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*The role of polarization and recruitment in achieving initiative and creativity among employees*

*Study of the status of public service institutions in The Province of M'sila- Algeria-*

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**Abstract:**

This study aimed to identify the role of polarization and recruitment in achieving the initiative and creativity of employees in public institutions in M'sila - Algeria - and to achieve this goal, a special questionnaire was developed distributed to a sample of employees in public institutions (University directorate - trade directorate - religious affairs directorate), where (229) questionnaires were recovered valid for analysis out of (295) distributed representing a recovery rate (77.62%). This ratio is suitable for this type of study, and using appropriate methods of collecting and analyzing data to test hypotheses, the study concluded that there is a statistically significant effect of the criterion of the role of polarization and recruitment in achieving initiative and creativity of employees in public institutions. At the end of the study, the researcher presented a set of recommendations and suggestions that she deems necessary to achieve a distinct level of employees in all the activities and functions of the institution.

**Keywords:** Polarization, appointment, initiative, and creativity.

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## 1. INTRODUCTION

The human resources management policies are concerned with studying business rules, which guide management in its dealings with individuals. The main objective of the human resources management policy is to work for the formation of a stable, effective, and cooperative workforce, and to make efforts for its continuous development.

Therefore, the policies and practices of the management of human resources are of particular importance in institutions of all kinds, and efforts to develop and develop these policies are the types of productive administrative work. (Al-Salami., 2001)

**Problematic: Is there a role for recruitment and appointment in achieving initiative and creativity for workers in the institutions' understudy?**

To answer this question, we present the following hypotheses:

- The prevailing level of polarization and recruitment practice in public service establishments is up to the required level.

- Zero hypotheses ( $H_0$ ): The prevailing level of polarization and recruitment practices in public service institutions does not amount to the required level of significance of 0.05
- The alternative hypothesis ( $h_1$ ): The prevailing level of polarization and recruitment practices in public service institutions is at the required level of significance of 0.05

2- The prevailing level of initiative and innovation in public service institutions is up to the required level.

- Zero hypotheses ( $H_0$ ): The prevailing level of performance initiative and innovation in public service institutions does not amount to the required level of significance of 0.05
- The alternative hypothesis ( $h_1$ ): The prevailing level of initiative performance and innovation in public service institutions is up to the required level of significance of 0.05

## 2. Polarization and workforce planning

The process of polarization involves the participation of two main pillars in its activity, namely, the job viewer and the job seeker. The task of the job seeker is to attract qualified and active candidates from the labor market by using the various means available. He is met with a job needed who seeks to market his abilities and competencies and accept the offer in which he finds a promising career future. (Ballot, 2002, p. 161)

### 3- The concept of innovation

The concept of innovation has evolved significantly over the past 40 years. In the 1950s, innovation was seen as the product of separate development of individual jurisprudence and isolated studies of some researchers. Let us move at the beginning of the current millennium to include many meanings and concepts, including: ( ( Model of Excellence for the King Abdulaziz Award for Quality, Dhul Qada 1437 E, August 2016, p. 7)

- Researcher **Dozy** believes that innovation is primarily a process, and more accurately a process for solving problems.

- Some also believe that, a process that takes place mainly within commercial companies where the role of government bodies and public laboratories is very secondary;

- **Klein and Rosenberg** consider it an interactive process involving formal or informal relationships between the company or any of its clients, which helps to position them in commercial networks;

- While **Dawson** sees it as a multidimensional learning process, learning may arise from many issues: learning through practice, through work, or through participation, and its source may be internal or external;

- In the view of **Buffett and Patel**, creativity is a process involving the exchange of visible and implicit knowledge;

- **Tess** defines it as an interactive and interactive process, as the interconnection between customers constitutes a system called the system of creativity or innovation clusters.

This multiplicity of definitions of creativity, and the concepts associated with it, has led to the divisions of creativity, some divide creativity into radical and partial; without further detail, here is a short table of all the different types of creativity, regardless of the input used to divide them.

### 4- A case study

Show the role of polarization and recruitment in achieving initiative and creativity for workers in public institutions

#### 1- Initial study to know the validity and consistency of the study tool

**1-1 Study Approach:** The descriptive and analytical approach in its two styles (theoretical and field) is an aid to the comprehensive and deep analysis of the problem under study, and because it is the curriculum that is characterized by an accurate detailed description of the relevant information, qualitatively and quantitatively.

To achieve the objectives of the study and analyse the collected data, the Statistical Packages for the Social Sciences program (SPSS) was used.

### 1-2 The stability of the study tool:

**Survey stability:** This means that the questionnaire is static; it gives the same result if the questionnaire is redistributed more than once, under the same conditions, and the study survey's stability has been verified by the Cronbach's Alpha coefficient, and most researchers rely on a software-ready to calculate this parameter such as SPSS, as shown in the following table:

Table N° (4): shows the value of the Cronbach's Alpha parameter for the study tool axes

Before deleting any phrase that is inconsistent internally with its axis				After deleting phrases internally inconsistent with its focus			
The themes of the questionnaire	Cronbach's Alpha coefficient	The number of paragraphs	The result	Deleted phrase number	It becomes the Cronbach's Alpha coefficient	The number of paragraphs	The result
Polarization and appointment	<b>0,837</b>	<b>5</b>	Fixed	Do not delete any phrase			
Initiative and creativity	<b>0,877</b>	<b>8</b>	Fixed	Do not delete any phrase			
All paragraphs of the questionnaire	<b>0,883</b>	<b>13</b>	Fixed	Do not delete any phrase			

Source: Prepared by the researcher, based on SPSS .V 24 outputs

The above table results show that:

-The value of the Cronbach's Alpha coefficient has high values and a total value for all paragraphs of the questionnaire for the coefficient of stability reached 0.875, which indicates the consistency of the study tool. It should be noted that the Cronbach's Alpha coefficient whenever its value approaches 01 indicates that the value of stability is high.

- From it, we conclude that the study tool (the questionnaire) included 13 words that we have prepared to address the problem raised is sincere and consistent in all of its paragraphs and is ready to be applied to the study sample 229 individuals.

### 3-1 Distribution Test Sample data and statistical tools used in the study

#### 3-1-1 A test to reveal the normal distribution of the data of the sample answers to the questionnaire phrases

It must be determined whether the data of the respondents in their answer to the study variables that are studied follow the normal distribution or from the probability

distributions. There are several statistical methods for detecting the type of distribution (Kolmogorov-Smirnov test method, method for calculating twisting and flattening coefficients and Shapiro-Wilk test method)

**Rule:** is if the wrong probability value (or level of sig) is greater than 0.05 then the data follows a normal distribution.

Table N° (5) shows the results of the normal distribution test for the data of the respondents' answers

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Polarization and appointment	0,179	22	0,065	0,919	22	0,073
Initiative and creativity	0,170	22	0,096	0,927	22	0,108

The Shapiro-Wilk test is also used if the number of cases is less than 50. Kolmogorov-Smirnov test is used if the sample number is greater than 50 and in our study we use the values of the latter

Through the above table, we find that the level of significance sig = 0.179 which is greater than (0.05), and this with respect to data of sample responses on all paragraphs of the first axis polarization and appointment from the questionnaire. As for the data of sample responses on all paragraphs of the second axis initiative and creativity of the questionnaire, the level of significance sig = 0.170 which is greater than (0.05) which indicates the data follow the responses of the sample members on all the paragraphs of the questionnaire for the natural distribution. We will use the descriptive and inferential parameter statistical tools in analyzing the answers and opinions of the individual sample and testing the study hypotheses and the following is an explanation of the statistical tools used:

**3-1-2 statistical tools used in the study:** The data were subjected to the process of statistical analysis using the Statistical Analysis Program for Social Sciences (SPSS.V24) and some tests were relied upon, in addition to descriptive statistical methods and inferential methods as well as graphs as follows:

- Frequencies and percentages
- The arithmetic mean
- Standard deviation:
- Simple regression analysis
- The coefficient of determination  $R^2$
- Honesty and consistency test

- One Sample T test for a single sample
- Natural Distribution Test (Kolmogorov-Smirnov)

### 3-1-3 Descriptive analysis of attitudes and opinions of study sample individuals towards questionnaire expressions

Before testing hypotheses, we try to know the views and trends of sample members by analyzing the statements of each of the scale axes. Where the paragraphs are related to the fifth Likert scale: By which the sample members express their agreement or disapproval of each of the scale statements within five degrees as follows:

Strongly Agree	Agree	Neutral	Not agree	Strongly Disagree
5	4	3	2	1

- ✓ Determine the category length using the range where:  $(5-1) / 5 = 0.8$  as we get the fields as follows:

Arithmetic mean field	Likert scale	Degree of approval	Relative weight field
From 01 to 1.80 degrees	Strongly Disagree	Very low score	Less than 36.00%
From 1.81 to 2.60 degrees	Not agree	Low scores	36.00% to 52.00%
From 2.61 to 3.40 degrees	Neutral	Medium	52.10% to 68.00%
From 3.41 to 4.20 degrees	Agree	High degree	68.10% to 84.00%
4.21 to 5 degrees	Strongly Agree	Very high scores	84.10% to 100.00%

3-1-3-1 Presenting and analyzing the responses of the sample members to the questionnaire phrases

A- Displaying and analyzing the responses of the sample members on the first axis: polarization and appointment

Table N° (6): Results of analyzing the responses of the sample members on the first axis phrases: polarization and appointment

N	Phrase	Repeats and the percentage of sample answers on each phrase					SMA	Standard deviation	Relative weight%	The general trend	
		1	2	3	4	5					
01	The Foundation attracts individuals who have sufficient skills and experience in planning, organizing and controlling to occupy important managerial positions;	r	20	47	22	105	35	3,38	1,218	67,60	Medium
		%	8,7	20,5	9,6	45,9	15,3				
02	The interview at the institution is fair and transparent.	r	29	41	69	64	26	3,07	1,192	61,40	Medi
		%	12,7	17,9	30,1	27,9	11,4				
03	The Foundation relies heavily on the results of written and transparency tests for applicants for appointment for the purpose of differentiation and appointment.	r	16	47	51	87	28	3,28	1,132	65,60	Medium
		%	7,0	20,5	22,3	38,0	12,2				
04	The Foundation is concerned with collecting data and information on applicants for appointment from sources other than the interview and testing for the purpose of use in comparison and appointment;	r	27	65	39	77	21	3,00	1,210	60,00	Medium
		%	11,8	28,4	17,0	33,6	9,2				
05	The Foundation counts on experienced and long-serving workers in it, to occupy important positions;	r	19	44	24	93	49	3,48	1,252	69,60	High
		%	8,3	19,2	10,5	40,6	21,4				
The level of polarization and appointment in the public service institutions under study						3,2428	0,9117	Moderate degree			
Relative weight of the general trend						64.86 %					

Source: Prepared by the researcher, based on SPSS .V 24 outputs

Through the above table, we find:

The above table indicates the answers of the study sample about the terms related to polarization and appointment, where the arithmetic mean of this variable ranged between (3.00-3.48).

- Analyzing the opinion of the sample members regarding their response to phrase N° 5:  
'The institution relies on experience and long-serving workers in it to fill important jobs': In the case of the study: the average grade of the study was 3.4 and the standard deviation was 1,252, so the mean value indicates that the sample population was highly approved, and this was 69.60% according to their view.
- Analyzing the opinion of the respondents about their answer to phrase N° 1 (The Foundation attracts individuals who have sufficient skills and experience in planning, organizing and controlling to occupy important managerial positions): In the case of the study: The average grade of the study was 3.38 and the standard deviation was 1,218, so the mean value indicates that the sample population was highly approved, and this was 67,60% according to their view.
- Analyze the opinion of the respondents regarding their answer to phrase N°3: (The Foundation relies heavily on the results of written and transparency tests for applicants for appointment for the purpose of differentiation and appointment):  
In the case of the study: the average grade of the study was 3.28 and the standard deviation was 1,132, so the mean value indicates that the sample population was highly approved, and this was 65,60% according to their view.
- Analysis of the opinion of the respondents about their response to phrase N° 2: (The interview in the institution is fair and transparent): In the case of the study: the average grade of the study was 3.07 and the standard deviation was 1,192, so the mean value indicates that the sample population was highly approved, and this was 61,40% according to their view
- Analyzing the opinion of the sample members regarding their response to phrase N°4:  
(The institution is concerned with collecting data and information on applicants for appointment from sources other than the interview and testing for using them in the comparison and appointment):  
In the case of the study: The average grade of the study was 3.00 and the standard deviation was 1,21, so the mean value indicates that the sample population was highly approved, and this was 60,00% according to their view



**In general, we find that:**

The total mean of the responses of the sample individuals to the first dimension statements related to: polarization and assignment: ( $\bar{x} = 3.2428$ ) and a standard deviation of = (0.9117) and it is within an average field (from 2.60 to 3.40 degrees) that is, the attitudes of the sample members are positive and agree. However, the process of enticing and attracting distinguished human resources in the labor market and assigning them to vacant positions in accordance with their specifications is a moderate degree in the public service institutions under study, and this is 64.86% according to their point of view.

The table also shows the low dispersion in the responses of the study sample individuals about the polarization variable and the appointment of its items, which reflects the convergence in the views of the individuals in the study sample about the importance of this variable.

### 3-1-4 Presentation and analysis of the responses of the sample members of the second axis: initiative and creativity

Table N° (7) Results of the analysis of the responses of the sample members of the axis 02 phrases: initiative and creativity

N	Phrase		Repeats and the percentage of sample answers on each phrase					SMA	Standard deviation	Relative weight%	The general trend
			1	2	3	4	5				
06	Almost regularly, he provides effective and practical ideas and methods of work.	r	4	43	52	104	26	3,46	0,980	69,17	High
		%	1,7	18,8	22,7	45,4	11,4				
07	His suggestions are characterized by modernity, leadership and creativity;	r	6	55	63	84	21	3,2	1,0	65,	M
		%	2,6	24,0	27,5	36,7	9,2				
08	A role model in providing similar and creative ideas and suggestions;	r	10	50	64	78	27	3,27	1,066	65,41	Medi
		%	4,4	21,8	27,9	34,1	11,8				
09	His initiative and suggestions have clear creative influences on performance development;	r	8	46	58	96	21	3,33	1,010	66,64	High
		%	3,5	20,1	25,3	41,9	9,2				
10	He carefully monitors the extent of implementation of his suggestions and initiatives;	r	7	41	64	92	25	3,38	1,000	67,60	Medium
		%	3,1	17,9	27,9	40,2	10,9				
11	Provides unprecedented ideas and concepts;	r	9	56	73	71	20	3,16	1,020	63,23	Medium
		%	3,9	24,5	31,9	31,0	8,7				
12	Develop his knowledge and skills and strive to raise the level of his educational achievement;	r	9	37	41	118	24	3,485	1,011	69,69	High
		%	3,9	16,2	17,9	51,5	10,5				
13	Persistent in presenting creative projects;	r	6	47	68	78	30	3,34	1,030	66,90	Medium
		%	2,6	20,5	29,7	34,1	13,1				
The level of initiative and creativity in the public service institutions under study							3,3362	0,836	Moderate degree		
Relative weight of the general trend							66,72 %				

Source: Prepared by the researcher, based on SPSS .V 24 outputs

Through the above table, we find:

- Analyze the opinion of the sample members regarding their response to phrase N°12:  
  
(develops his knowledge and skills and is keen to raise the level of his educational achievement): In the case of the study: the average grade of the study was 3,48 and the standard deviation was 1.011, so the mean value indicates that the sample population was highly approved, and this was 69,69% according to their view
- Analysis of the opinion of the sample members about their response to the phrase N° 6:  
(It provides almost systematically effective and practical ideas and methods of work)  
The arithmetic mean indicates that the attitudes (evaluation) of the respondents agree with a high degree of response to phrase 6, meaning that: it presents almost systematically effective and practical ideas and methods of work; They are high, and they are 69,17%, according to their view.
- Analysis of the opinion of the sample members about their response to the phrase N°10  
(It follows carefully the extent of application of its suggestions and initiatives)  
In the case of the study: the average grade of the study was 3.38 and the standard deviation was 1,000, so the mean value indicates that the sample population was highly approved, and this was 67,60% according to their view.
- Analysis of the opinion of the sample members regarding their answer to phrase N° 13: 'Persistent in presenting creative projects':  
In the case of the study: the average grade of the study was 3,34 and the standard deviation was 1,030, so the mean value indicates that the sample population was highly approved, and this was 66,90% according to their view.
- Analysis of the opinion of the sample members regarding their response to phrase N° 9:  
(His initiative and his suggestions has clear creative effects on performance development)  
In the case of the study: the average grade of the study was 3,33 and the standard deviation was 1,010, so the mean value indicates that the sample population was highly approved, and this was 66.64% according to their view
- Analysis of the opinion of the sample members regarding their response to the phrase N°8: (represents a role model in providing similar and creative ideas and suggestions)  
In the case of the study: the average grade of the study was 3.27 and the standard deviation was 1.066, so the mean value indicates that the sample population was highly approved, and this was 65,41% according to their view.

• **Analysis of the opinion of the sample members regarding their response to phrase N° 7:**

(His suggestions are distinguished by modernity, leadership and creativity)

In the case of the study: the average grade of the study was 3,26 and the standard deviation was 1,008, so the mean value indicates that the sample population was highly approved, and this was 65.15% according to their view.

• **Analysis of the opinion of the sample members regarding their response to the phrase N°11:**

(It provides unprecedented ideas and perceptions)

In the case of the study: the average grade of the study was 3,16 and the standard deviation was 1,020, so the mean value indicates that the sample population was highly approved, and this was 63.23% according to their view.

In general, we find that:

The total mean of the responses of the sample individuals to the dimension statements 02 related to: initiative and creativity: ( $\bar{x} = 3.362$ ) and a standard deviation of 0.836 which is within an average range (from 2.60 to 3.40 degrees). Meaning that the attitudes of the sample members are positive and agree to The level of the employee's initiative to provide distinct and creative ideas, suggestions, studies, initiatives or work methods that contribute to developing performance in the public service institutions under study is an average degree, and this is at a rate of 66.72% according to their point of view.

## 1- Study hypothesis test

### 4-1 Test the first hypothesis:

The predominant level of **polarization and recruitment practice** in public service institutions amounts to the required level.

That is

**Zero hypotheses (H0):** the predominant level of polarization and recruitment practices in public service institutions does not rise to the required level at the significance level of 0.05

**The alternative hypothesis (H1):** the predominant level of polarization and recruitment practices in public service institutions lives up to the required level at the significance level of 0.05

**Statistical tools for hypothesis testing:** to validate the hypothesis was used (T-TEST) in the case of a one-sample t-test. This test is useful for detecting whether there is a fundamental difference (statistically significant) between the arithmetic mean ( $\bar{X}$ ) for the responses of the sample members to the total statements of the first axis of polarization and appointment practices From the questionnaire and the hypothetical mean ( $\mu = 03$ ).

The significance level was approved in the research to test the hypothesis: The significance level of 0.05 was chosen, which is the most common and used in research.

- Degree of freedom (DF): the degree of freedom is equal to a number of samples -01, then  $DF = 229 - 1 = 228$ .
- Determine the critical values of T or also called the tabular value of T: at the significance level 0.05 and the degree of freedom 228, the value of the tabular T equals  $T_{tab} = 1.9775$ .
- Decision-making rule for hypothesis testing.

We compare the value of the calculated T (T cal) with the value of the T table (T tab) if the calculated is greater than the T table, then we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ).

Table N° (8) illustrates the differences between the arithmetic mean ( $\bar{X}$ ) of the responses of the sample members to the total expressions of polarization and recruitment practices from the questionnaire and the hypothetical mean ( $\mu = 03$ ).

Test Value = 3								
Polarization and recruitment practices	Sample volume	SMA	Standard deviation	Mean Difference The difference between ( $\mu = 3$ ) and ( $\bar{X}$ )	Computed T	Degree of freedom	Sig	The decision
	229	3,2428	0,91177	0,24279	4,030	228	0,000	significant

Table T value:  $1.9775 = T_{tab}$ , at significance level 0.05, freedom degree  $DF = 228$

Source: Prepared by the researcher, based on SPSS .V 24 outputs

Through the above table, we found:

The mean sample responses on the total expressions for the first axis were: For polarizing and placement practices ( $x_f = 3,2428$ ), which is greater than the hypothesized mean ( $\mu = 3$ ) and the difference between them is positive, where it was  $(x) - 3 = 0.24279$ .

In other words, the prevailing level of polarizing and recruitment practices in public service organizations amounts to the required level and the results of sample D answers statistically, since the calculated value (T) ( $T_{CAL} = 4,030$ ) is greater than the tabulated value ( $T_{tab} = 1.9775$ ), and the false probability value ( $P\text{-value} = 0.001$  or  $0.001 = \text{SIG}$  below the significance level of 0.05).

Make a decision:

We reject the null hypothesis and accept the alternative hypothesis ( $H_1$ ): The prevailing level of polarization and recruitment practices in public service institutions rises to the required level at the significance level 0.05

#### 4-2 Testing the second hypothesis:

The predominant level of initiative and creativity in public service institutions amounts to the required level.

Which

Zero hypothesis ( $H_0$ ): the predominant level of performance, initiative and creativity in public service institutions does not rise to the required level at the significance level 0.05

The Alternative hypothesis ( $H_1$ ): the predominant level of performance for initiative and creativity in public service institutions amounts to a required level at the significance level 0.05

Statistical tools for hypothesis testing: to validate a hypothesis was used (T-TEST) in the case of one sample t-test. This test is useful in revealing whether there is a fundamental difference (statistically significant) between the arithmetic mean ( $\bar{X}$ ) of the responses of the sample members to the total statements of the second axis of the performance of initiative and creativity From the questionnaire and the hypothetical mean ( $\mu = 03$ )

Table N° (9) shows the differences between the arithmetic mean ( $\bar{X}$ ) of the responses of the sample members to the total statements about the performance of the initiative and creativity of the questionnaire and the hypothetical mean ( $\mu = 03$ )

Test Value = 3								
Initiative and creativity	Sample volume	SMA	Standard deviation	Mean Difference The difference between ( $\mu = 3$ ) and ( $\bar{X}$ )	Computed T	Degree of freedom	Sig	The decision
	229	3,3362	0,83611	0,33624	6,086	228	0,000	significant

Table T value: 1.9775 = T tab, at significance level 0.05, freedom degree DF = 228

Source: Prepared by the researcher, based on SPSS .V 24 outputs

Through the above table, we found:

The arithmetic mean of the responses of the respondents to the total statements of the second axis of initiative and creativity reached ( $\bar{x} = 3,3362$ ) which is greater than the hypothetical mean ( $\mu = 3$ ) and the difference between them is positive, where It reached was ( $\bar{x} - 3 = 0,33624$ )

that is, the prevailing level of initiative and creativity in public service institutions does not rise to the required level and the results of the sample D responses statistically since the calculated value of (T) ( $T_{cal} = 6,086$ ) is greater than the value (T (Tabular) T

tab=1.9775, and the P-value= 0,000 or Sig=0.000 is less than the significance level 0.05.

Make a decision:

We reject the null hypothesis and accept the alternative hypothesis ( $H_1$ ): The predominant level of initiative and creativity in public service institutions rises to the required level at the significance level 0.05

#### **4-3 The third hypothesis test:**

Zero hypothesis ( $H_0$ ): There is no statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of the role of polarization and assignment to the initiative and creativity of workers in some public service institutions.

Alternative Hypothesis ( $H_1$ ): There is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) of the role of polarization and recruitment on the initiative performance and creativity of workers in some public service institutions.

Statistical tools to test the hypothesis: To prove the above hypothesis, simple linear regression analysis was used to reveal the presence of correlation between the variables as well as the extent of the contribution and role of the independent variable (polarization and appointment) in the dependent variable (initiative and creativity among workers) in the institutions under study.

Significance level: The significance level approved by us to test the hypothesis: The significance level 0.05 was chosen which is the most common and used in research.

Decision-making rule:

The first method: We compare the calculated value of T (F cal) with the value of the tabular (F tab). If the computation is greater than tabular, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ).

The second method: We compare the value of the level of significance (sig) calculated using the spss program with the significance level approved by us 0.05. If the error probability value (P-value or (Sig) is less than or equal to the level of significance 0.05 then we reject the null hypothesis ( $H_0$ ) and accept the hypothesis Alternative ( $H_1$ ).

**Table N° (10) shows the results of the simple regression analysis for the third hypothesis test**

The overall morale of the multiple regression model		Explanatory ability		Partial significance / multiple regression coefficients			
Calculated F value	Level of significance	r	R <sup>2</sup>		B	t	Level of significance
73,542	0,000	0,495	0,245	(Constant)	1,865	10,470	0,000
				Polarization and recruitment practices	0,454	8,576	0,000
Scheduled F value: 3.9102 at the significance level 0.05 and the degree of freedom (227 ,,1) Where degree of freedom = (number of variables -1) = 2-1 = 01, sample number (N) - number of variables = 229 - 02 = 227							

**Source: Prepared by the researcher, based on SPSS .V 24 outputs**

Through the results of the above table, we find that the Pearson correlation coefficient between human resources management (polarization and appointment), initiative and creativity among workers reached:  $R = 0.495$ , which is a statistical function where the calculated value of F: 73,542 is greater than the value of the scheduled F: 3.9102 at the level of significance 0.05 and the degree of freedom (01, 227). That is, there is a statistically significant relationship to the independent variable and the dependent variable.

The value of the interpretation factor  $2R$  was 0.245, that is, the variable (polarization and appointment) explains 24.50% of the changes that occur in the effectiveness of the initiative and creativity criterion for workers in some public service institutions. Under study and the rest 75.50% = (100-24.50) refer to other factors, including Factors are not represented in the proposed model in addition to random errors.

Conclusion: From it we reject the null hypothesis  $H_0$  and accept the alternative hypothesis ( $H_1$ ): There is a statistically significant effect at the level of significance ( $\alpha \leq 0.05$ ) Of the role of polarization and assignment to the initiative and creativity of workers in some public service institutions.

## 5- Conclusion

- Results related to describing the variables

- The level of importance of polarization and appointment in the institutions under study from the point of view of the study sample was medium degree;

- The Foundation's interest in collecting data and information on applicants for appointment from sources other than the interview and testing for the purpose of using them in the differentiation and the appointment was not at the required level.



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