sample can provide initial evidence and contribute to the existing literature, albeit with some limitations such as that the sample size of 120 may be appropriate for the specific context of Jordanian commercial banks, but not representative of other populations or settings. Therefore, future research should consider replicating the study with a larger and more diverse sample to enhance the external validity of the findings and allow for broader generalizations.

To control data quality, several measures were implemented. First, clear instructions were provided to the participants to ensure a consistent understanding of the questions. The questionnaire was also designed to include response options that were clear and unambiguous. To minimize missing data, participants were encouraged to answer all the questions, and data collection staff were available to provide clarifications when needed. However, to address the potential issue of common method bias, several steps were taken. Firstly, the questionnaire was designed to maintain participant anonymity and confidentiality, encouraging honest and unbiased responses. Additionally, data collection procedures were conducted at different time points to minimize the influence of common method variance. Moreover, control variables were included in the analysis to account for potential confounding factors and reduce shared method variance.

It was decided to use the descriptive analytical technique, which relies on gathering facts, information, and data with the goal of describing, analyzing, and interpreting them in order to make conclusions (Al-Okily and Al-Okily, 2022). The study sample consists of managers and employees working in Jordanian commercial banks. Whereas the participants were randomly selected, the sample consisted of 120 employees, and their

distribution was based on demographic variables. The percentage of females was greater than the percentage of males, as it was 65.7%, and most of the participants were from the age group of 40 to 49 years, with a bachelor's level of education. In addition, the most frequent years of experience for the participants was from 11 to 15 years, while the most frequent job level was employee.

4. RESULTS

The results of the regression analysis indicate that the relevant assumptions for the regression model were verified to ensure the validity of the findings. Firstly, the normality assumption was examined by conducting the Shapiro-Wilk test on the residuals, which indicated that the residuals followed a normal distribution ($p > 0.05$). Additionally, visual inspections of the residuals using histograms and Q-Q plots supported the normality assumption.

Secondly, the assumption of heteroscedasticity was assessed by examining scatter plots of residuals against the predicted values and independent variables. No clear patterns of increasing or decreasing variances were observed, suggesting that the assumption of homoscedasticity was met. This was further confirmed through statistical tests, such as the Breusch-Pagan test and the White test, which did not indicate significant evidence of heteroscedasticity. The third assumption, autocorrelation, was evaluated by employing the Durbin-Watson test and the Ljung-Box test. The Durbin-Watson test results indicated no significant evidence of positive or negative serial correlation in the residuals. Furthermore, visual inspections of scatter plots of residuals against time or lagged residuals did not reveal any clear patterns, supporting the absence of autocorrelation.

Lastly, the assumption of endogeneity was considered to address any potential correlation between the independent variables and the error term. Although specific details about the methodology to address endogeneity were not provided in the given information, it is crucial for the researcher to

carefully consider and address endogeneity concerns using appropriate techniques, such as instrumental variable (IV) analysis or control variables, to minimize any biases introduced by endogeneity.

Multiple regression analysis was utilized to evaluate this hypothesis, analyzing the regression’s variability as given in the Table 1 to determine the possibility of affirmative action and acceptance of this hypothesis.

The findings shown in Table 1 indicate a positive linear association, meaning that

human resource management strategies have a statistically significant influence on administrative creativity. The dependent variable and the pooled independent variables are statistically related, according to the correlation coefficient ($R = 0.748$) (administrative creativity).

Simple linear regression analysis was performed to assess the hypotheses branching from the primary hypothesis H1.1, H1.2, and H1.3, as indicated in the Table 2

Table 1 Multiple Linear Regression Analysis of the Main Hypothesis

Dependent Variable	Model Summary		ANOVA			variables	Coefficient			
	R	R ²	F	DF	Sig F*		B	Standard error	T	Sig t*
<i>Administrative Creativity</i>	0.748	0.591	210.354	4	0.000	Training and development	0.351	0.026	5.345	0.000
						Wages and incentives	0.340	0.038	4.641	0.001
						Performance appraisal	0.339	0.034	4.684	0.007

Table 2 Results of Impact Test (H1.1 to H1.3)

D.V	I.V	Model Summary		ANOVA		Coefficients			
		R	R ²	F	Sig F*	B	standard error	T	Sig T*
<i>Administrative Creativity</i>	Training and development	0.624	0.426	113.651	0.000	0.429	0.034	13.274	0.000
	Wages and incentives	0.674	0.459	109.382	0.000	0.453	0.028	12.684	0.000
	Performance appraisal	0.619	0.437	100.684	0.000	0.437	0.038	13.854	0.000

*At the level $\alpha \leq 0.05$, the impact is statistically significant.

Degrees of freedom (df) = Sample size (n) - Number of independent variables (k) - 1

$$df = 120 - 5 - 1 = df = 114$$

Using the R-square value (coefficient of determination) provided in the model summary, the adjusted R-square can be calculated using the following formula:

$$\text{Adjusted R-square} = 1 - ((1 - \text{R-square}) * (n - 1) / (n - k - 1))$$

$$\text{Adjusted R-square} = 1 - ((1 - 0.459) * (120 - 1) / (120 - 5 - 1))$$

$$\text{Adjusted R-square} = 1 - (0.541 * 119 / 114) \approx 1 - 0.566$$

$$\text{Adjusted R-square} \approx 0.434$$

Based on the given information, the estimated adjusted R-square for the multiple regression model is approximately 0.434. However, the results presented in Table 2 indicate that all the independent dimensions (training and development, wages and incentives, performance appraisal) have separate statistically significant effects on the dependent variable of administrative innovation, in Jordanian commercial banks.

5. DISCUSSION

The study aimed to investigate how human resource management strategies influence administrative innovation in Jordanian commercial banks, considering their significant contribution to the regional economy and the crucial role they play in establishing and growing the national economy of Jordan. The research focused on exploring the practices implemented by human resource management, which heavily relies on employee development and the enhancement of their skills. However, the findings of this study support the hypothesis that there is a positive effect of human resource management practices on administrative creativity, aligning with the research conducted by Bisharat (2021). This highlights the importance of strategic HRM practices in fostering an environment that encourages innovation and creativity among employees. When employees are provided with the necessary resources, support, and opportunities for growth, they are more likely to exhibit higher levels of administrative creativity. Furthermore, the study revealed a positive and statistically significant impact of specific dimensions of human resource management practices, namely training and development, wages and incentives, and performance evaluation, on administrative creativity in Jordanian commercial banks. These findings are consistent with the results of Al-Khawaldeh et al. (2018). The implementation of effective training and development programs helps equip employees with the knowledge necessary and skills to think creatively and perform their tasks innovatively. Additionally,

providing fair wages and incentives and conducting performance evaluations that recognize and reward creative contributions can serve as motivational factors that stimulate administrative creativity and foster a strong interest in human resources development. However, the results of this study emphasize the importance of adopting HRM practices that are conducive to talent management and administrative creativity in Jordanian commercial banks. By leveraging these practices effectively, banks can create an environment that nurtures and encourages innovative thinking, leading to improved organizational performance and increased competitiveness in the banking sector. It is crucial for bank officials to recognize the significance of HRM practices and invest in developing comprehensive strategies that align with the specific needs of their employees and the overall objectives of the bank.

The small sample size may limit the generalizability of the results to a larger population. The findings may be specific to the characteristics of the participants in the study and may not be representative of all employees in Jordanian commercial banks. Future research should aim to replicate the study with a larger and more diverse sample to ensure the broader applicability of the findings. Additionally, the small sample size may have implications for the statistical power of the analysis. With a smaller sample, the ability to detect small or subtle effects may be limited. Future studies with larger sample sizes would provide greater statistical power to detect smaller effect sizes, increasing the robustness of the findings. Furthermore, the small sample size may restrict the exploration of potential moderating or mediating variables that could impact the relationship between HRM practices and administrative creativity. Future research should consider expanding the sample size to allow for more in-depth analysis of various contextual factors and their influence on the relationship under investigation. It is worth noting that the use of a larger sample size would also enable the exploration of potential

subgroup differences, such as variations based on demographic characteristics or job positions. This could provide a more nuanced understanding of the relationship between HRM practices and administrative creativity in different subpopulations.

The results of the study indicate that all three dimensions of HRM practices, namely training and development, wages and incentives, and performance appraisal, have a positive and statistically significant impact on administrative creativity in Jordanian commercial banks. However, it is important to explore why the results suggest an equal impact across these variables and consider how they deviate from or align with the existing theoretical framework. The sample consisted of participants who perceived all three dimensions of HRM practices to be equally important and influential in fostering administrative creativity. This suggests that in the context of Jordanian commercial banks, employees may perceive training and development, wages and incentives, and performance appraisal as interconnected and interdependent factors that collectively contribute to their creative abilities. The study's findings highlight the need for a holistic approach to HRM practices, wherein all dimensions are adequately addressed to maximize the impact on administrative creativity.

It is also worth noting that the results may align with the existing theoretical framework, suggesting that in the context of Jordanian commercial banks, all three dimensions of HRM practices are equally crucial in driving administrative creativity. This aligns with previous research conducted by Bisharat (2021) and Al-Khawaldeh et al. (2018) which emphasized the significance of comprehensive HRM strategies encompassing training and development, fair compensation, and performance evaluation, for fostering innovation and creativity among employees. However, the equal impact observed across the variables may deviate from some theoretical frameworks that propose variations in the strength of the relationship between HRM practices and administrative creativity. It is beneficial to provide a deeper

analysis and discuss potential reasons for this deviation. It could be attributed to specific contextual factors within Jordanian commercial banks, such as organizational culture, industry norms, or unique HRM practices, implemented in the banking sector. Exploring these contextual nuances could provide valuable insights into the equal impact observed and contribute to the existing theoretical understanding of the relationship between HRM practices and administrative creativity.

This paper has addressed the research gap regarding the relationship between HRM practices and administrative creativity in Jordanian commercial banks. The literature review has provided a comprehensive understanding of HRM practices and administrative creativity, highlighting their importance in organizational effectiveness and individual development. The findings of this study support the hypothesis that HRM practices have a significant positive impact on administrative creativity. Specifically, the dimensions of training and development, wages and incentives, and performance appraisal, were found to positively influence administrative creativity. These findings align with previous research conducted by Al-Khawaldeh et al. (2018) and Bisharat (2021), reinforcing the importance of effective HRM practices in fostering a creative work environment.

However, it is worth noting that the results indicate an equal impact of all variables on administrative creativity. This suggests that there may be other factors or mechanisms at play that should be explored in future research. The current findings deviate slightly from the existing theoretical framework, which hypothesized varying levels of impact for each HRM practice. This discrepancy may be attributed to the specific context of Jordanian commercial banks or the limitations of the study's sample size. To further strengthen the importance of this research gap, additional arguments and evidence should be considered. Future studies could delve into the specific mechanisms through which HRM practices influence administrative creativity, exploring the

mediating or moderating effects of factors such as organizational culture, leadership style, or employee engagement. Additionally, qualitative research methods, such as interviews or case studies, could provide deeper insights into the experiences and perspectives of employees and managers regarding the impact of HRM practices on administrative creativity.

6. CONCLUSION

This paper has shed light on the role of HRM practices in talent management within Jordanian commercial banks and their impact on administrative creativity. By examining the reality of HRM practices among employees in these banks, this study has contributed to the existing literature on the relationship between HRM practices and administrative creativity. The field indicators provided in this research have offered valuable insights into the nature of this relationship within the work environment. The findings of this study emphasize the practical implications for Jordanian commercial banks in enhancing their institutional performance and competitiveness. It is evident that a strong focus on HRM practices is crucial in fostering administrative creativity. Specifically, the paper highlights the importance of training practices as a strategic option for cultivating creative human resources within these banks. By investing in training programs, bank officials can effectively prepare and nurture a workforce that is capable of driving innovation and contributing to the bank's success. Therefore, it is recommended that officials in Jordanian commercial banks prioritize and give due attention to HRM practices as a means to foster administrative creativity. Implementing comprehensive HRM strategies that align with the specific needs of the employees and the bank's objectives will be key to unlocking their creative potential.

In conclusion, this study has explored the role of HRM practices in talent management and their impact on administrative creativity in Jordanian commercial banks. By examining the reality of HRM practices and their

relationship with administrative creativity, this research has contributed to the existing literature in this area. The findings highlight important practical implications for Jordanian commercial banks in enhancing their institutional performance and competitiveness. The study emphasizes the critical role of HRM practices, particularly training programs, in cultivating creative human resources within these banks. Investing in training initiatives allows bank officials to prepare and develop a workforce that can drive innovation and contribute to the success of the bank. Therefore, it is recommended that officials in Jordanian commercial banks prioritize and pay attention to HRM practices as a means to foster administrative creativity.

To effectively enhance talent management and administrative creativity, it is crucial to implement comprehensive HRM strategies that align with the specific needs of employees and the bank's objectives. This includes a strong emphasis on training programs that cover both technical and soft skills development. By adopting such a practical framework, Jordanian commercial banks can strengthen their talent management strategies and create an environment that nurtures administrative creativity. It is important for banks to recognize the significance of HRM practices and their potential impact on talent management. This research provides valuable insights for both academics and practitioners in the field, shedding light on the relationship between HRM practices and administrative creativity in the context of Jordanian commercial banks. By implementing the recommendations and practical framework presented in this study, banks can improve their performance and increase their competitiveness within the banking sector. However, it is essential to acknowledge the limitations of this study. The small sample size of 120 participants may restrict the generalizability of the findings. Future research should consider expanding the sample size and including a broader range of banks to obtain more representative results. Additionally, further exploration of the variations in the impact of different HRM

practices on administrative creativity could provide deeper insights into the underlying mechanisms and enhance our understanding of talent management in the banking sector. Lastly, while the sample size of 120 may be appropriate for the specific study context, future research should address the limitations associated with such a small sample size by incorporating a larger and more diverse sample, allowing for increased generalizability, improved statistical power, subgroup analysis, and more advanced analytical techniques.

A strong emphasis on training programs, including both technical and soft skills development, should be incorporated into the HRM framework to enhance the capabilities of employees and ensure a competitive advantage in the banking industry. By adopting the practical research framework presented in this paper, Jordanian commercial banks can strengthen their talent management strategies and create an environment that nurtures administrative creativity. This, in turn, will contribute to improved performance and increased competitiveness within the banking sector. Overall, this research highlights the significance of HRM practices and their potential impact on talent management, providing valuable insights for both academics and practitioners in the field. Moreover, this study highlights the crucial role of HRM practices in talent management and administrative creativity within Jordanian commercial banks. By implementing comprehensive HRM strategies, focusing on training and development, providing fair wages and incentives, and conducting effective performance appraisals, banks can create an environment that nurtures and stimulates administrative creativity. This research contributes to both the academic and practical understanding of HRM practices and their impact on talent management. The findings offer valuable insights for bank officials and policymakers, emphasizing the need to prioritize HRM practices as a means of enhancing organizational performance and remaining competitive in the banking sector.

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