

# **Determining Human Resource Policies In The Iraqi Health Sector (Hospitals) That Affect Creative Behavior, As Well As Other Variables That Influence Creative Behavior (Teamwork, Proactive Personality, And Vitality)**

<sup>1</sup>Ali Fakhri Alzubaidi, <sup>2</sup>Yaghoob Mahrati, <sup>3</sup>Alireza Khorakian

<sup>1</sup> Ass. Lecturer, Imam Al-Kadhum University

<sup>2</sup> Professor, Ferdowsi University of Mashhad, Mashhad, Iran

<sup>3</sup>Associate Professor, Ferdowsi University of Mashhad, Mashhad, Iran  
mahrati@um.ac.ir

## **Abstract**

The purpose of this study is to determine the human resources policies in the Iraqi health sector (hospitals) impact creative behavior, in addition to other variables that affect creative behavior (teamwork, proactive personality, and vitality). To inventory local human resources policies in hospitals, 61 studies related to human resources policies were examined to determine human resources policies, and 20 human resources policies were identified, which institutions adopt globally. After conducting a Delphi test on them, which consisted of three rounds, seven policies were adopted Out of 20 local policies for human resources in hospitals. The statistical sample size was 183 people from ten hospitals' administrative, technical, and medical staff. After conducting structural equation modeling to test the research hypotheses, the results of the study showed the following: Teamwork has a positive and moral effect on the proactive personality; the proactive personality has a positive and significant impact on vitality; vitality has a positive and important impact on creative behavior; The teamwork has a positive and moral impact on vitality; human resources policies in private hospitals act as a modified variable between the impact of the proactive personality on vitality; the teamwork has a positive and significant impact on the vitality of team workers through their proactive personality. This study concludes by discussing the study's suggestions and recommendations according to its findings.

**Keywords:** Teamwork; Proactive personality; Vitality; Creative behaviour; Human resources policies.

## INTRODUCTION

Businesses today are attempting to harness employee creativity as a source of change, innovation, & survivability. Individuals are encouraged to take the initiative and find creative solutions to difficulties in teamwork (Madjar, Greenberg & Chen, 2011). On a global scale, the healthcare sector is undergoing tremendous transformations and problems (Lombardi & Slonim, 2014). Organizations must utilize their team workers' creative capacity to respond to these fast environmental changes (Tseng & Tseng, 2019). The ability to swiftly adjust to changing situations has always been critical to the private sector's existence (Tummers et al., 2015). As a result, healthcare organizations must become more creative in using limited resources, particularly specialist employees (Lombardi & Slonim, 2014). Creativity is the production of a new and appropriate answer, product, or solution to a particular challenge. While the answer or product must be new, it must also be valuable, practical, or fit for purpose (Amabile, 2012). Employee dynamism and

proactivity may also be key assets for organizational transformation; thus, businesses should search for ways to improve these assets, one of which is the implementation of HR policies that affect these assets (Tummers et al., 2015). HR policies are systems that govern employee selection, growth, assessment, and remuneration (Lee & Lee, 2018). According to Delery (1998), most people who have worked in human resource management recognize that human resource policies are the most important instruments businesses utilize to create and sustain human resources. In environments that need innovation, collective proactive behavior is critical for its beneficial function in boosting team performance, where collective proactive behavior is linked to greater teamwork satisfaction, organizational commitment, and enhanced productivity (Parker & Bindl, 2017). Employee proactivity and vitality may also be essential assets for organizational transformation, thus companies should search for ways to improve these assets, one of which is through the adoption of hr policies that influence these assets (Tummers et al, 2015)

## Theoretical background and hypotheses

### Teamwork

A group of people working together to achieve the organization's common goals through cooperation, communication, and coordinated actions is referred to as teamwork (Mortel et al., 2021). Teamwork among healthcare professionals is viewed as an activity based on a set of main dimensions: specified goals (the primary aim is patient care), shared commitment among staff, clarity of team roles and duties, strong interdependence among team members, and job integration (Reeves et al., 2010). Effective teamwork benefits both the organization and individual team members by increasing employee motivation and performance, as well as reducing boredom and transferring knowledge from the single to the group (Hoerl & Snee, 2012), (Daft, 2008),

(Lundgren & Molander, 2017,9). The "Big Five" teamwork paradigm was recognized by Salas et al. (2005) as an adequate theoretical foundation for the operation of teamwork. Salas believes that no matter what team mission is investigated, a critical set of teamwork components will be needed to fulfill the task, referring to these components as the "Big Five" of teamwork. This set of components includes team leadership, cross-performance monitoring, reserve behavior, flexibility, and team direction. Medical teamwork affects patient care and safety in intensive care units, operating rooms, emergency departments, rehabilitation units, and clinics, and important groups have long urged for improvements (Winder, 2021).

In healthcare institutions, there are five different types of teamwork: First, a multifunctional team is a small group of people from many functional specialties inside a company (Anderson, 2017). Second, there are virtual teams. The virtual teams are made up of members that are spread out across the country. They are primarily linked geographically and organizationally by advanced communication and information technology (Vallabhaneni, 2021). Third, self-directed teamwork teams, also known as self-managed teamwork teams, are described as semi-autonomous groups where members share leadership responsibilities and occasionally rotate leadership and assume responsibility for goals. Performance that is desired (Lussier & Achua, 2016). Finally, problem-solving groups Problem-solving teams, as the name suggests, teamwork together to solve problems (Boller, 2005). Problem-solving teams are made up of 5 to 12 hourly employees from the same department who meet regularly to explore methods to enhance quality, efficiency, and the team workplace environment (Vallabhaneni, 2021).

### **Creative Behavior**

Invention, talent, and creativity. These words define the pinnacle of human achievement. We believe we are operating at the pinnacle of our talents when we are engaged in the act of being creative. Our lives are enriched and enlightened by creative teamwork. Creativity is one of the characteristics that distinguish us as human beings. (Sawyer, 2012). Despite minor variations, developing original and beneficial ideas by a person or a small group of individuals working together is a more acceptable definition of creativity (Kawakubo, 2019). According to Piffer (2012), originality and utility should be shared features at all levels of creativity, but the impact is not required. Teamworkplace creativity is not confined to positions that necessitate it. Alternatively, people in every position and at any level in any company may develop creative teamwork, and creativity is

more than just a product; it is a continuous process (Rice, 2006). We must distinguish between "creative labor" and "creative occupations." This means that people may develop creative teamwork in any position and at every level of the company, not simply in conventional creative jobs (Madjar et al., 2002). Creative behavior can attract customers by providing high-quality services, but it can also have a substantial impact on organizational effectiveness and survival (Liu & Huang, 2020). According to Amabile's ingredient hypothesis, among the elements that influence creativity include Domain-relevant Skills, Creativity-relevant Processes, Her conception of intrinsic motivation, and The Social Environment (Amabile, 2012). According to Anderson (1992), there are three sorts of creativity: First there is creation (making something out of nothing). Second synthesis (linking two or more phenomena that were not related before) and finally modification (changing something that already exists).

### **Human resource policies**

Human resource policies on employee professional development are one of every bureaucratic company's subcultures. (Dandala, 2018). HR policies, according to Schuler (1992), are "guidelines for action on business issues relating to people and HR programs." HR policies outline how to tackle essential components of human resource management (Armstrong, 2009). When assessing the influence of human resources on individual and organizational performance, human resource management academics suggest that bundles of human resources (HR) policies, instead of individual policies, should be the major unit of study. Individual HR policies do not function in isolation, but rather in concert, and individuals are exposed to several practices at the same time, according to this rationale (Huselid, 1995), (MacDuffie, 1995), (Jiang, Lepak, Hu, et al. 2012). As a consequence, researchers will be able to investigate how complimentary and slightly overlapping HR

policies might come together to represent an organization's philosophy (Gabriel et al., 2015). Employees with extensive experience are necessary to design and implement successful human resource management policies and systems (Schuler, Jackson & Luo, 2004). HR policies must be established to fulfill not just present demands but also to secure future competitive success (Dossova & Kambarov, 2014). Human resource managers, according to Miles & Snow (1984), play a significant role in determining effective human resource management policies for their firms since they are more valuable as leaders than followers in this process. As a result, HR rules should be implemented only by HR managers. (Boxall, Purcell & Wright, 2007). HR policies must be designed and linked to business objectives by the HR department of the organization (Gupta, 2020), however many organizations fail to achieve peak performance levels because line managers fail to implement HR policies that have been provided by the HR department (Wright et al., 2001). The human resource policies identified in this study include training, development, recruitment, motivation and skill enhancement, performance appraisal, human resource planning, benefits, health, and job security.

### **Proactive Personality**

Proactivity is defined as "controlling the making of things rather than watching things happen." Being proactive aiming to bring about environmental and/or personal change to achieve a different future. This description highlights three basic characteristics that describe proactive behavior as a whole (Parker & Bindl, 2017). First and foremost, proactive behavior relates to the future. Future-oriented thinking is a key aspect of proactive teamwork practices, and it may help you understand how to be more active in teamwork (Strobel et al., 2013). Second, proactive behavior is oriented toward change, the concept of proactive personality represents the personality trait of anticipating change and changing external influencing conditions. (Araujo & Gava, 2012). Third, proactive activity emerges spontaneously.

Proactive conduct is characterized as self-starting, proactive, and enduring in the face of challenges based on this feature (Gagné, 2014). According to Bateman and Crant (1993), proactive people believe they have the strength, will, and resources to change the environment; as a result, they are less constrained by situational forces, whereas non-proactive people appear to have the contrary style - they fail to identify troubles, let alone seize opportunities to change things. These people are more passive, reacting to or adapting to their surroundings rather than being formed by their actions. (Parker & Bindl, 2017). Covey (2020) asserts that proactive individuals can control their weather. It makes no difference to them whether it is raining or not. People with a proactive mentality have specialized knowledge and abilities that enable them to act proactively within their organizations and display creativity and innovation, which helps them advance in their careers (Parker & Bindl, 2017), (Seibert, Kraimer, & Crant, 2001), (Neneh, 2019). When the requirements for job creativity and senior management support for creativity are high, proactive employees engage in exchanging more information with their co-team workers, and this exchange thus enhances creativity (Dubrin, 2013).

### **Vitality**

At the heart of Vitality is the idea that knowing what the ideal of life is and how to achieve it comes from learning how to deal effectively with the worst kind of living. (Esser, 2008). Companies develop vitality by instilling in their employees the belief that what they do daily matters. (Jonge & Peeters, 2019). The term "vitality" refers to the feeling of being energetic and enthusiastic about one's job. Examples include: "At teamwork, I feel more alive and energetic," says the employee. "I have a lot of energy and spirit at teamwork," she says. "I feel attentive and awake at teamwork;" (Porath et al., 2012). According to Malik, MacIntosh & McMaster (2015), vitality is a subjective state of energy and excitement in which people view themselves as fully functional, both

physically and psychologically, and ready to put their skills to teamwork in a positive and supportive environment. Vitality in teamwork, according to this definition, has three important dimensions that are integral, interrelated and mutually supportive: (a) a good sense of well-being and vitality; (b) Positive business trends; and (c) a positive and supportive environment. Vitality is a common concept in a wide variety of theoretical frames of teamwork, particularly in the health sector (Ryan and Frederick, 1997). Knowing how to turn despair into positive and powerful energy is the essence of vitality (Esser, 2008). Vitality is a positive affect emotion that is distinguished from other positive affect emotions by its high degree of arousal (pleased, relaxed, serene, satisfied, and at ease) (Kark & Carmil, 2009). Those that have a high level of vitality are always awake, lively, and energized (Bostic, Rubio, & Hood, 2000). Employees with high vitality have strong energy resource capacities, which they are willing to allocate proactively to job enhancements and/or self-development. (Ehnert, Harry & Zink, 2014). Studies have shown Vitality to be a crucial mechanism for raising functioning performance, reducing weariness and promoting health. Employees who experience vitality spark energy in themselves and others, which they pass on to their team workers, leading to an increase in mental and physical energy and allowing them to operate to their full capacity. (Spreitzer & Porath, 2012), (Na-Nan et al., 2020). Vital nutrients are exchanged in both ways in high-quality teamwork connections between persons, and these sorts of interactions are flexible and robust. Individuals at teamwork are more likely to form stronger bonds and be more inclined to collaborate if the relationship is healthy. (Feldman & Santangelo, 2008). Vital people, for example, are more apt to maintain their psychological well-being and experience positive emotions such as job satisfaction because they are more likely to build and use psychological, physical, and social resources

to create a useful and enjoyable teamwork place around them. (Jiang et al., 2020), (Ryan & Frederick, 1997).

The proactive personality at the team level is extremely important because it can help teams teamwork with high efficiency (Al-Karawi, 2018). Tummers et al, (2015) argue that higher levels of teamwork enhance proactive activity in teamwork. According to Wang et al. (2017), A teamwork team that includes many proactive people can have a strong proactive climate characterized by continuous creativity and proactive initiatives. From here emerges the hypothesis of the study, which states the following:

H1. The teamwork team in the studied hospitals has a positive and important impact on their proactive personality.

Proactive and energetic personalities are positively correlated with each other (Tummers et al, 2015). Wortler et al., (2020) found in their study that employees tend to report an enhanced propensity for proactive behavior when they experience a strong sense of dynamism in teamwork. Individuals who act proactively on their physical and mental energy levels are more likely to experience mental states characterized by cognitive vitality (Kamp et al., 2018). In the study of Lam, Spreitzer & Fritz, (2014), they chose vitality as a measure of positive influence and indicated the relationship between positive influence and proactive behavior takes the form of an inverse relationship. So the following hypothesis was proposed:

H2. The proactive personality in the studied hospitals had a positive and significant impact on the vitality

Bakker, et al. (2018) in their study that employees are responsible for their vitality as employees can actively mobilize their vitality to improve their creative behavior. Vitality leads to an increase in the employee's creative behavior through the creation of new creative ideas (Alikaj, Ning & Wu, 2020), (Fredrickson, 2001). When people feel energized in their teamwork, they are more

likely to have the energy and motivation to engage in innovative teamwork (Carmeli, 2009). Isen, Daubman & Nowicki (1987), the study showed that the positive influence of vitality can facilitate creative problem-solving. The Kark & Carmeli (2009) study explored the positive impact of vitality on participation in individual creative teamwork. Barron and Harrington's review of personality characteristics that lead to creativity indicates that creative individuals have key characteristics including high vitality (Barron & Harrington, 1981). So the following hypothesis was proposed:

H3. The vitality of the team workers in the studied hospitals has a positive and important impact on their creative behavior

Alikaj, Ning & Wu, 2020 study found that proactive employees are more likely to feel energized at teamwork, but this phenomenon only appears when employees are aware of a supportive organizational climate. Teamwork, and thus engage in creative behavior. Human resource policies in hospitals support the proactive activity of hospital staff in all its seven dimensions, which eventually leads to an increase in the positive impact of proactive activity and initiative for the employee on his vitality. According to Tummers et al (2015), it is expected that employees who experienced training and development opportunities, for example, have higher levels of proactive behaviour. Therefore we suggest the following hypothesis:

H4. Human resource policies for employees in the studied hospitals act as a modifier between the effects of proactive personality on vitality.

Individuals associated with the teamwork team often tend to invest more in their teamwork by proactively managing their vitality (Kamp et al., 2018), when employees proactively manage their vital components, their teamwork participation is greater, in addition to their creative performance (Bakker et al., 2018). The study of Tummers et al, (2015) found that teamwork is positively associated with proactive activity

and vitality. From here, we formulate the following hypothesis:

H5. The teamwork team has a positive and significant impact on the activity of team workers in the studied hospitals through their proactive personality

Good teamwork is one of the important things that enhances the vitality of the employee. In the teamwork team, self-motivated people feel a lot of vitality in their teamwork, they show high mental flexibility in their jobs and become more creative in their teamwork place (Jahanshahi, Brem & Gholami, 2019). Being part of a team can increase your sense of belonging in the teamwork place. Thus, these feelings stimulate feelings of higher levels of vitality to engage in tasks related to your team (Tummers et al, 2015). Livi et al, (2015) argue that people with high vitality will benefit from the advantage of being surrounded by similar members with high vitality and that low vitality people will not gain anything from being surrounded by low vitality peers on their team. From here the following hypothesis emerges:

H6. The teamwork team has a positive and moral impact on the vitality of the team workers in the studied hospitals

Kamp et al (2018) study found that employees can raise their creative performance by managing their proactive vitality (PVM), and Alikaj, Ning & Wu's (2020) study also demonstrated that the active employee fully mediates the relationship between the proactive personality and creative behaviour. When employees manage their vitals proactively, this will increase their creative performance and in healthy teamwork environments, employees are also responsible for their vitality, and they can mobilize their vitality proactively to stay connected and creative teamwork (Bakker et al., 2018). Accordingly, the following hypothesis has been proposed:

H7. The proactive personality of the team workers in the studied hospitals has a positive and important impact on their creative behavior through their vitality.

The results of the study by Yu-Mei et al., (2017) showed that team vitality has a stronger effect on creativity than other factors they covered in their study, with vitality mediating the relationship between teamwork and team creativity. Gordon, (2007) emphasized that no one can achieve success alone. Everyone needs a vibrant team (positive energy) with supportive people at

their side to succeed at teamwork. Therefore, we propose the following hypothesis:

H8. A team teamwork has a positive and important impact on the creative behavior of team workers in the studied hospitals through their vitality. Figure 1 shows the theoretical model of the study

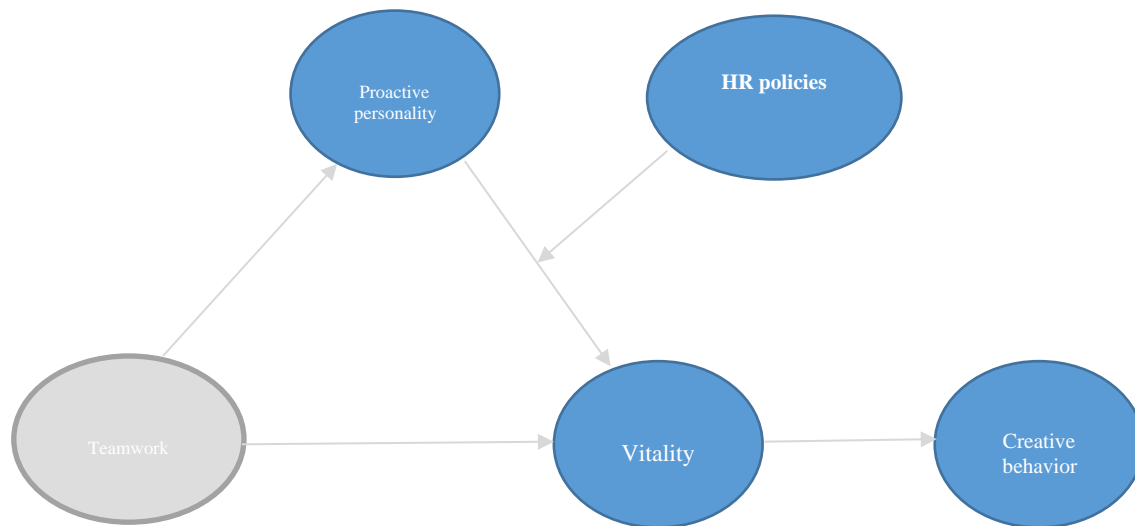


Fig. 1. Theoretical model.

## Methods of study

### Sample and procedures

To inventory local human resource policies in the Iraqi health sector, we first examined all the studies obtained in the theoretical chapter. 61 global studies were adopted to determine human resource policies, and among these studies, 16 studies related to creative behavior, and 20 human resources policies were identified. Which organizations pursue globally are development and training, recruitment and selection, rewards and benefits, health and safety, labor relations management, diversity and equal opportunities, job analysis, performance

evaluation, participation, communication, transparency and information exchange, job design, employee protection, promotion opportunities, human resource management Talent management, retirement and dismissal management, ethics and sustainability, human resource planning, work-life balance, enhancing motivation and skills, and then a Delphi test was conducted on it, seven of the 20 policies were approved, which are the local policies for human resources in the Iraqi health sector. According to the Delphi method used in our study, 30 experts from human resource managers and university professors specialized in human resources were selected to determine the local policies used in hospitals. The study population was 489 employees from ten hospitals within the

private sector in Iraq, with a sample of 183 employees, which included doctors, nurses, technicians, and administrators in the studied hospitals. A questionnaire prepared for this purpose was used, and its questions were formulated based on the five-point Likert scale, and after giving the team workers in the studied hospitals sufficient time to fill them out, they were collected. The questionnaire used in this study included four general questions about gender, teamwork experience, education, and marital status and 46 questions related to research variables. The scale was used to measure eight items of teamwork, five items of proactive personality, five items of vitality, and 22 items from perceived HR policies, the six elements of creative behavior. The selected sample consisted of 39.9% of the respondents were women and 60.1% were males, 16.4% had a diploma or less, 18.6% had a university degree, 50.3% had a bachelor's degree, and 8.8% and 14% had a master's degree or higher, 74.9% of The sample members are married, and 25.1% are married, 21.3% of the respondents have less than five years of experience, 32.8% of the respondents have 5 to 10 years of experience, 19.1% of the respondents have 10 to 15 years of experience and 26.8% have more than 15 years' teamwork experience. The SPSS and AMOS programs were used to process the data, and the validity of the questionnaire combinations was evaluated using the confirmatory factor analysis technique using the AMOS22 program. Also, the internal coherence of the tools used was evaluated using Cronbach's alpha coefficient. To analyze the data, various methods of statistical analysis, such as Pearson's correlation analysis to calculate zero correlation coefficients, structural equation modeling to examine the suitability of the structural equation model with the collected data, and Sobel's test was used to examine the role of the mediating variable. Since the coefficient of the KMO test always fluctuates between zero and one, if its value is less than 0.05, then the data will not be suitable for factor analysis, and if its value is between 0.5

to 0.69, then you can be more careful in factor analysis.

## Measures

### Teamwork

The teamworking variable was measured with an 8-item scale developed by (Stadick, 2020), (Aguado et al., 2014), (Campion, Medsker & Higgs, 1993), (Carmeli, 2009). Responses were submitted according to a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). Cronbach's alpha rate was 0.85.

### Proactive personality

The proactive personality variable was measured with a 5-item scale developed by (Buil, Martínez & Matute, 2019), (Bateman & Crant, 1993), (Janssen, Schultze & Grötsch, 2015). Responses were submitted according to a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). Cronbach's alpha ratio was 0.72.

### HR policies

We measured the selected HR policies variable after the Delphi test with a 21-item scale that was extracted from (Triguero, et al., 2012), (Demo, et al., 2012), (Waheed et al., 2019), (Boonen, 2018,19), (Mukiibi, 2014), (Berih, 2012), (Boon et al., 2011), (Geringer, Frayne & Milliman, 2002), (Mutua, 2019). Responses were given according to a Likert scale consisting of five (5) responses ranging from "strongly disagree" (1) to "strongly agree" (5). Cronbach's alpha rate was 0.94.

### Vitality

We measured the vitality variable with a 5-item scale which was adapted from (Carmeli & Spreitzer, 2009), (Porath et al., 2011), (Shirom, 2015). Cronbach's alpha score was 0.85, according to respondents' responses on a 5-point Likert scale ranging from strongly agree to strongly disagree.

### Creative behavior



Finally, we measured creative behavior through a 6-item scale that was quoted from (Rice, 2006), (George & Zhou, 2001). Respondents' answers were obtained according to a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). Cronbach's alpha ratio was 0.86.

## Results

The Delphi method consisted of three rounds to determine local human resources policies, and after conducting the Delphi method, 7 local human resources policies were obtained in Iraq, as shown in Table No. (2). These policies are extracted out of 20 human resources policies extracted from the literature of studies, as shown in Table (1). To obtain accurate results using the Delphi method, we made three rounds, as follows:

The first round distributed a list of policies extracted from the literature for 20 proposed

policies to members of the committee and asked them to comment on the extracted policies, if any, and add other policies that are not on the list and which they consider important. In this round, 15 human resources policies were identified.

In round Two the 15 proposed, amended, and added HR policies in the first round were presented to the experts and asked to comment on the importance of each of these factors, and after collecting opinions, seven policies were identified that the experts considered very important.

The third round of analyzes and evaluations obtained from the second round was presented to the team members and they were asked again for their views on the importance of the included policies. It was agreed that these seven policies are local in the Iraqi health sector (hospitals).

Table (1) HR policies extracted from the research literature

Row	Extracted policies
1	Development and training
2	Recruitment and selection
3	Rewards and benefits
4	Health & Safety
5	Labor relationship management
6	Diversity and equal opportunity
7	Job analysis
8	performance evaluation
9	share
10	Communication, transparency, and information exchange
11	Job design
12	Employee protection

Row	Extracted policies
13	Upgrade opportunities
14	Human Resources Management
15	talent management
16	Manage retirement and dismissal
17	Ethics and sustainability
18	human resources planning
19	Work-life balance
20	enhancement motivation and improve skills

Table (2) Local Human Resources Policies

Row	Local policies
1	Development and training
2	Recruitment and selection
3	Rewards and benefits

Row	Local policies
4	Health & Safety
5	performance evaluation
6	human resources planning

Row	Local policies
7	enhancement motivation and improve skills

Table 3. Shows the third and final round of Delphi.

Table 3. Findings from the ranking of human resource policies in the third round of Delphi

Human resource policies	Rank	Average	Standard deviation	Average rating
Development and training	4	4/36	0/76	11/27
Recruitment and selection	3	4/43	0/67	11/68
Rewards and benefits	1	4/46	0/57	11/88
Health & Safety	5	4/20	0/80	10/55
Labor relationship management	10	2/50	1/00	4/88
Diversity and equal opportunity	14	2/33	0/92	4/37
performance evaluation	2	4/43	0/678	11/85
Communication, transparency, and information exchange	8	3/23	0/868	7/87
Employee protection	12	2/46	1/041	4/57
Promotion Opportunities	11	2/50	1/042	4/68
Human Resource Management	15	2/16	0/833	3/98
talent management	9	2/63	1/272	5/63
Ethics and Sustainability	13	2/40	0/968	4/45
Human Resource Planning	7	4/033	0/808	10/13
enhancement Motivation and Skills	6	4/00	0/742	10/20

Like the results of the second round, the average of seven policies, development and training, recruitment and selection, rewards and benefits, health and safety, performance appraisal, human resource planning, and

motivation enhancement and skills improvement is above 10, indicating the importance of this Policies are in the eyes of experts, so in the end, these 7 policies were considered as indigenous policies in the Iraqi health sector.

Table 4. of Kendall coordination coefficient in the third round of Delphi

Number	Kendall correlation coefficient	Chi-squared	Degrees of freedom	sig
30	0/594	249/384	14	0/000

The table above shows the Kendall Coordination Index in the third round of Delphi.

Before evaluating the proposed structural model, it is necessary to examine the importance of the regression weight [load factor] of the different formulations of the

questionnaire in predicting relevant items to ensure the fit of the measurement models and the acceptability of their scores in the measurement structures. Table 5 presents the results of the confirmatory factor analysis of the questionnaire items .

Table 5. Confirmation Factor Analysis (CFA) Results for Questionnaire Items

Variable name	Item	elongation	Skewness	Regression weight (factor load)	Significance level	Result
Teamwork	TW1	.976	-1.095	0.73	7124	Significant
	TW2	.190	-.776	0.76	8.268	Significant
	TW3	.173	-.843	0.63	6.512	Significant
	TW4	.917	-1.018	0.67	7.472	Significant
	TW5	-.561	-.560	0.47	5.688	Significant
	TW6	1.036	-1.107	0.67	7.691	Significant
	TW7	.575	-.902	0.64	7148	Significant
	TW8	.902	-.950	0.56	6.877	Significant
proactive personality	PP1	1.161	-1.055	0.54	5.971	Significant
	PP2	.016	-.625	0.52	5.876	Significant
	PP3	.959	-1.007	0.49	5.642	Significant
	PP4	-.647	-.308	0.78	6.903	Significant
	PP5	.218	-.648	0.68	6.822	Significant
HR Policies	HRP1	delete				
	HRP2	delete				
	HRP3	.240	-.820	0.55	6.107	Significant
	HRP4	.610	-.963	0.59	6.491	Significant
	HRP5	.175	-.848	0.74	7.440	Significant
	HRP6	.848	-.972	0.67	7.009	Significant

[illegible]

Table 6 shows the internal coherence of the tools used using Cronbach's alpha coefficient, as Table 6 shows the correlation of each variable with the other variables and Cronbach's alpha for each variable and their descriptive statistics including the mean and

Between teamwork and vitality is 0.285 which is significant. Since all values are

standard deviation. The coefficients of this table show that the highest correlation coefficient associated with the relationship between the variables of proactive personality and creative behavior is 0.684. The smallest coefficient related to the relationship higher than 0.7, it can be concluded that the tool has the necessary reliability

Table 6. Mean, standard deviation, reliability, and correlation between variables

Variable	Average	Standard deviation	Teamwork	proactive personality	vitality	human resource policies	creative behavior
Teamwork	4/211	0/564	(0/854)	-	-	-	-
proactive personality	4/000	0/612	/633** 0	(0/723)	-	-	-
vitality	4/140	0/668	/285** 0	**/374 0	(0/854)	-	-
human resource policies	3/777	0/707	/537** 0	/607** 0	/393** 0	(0/945)	-
creative behavior	4/196	0/613	/590** 0	/684** 0	/388** 0	0/563**	(0/862)

And since the value of the KMO index is 0.918, the number of samples is sufficient for factor analysis. Also, the Sig value of the Bartlett test is less than 0.05, which indicates

that the factor analysis is suitable for determining the structure of the factor model, and the assumption that the correlation matrix is known is rejected. The results of the data adequacy test for factor analysis are shown in Table 7.

Table 7. Data adequacy test

The Kaiser–Meyer–Olkin (KMO)		0/918	
Bartlett test and chi-square approximation		4963/343	
Degrees of freedom	1035	Sig	0/000

Regression weights for all variables except for the three items HRP1, HRP2, and HRP8,

in predicting questionnaire items, with a confidence level of 0.99, were shown to have

a significant difference from zero so these items were excluded. The significance of the items is that the significance level for them is less than 0.05. Finally, 43 items of the questionnaire were analyzed. As the results of the confirmatory factor analysis for the important elements were presented in Table 5. Model fit indicators are also presented in Table 8. These indicators showed a good fit

of the measurement models and the importance of carrying each observed variable to the corresponding latent variable was confirmed. As can be seen, all indicators of fit to the final model are more desirable than the above cut points, indicating a quite satisfactory fit for the model part.

Table 8. Model fit indicators

	Chi-square /df	RMSEA	GFI	TLI	NFI
	1/529	0/054	0/90	0/918	0/916
Possible values	Less than 3	Less than 0.085	Greater than 0.9	Greater than 0.9	Greater than 0.9

Figure 2 shows the structural equation model (SEM) obtained in our study and the intensity of the relationships between the variables. According to this model, the strongest

coefficient of influence is related to the effect of teamwork on the proactive personality, which is  $\beta = 0.77$ , and the weakest coefficient of  $\beta = 0.11$  is related to the effect of teamwork on vitality.

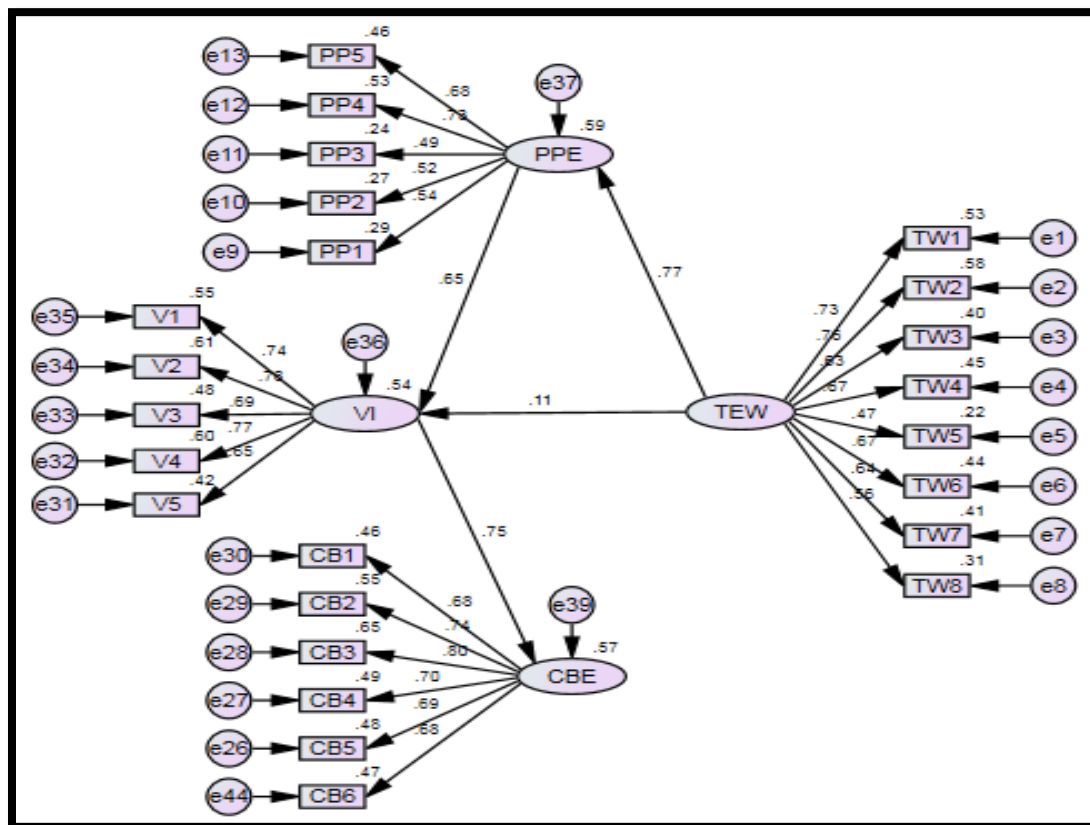


Fig 2: Structural Equation Model [Structural Model and Scale Models]

The model coefficients also indicate that search variables explain about 54% of the variance of the vitality variable and about 57% of the changes in creative behavior. Also, 59% of proactive personality changes

can be expected through teamwork. The hypothesis test results are summarized in Table 9.

Table 9. Summary of test hypothesis test results

Direct hypotheses					
Hypothesis		Standard coefficient	Significant number	Significance level	Test result
teamwork ← proactive personality		0/77	5/666	0/000	approval
proactive personality ← vitality		0/65	3/716	0/000	approval
vitality ← creative behavior		0/75	7/345	0/000	approval
teamwork ← vitality		0/11	0/758	0/449	disapproval
Moderation hypothesis					
Relationship results	Modifier variable	Standard coefficient	Significant number	Significance level	Test result
proactive personality ← vitality	HR Policies	0/973	50/862	0/000	approval
Mediation hypotheses					
Relationship results	via	Standard coefficient	Significant number	Significance level	Test result
teamwork ← vitality	proactive personality	0/501	2/834	≤0/05P	approval

Direct hypotheses					
Hypothesis		Standard coefficient	Significant number	Significance level	Test result
proactive personality $\leftarrow$ creative behavior	vitality	0/488	3/929	$\leq 0/05P$	approval
teamwork $\leftarrow$ creative behavior	vitality	0/080	0/801	$\geq 0/05P$	disapproval

Regarding Hypothesis No. 5 and studying the modified role of perceived HR policies in the impact of proactive personality on vitality, hierarchical regression was used. In this method, in the first stage, the independent and modifier variables are entered as independents, and in the second stage, the

interactive variable (modifier-independent multiplication) is added to them. The standard beta version of the interacting variable indicates the severity of the effect of the modulating variable. Below are the cases mentioned?

Table 10: Results of the observed moderation analysis of human resources policy variables

The role of the moderator	Stages of series regression	independent variable	Variable	$\beta$	sig	$R^2$	Change Statistics			ANOVA	
							R Square Change	F Change	Sig. F Change	f	sig
Independent variable and moderator variable	first stage	independent	vitality	/3740	0/012	/1840	0/140	29/441	0/002	20/233	/0000
		Modifier variable		/4280	0/002						
	second stage	independent	vitality	/3740	0/002	/9470	0/764	258/9586	0/000	106/5879	/0000
		Modifier variable		/4280	0/000						



The role of the moderator	Stages of series regression	independent variable	Variable	$\beta$	sig	$R^2$	Change Statistics			ANOVA	
							R Square Change	F Change	Sig. F Change	f	sig
		Independent		.9730	0.000						

As can be seen, the standard value of  $\beta$  was equal to 0.973, and this value is significant at the 95% confidence level. Thus, the modified role of perceived HR policies in the impact of proactive personality on vitality is recognized.

Regarding Hypotheses 6 to 8 of this paper, Sobel's method was used to examine mediation. In this method, the amount of indirect effect is calculated by the following formula, where (a) is the effect of the

In this form

a: The effect of the independent variable on the mediator

sa: standard error rate of the independent effect on the median

b: The influence of the mediator on the follower

sb: standard error rate of the effect of the median on the function

In accordance with the explanations given above, the mediator's hypotheses are examined below.

In the case of the sixth hypothesis, the magnitude of the indirect influence of Cartesia on vitality through the proactive personality is equal to 0.43.

independent variable on the mediator and (b) is the effect of the variable mediator on the dependent.

$$B_{indirect} = a \times b$$

The significance of the indirect effect is also calculated manually, which is given in the following calculation formula based on the Sobel method.

$$t - value = \frac{a * b}{\sqrt{b^2 * sa^2 + a^2 * sb^2}}$$

$$\begin{aligned} t - value &= \frac{0.77 \times 0.65}{\sqrt{0.77^2 \times 0.104^2 + 0.65^2 \times 0.210^2}} \\ &= 2.834 \end{aligned}$$

$$B_{indirect} = 0.77 \times 0.65 = 0.501$$

Regarding the seventh hypothesis, the extent of indirect influence of the proactive personality on creative behavior due to vitality is as follows:

$$B_{indirect} = 0.65 \times 0.75 = 0.488$$

The importance of the indirect influence of the proactive personality on creative behavior due to vitality is highlighted:

$$\begin{aligned} t - value &= \frac{0.65 \times 0.75}{\sqrt{0.65^2 \times 0.135^2 + 0.75^2 \times 0.108^2}} \\ &= 3.929 \end{aligned}$$

Regarding Hypothesis 8, the extent of indirect influence of teamwork on creative behavior due to vitality is as follows:

$$B_{indirect} = 0.11 \times 0.76 = 0.084$$

The importance of the indirect influence of teamwork on creative behavior due to vitality is highlighted as follows:

$$\begin{aligned} t - value &= \frac{0.11 \times 0.76}{\sqrt{0.11^2 \times 0.135^2 + 0.76^2 \times 0.108^2}} \\ &= 0.801 \end{aligned}$$

Considering that in hypotheses 6 and 7 the t-value is outside the range of 1.96 and in hypothesis 8 is within the range of 1.96, it can be said that hypotheses 6 and 7 are confirmed. ; But Hypothesis No. 8 is not confirmed.

## Discussion

Researchers and writers in human resource management argue that the focus should be on packages of human resources (HR) policies, rather than individual policies in research. The rationale behind this is that individual HR policies do not work in isolation but work in harmony. One time for multiple practices (Huselid, 1995; MacDuffie, 1995; Jiang et al. 2012). Training and development are considered one of the important policies in the field of the health sector, as it was one of the first areas which were concerned with this policy due to its need to develop and maintain educational capabilities (McConnell, 2021). The benefits of training and development include improved employee morale,

employee satisfaction, reduced employee turnover, increased employee retention, improved hiring, and improved bottom line. All of these benefits can lead to job satisfaction, increased commitment and motivation, and thus improved employee efficiency and overall performance (Nadarajah et al., 2012). The recruitment process consists of planning, candidate sourcing, pre-evaluation, final selection, job offer, and contracting (Zeuch, 2016). To select the right people in health care, organizations must focus on the very important issue of identifying the attributes and values that make a health care worker qualified and empathetic, especially non-academic attributes, such as empathy, teamwork, integrity, creativity, resilience, and using “evidence-based methods” to evaluate them reliably. (Patterson & Zibarras, 2018). Recruitment can be classified into internal recruitment, i.e., relying on individuals from within the organization, and external recruitment, which is the search for job applicants from outside the organization (Walker & Miller, 2017). The compensation philosophy provides the basis for ensuring that each program and system works in harmony with other programs (Cafaro, 2021). All programs, especially other human resources policies, are related to compensation. Training and employment do not take place before the salary and wages system is allocated and the employee is financially motivated. Security is not achieved without this system, and performance evaluation is done to meet the employee’s performance with the rewards system and the extent of his entitlement. An employee compensation package consists of two main components: earnings (salaries/wages) and benefits. Both are important to employees, and both should be considered when reviewing or designing compensation packages (Ackerman, 2014).

Safety and health refer to the set of activities that seek to create an appropriate level of well-being for employees and a culture of prevention that reduces risks and physical and emotional injuries from work (Martínez, Fernández & Fernández, 2016). The presence of leaflets that indicate dangerous places and not to approach them at work, the presence of rooms that are well designed to prevent harmful radiation from

ejecting, and the presence of an effective fire protection system are considered important matters to protect the health staff in hospitals. Safety and health issues are usually costly to the organization in terms of direct accident costs and increased premiums. In addition, accidents and excessive health problems can reduce productivity, quality, and morale (Phillips, 1999). Performance appraisals are an important part of organizational life because they can serve several functions/purposes, including solving performance problems, setting goals, managing rewards and discipline, and separating (Holbrook, 2002). Performance appraisal can be considered a core activity associated with all other human resource management policies (Houldsworth et al, 2021) .

If performance appraisals are not conducted fairly, the process will be viewed as biased and invalid, and diligent employees may receive performance results similar to their teammates who do not work hard, resulting in employee frustration, feelings of hurt, and extreme dissatisfaction (Zwiech, 2021; Mathieu, 2021). This topic is very important in the health sector, and because the health sector is one of the most important sectors in the world because it deals with life, so preparing a successful performance evaluation is one the very important things .

Human resource planning means forecasting the future demand of the organization and providing it with the type of people suitable for the job and the necessary number of people (Aswathappa, 2013). In other words, it is concerned with ensuring that the organization has the right people in the right place at the right time (Wilton, 2016). Human resource planning helps managers determine how the organization should move from the current staffing location to the desired staffing location, both in the long run and in the short-run (Hartel & Fujimoto, 2015). Denton, Gafni & Spencer (1995) argue that the process of human resource planning in the health sector must be well informed and must take an integrated view of the specific health care system so that the major future ramifications of the actions taken today can be anticipated. Theories

in the field of work motivation often distinguish between two distinct types of motivation, namely, intrinsic and extrinsic motivation. Intrinsic motivation is related to the psychological rewards of a person, while extrinsic motivation is related to tangible rewards such as salary and fringe benefits (Mullins, 2007). Skills are considered one of the main factors enabling prosperity and a better life for individuals. Skills contribute directly to economic growth, by increasing productivity and indirectly by creating a greater ability for workers and companies to adopt new technologies and methods of work (Siekman & Fowler, 2017).

After conducting structural equation modeling to test the research hypotheses, the results of the study showed the following results :

The work team of private hospital employees in the Iraqi health sector has a positive and important impact on their proactive personality. The results of the study concluded that the work team of private hospital employees has a positive and moral impact on the proactive personality. A proactive personality at the team level is extremely important because it can help teams work with high efficiency (Al-Karawi, 2018). Higher levels of teamwork enhance proactive activity at work (Tummers et al, 2015). Within the studied hospitals, the work team, which includes many specialties, especially the operating theater team, which consists of the technical person, the doctor, nurses, and the anesthesiologist, work together and seek to support and increase personal initiatives and share them among themselves that support their work. They see that the proactive personality among them is a positive phenomenon that must stimulate it, and this speech is consistent with the study of Wang et al. (2017) who believe that a work team that includes many proactive people can have a strong proactive climate characterized by continuous creativity and proactive initiatives .

The proactive personality of workers in private hospitals in the Iraqi health sector had a positive and significant impact on their vitality. The results of the study concluded that there is a positive and moral impact of the proactive

personality in private hospitals in the Iraqi health sector on vitality. Proactive and energetic personalities are positively correlated with each other (Tummers et al, 2015). Wortler et al. found in their study that employees tend to report an enhanced propensity for proactive behavior when they experience a strong sense of dynamism at work (Wortler et al., 2020). Individuals who act proactively on their physical and mental energy levels are more likely to experience mental states characterized by cognitive vitality (Kamp et al., 2018). In the study of Lam, Spreitzer & Fritz, (2014), they chose vitality as a measure of positive influence and indicated the relationship between positive influence and anticipatory behavior takes the form of an inverse relationship. When vitality is low, individuals experience narrow cognition, a tendency to act low, and a lack of the resources for proactive behaviors. With increased vitality to a moderate level, individuals can think more flexibly and will feel more inclined to engage in proactive behaviors, but not so much vitality that proactive behaviors may be underestimated.

The vitality of workers in private hospitals in the health sector in Iraq has a positive and important impact on their creative behavior. The results of the study concluded that the vitality of workers in private hospitals in the health sector in Iraq has a positive and important impact on creative behavior. Bakker, et al. (2018) in their study that employees are responsible for their vitality as employees can actively mobilize their vitality to improve their creative behavior. Vitality leads to an increase in employee creative behavior through the creation of new creative ideas (Alikaj, Ning & Wu, 2020), (Fredrickson, 2001). When people feel energized in their work, they are more likely to have the energy and motivation to engage in innovative work (Carmeli, 2009). The Isen, Daubman & Nowicki (1987) study also showed that the positive influence of vitality can facilitate creative problem-solving. The Kark & Carmeli (2009) study explored the positive impact of vitality on participation in individual creativity. Barron and Harrington's review of personality characteristics that lead to creativity indicates that creative individuals have key characteristics, including high vitality (Barron & Harrington, 1981).

Human resource policies for workers in private hospitals in the health sector in Iraq operate as a modified variable between the impacts of proactive personality on vitality. The results of the study proved that the human resources policies for workers in private hospitals in the health sector in Iraq act as a modified variable between the impacts of the proactive personality on vitality. The higher the HR policies, the stronger the influence of proactive personality on vitality than when this variable is low. Alikaj, Ning & Wu, 2020 study found that proactive employees are more likely to feel energized at work, but this phenomenon only appears when employees are aware of a supportive organizational climate. Thus engaging in creative behavior. According to Tummers et al (2015) employees who have experienced training and development opportunities are expected to report higher levels of proactive behavior Training opportunities may stimulate feelings of responsibility for organizational success Feelings of responsibility, in turn, lead to proactive behavior. Along the same lines, training and development opportunities are expected to stimulate employee vitality, as self-efficacy, assessment of control, and feelings of responsibility contribute to positive thoughts about an individual's abilities to effect change.

The staff of private hospitals in the Iraqi health sector has a positive and significant impact on their activities through their proactive personality. The results of the study here indicate that the work team can increase their vitality by increasing the proactive personality, and it should be noted that according to the confirmation of the direct impact of the work team on vitality, it can be said that the changing role of the proactive personality is partial mediation, that is, the work team has a direct and indirect impact through Proactive personality on activity. The study by Tummers et al, (2015) found that teamwork is positively associated with anticipatory activity and vitality. Individuals associated with the work team often tend to invest more in their work by proactively managing their vitality (Kamp et al., 2018), when employees proactively manage their vital components, their work participation is

greater, in addition to their creative performance (Bakker et al., 2018).

The staff of private hospitals in the Iraqi health sector has a positive and moral impact on their vitality. The results of the study here indicate that there is a positive and moral impact of the work team on the vitality of the employees. Good teamwork is one of the important things that enhance the vitality of the employee. In the work team, self-motivated people feel a lot of vitality in their work, they show high mental flexibility in their jobs, and become more creative in their workplace (Jahanshahi, Brem & Gholami, 2019). He argues that being part of a team may increase your sense of belonging in the workplace. Thus, these feelings stimulate feelings of higher levels of vitality to engage in tasks related to your team (Tummers et al., 2015). Livi et al., (2015) argue that people with high vitality will benefit from the advantage of being surrounded by similar members with high vitality and that low vitality people will not gain anything from being surrounded by low vitality peers on their team.

The proactive personality of workers in private hospitals in the health sector in Iraq has a positive and important impact on their creative behavior through the vitality of the employees. The results of the study proved that there is a positive and important indirect effect of the proactive personality in private hospitals in the health sector in Iraq on their creative behavior through the vitality of the employees. The study of Alikaj, Ning & Wu (2020) has also proven, through their study of the proactive personality and creative behavior, that the active employee at work fully mediates the relationship between the proactive personality and creative behavior. A study by Kamp et al (2018) found that employees can increase their creative performance by managing their own proactive vitality at work (PVM). When employees manage their vitals proactively, this will increase their creative performance and in healthy work environments, employees are also responsible for their vitality, and they can mobilize their vitality proactively to stay connected and creative work (Bakker et al., 2018).

The staff of private hospitals in the health sector in Iraq has a positive and important impact on their creative behavior through their vitality. Through the results of the study, it was proved that teamwork has a positive and indirect effect on the creative behavior of private hospital employees in the health sector in Iraq through their vitality. The results of the study by Yu-Mei et al., (2017) showed that team vitality has a stronger influence on creativity than other factors they covered in their study, with vitality mediating the relationship between teamwork and team creativity. Gordon, (2007) emphasized that no one can achieve success alone. Everyone needs a vibrant team (positive energy) with supportive people at their side to succeed at work, where positive energy brings out the best in you and within your team members, and that also eliminates negative people.

### **Research limitations and directions for future research**

We note that the sample used in this study is employees in Iraq and hospitals only. As such, the generalizability of the results may be limited to that country and the health sector (hospitals), in that country only. In the future, work on defining human resources policies that affect creative behavior at the level of several countries and not only at the level of Iraq. Researchers can also conduct the current study with its variables on other societies that are interested in the aspect of creativity, for example, in the Ministry of Education in its departments or private sector companies. We also note that the current study tested the proactive personality as a construct of only one factor, although recent studies indicate that the proactive personality can be a multifactorial construct. For example, Belwalkar and Tobacyk (2018) found that a proactive personality consists of three dimensions perception, execution, and perseverance. While the current study focused on the relationship between the work team and the proactive personality, and between the proactive personality and activity only, without referring to the association of its aspects (perception, implementation, and perseverance).

## References

- [1] Ackerman, L. (2014). Blackwell's Five-Minute Veterinary Practice Management Consult. (2nd Ed), Wiley-Blackwell., USA
- [2] Alikaj A, Ning W, Wu B. (2020). Proactive Personality and Creative Behavior: Examining the Role of Thriving at Work and High-Involvement HR Practices. *Journal of Business and Psychology*.p1,2,3
- [3] Al-Karaawi, M. T. (2018). Adopting the foundations of proactive leadership according to the theory of planned behavior for workers. *Journal of the College of Education for Girls for Human Sciences*. Issue 23 of the twelfth year.
- [4] Amabile, Teresa M. (2012). Componential Theory of Creativity. Harvard Business School Working Paper, No. 12-096
- [5] Anderson, D. L. (2016). Organization Development\_ The Process of Leading Organizational Change. (4th Ed). Sage Publications, Inc. The United States of America.
- [6] Anderson, J.V. & College, R. (1992). Weirder Than Fiction: The Reality and Myths of Creativity. *Academy of Management Executive*, 6(4). 40-47.p41
- [7] Araújo, L.& Gava, R. (2012). Proactive Companies\_ How to Anticipate Market Changes. Palgrave Macmillan UK
- [8] Armstrong, M. (2009). Armstrong's Handbook of Human Resource Management Practice. (11th Ed). Kogan Page Publishers London and Philadelphia.
- [9] Aswathappa, K.(2013).Human Resource Management\_ Text and Cases. (Seventh Ed).McGraw Hill Education (India) Private Limited.
- [10] Bakker, A. B., Petrou ,P., Kamp ,E. M. & Tims ,M.(2018).Proactive Vitality Management, Work Engagement, and Creativity: The role of goal orientation. Prof. Arnold B Baker (Orcid ID : 0000-0003-1489-1847).DOI: 10.1111/apps.12173
- [11] Barron, F. and Harrington, D. M. (1981).Creativity, Intelligence, and Personality.*Ann. Rev. Psychol.*32:439\_76.
- [12] Belwalkar, B. B., & Tobacyk, J. J. (2018). Toward a tripartite model and measurement of proactive personality. *Journal of Personality Assessment*, 100(5), 529–538.
- [13] Boller, S. (2005). Teamwork Training. American Society for Training & Development. The United State Of America.
- [14] Bostic, T. J., Rubio, D. M., & Hood, M. (2000). A validation of the subjective vitality scale using structural equation modeling. *Social Indicators Research*, 52, 313–324.
- [15] Boxall, Peter ., Purcell, John & Wright, Patrick M.(2007).The Oxford Handbook of Human Resource Management (Oxford Handbooks in Business & Management)-Oxford University Press.
- [16] Cafaro, D. (2021). The World at Work Handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement. (2nd Ed). Wiley
- [17] Carmeli , A., Spreitzer , & Gretchen, M. (2009). Trust, Connectivity, and Thriving: Implications for Innovative Behaviors at Work.*Journal of Creative Behavior*, 43(3), 169–191. doi.org/10.1002/j.2162-6057.2009.tb01313.x
- [18] Covey, Stephen R. (2020 ).The 7 Habits of Highly Effective People 30th Anniversary Edition. SIMON & SCHUSTER. New York
- [19] Daft, R. L. (2008). Management. (8th Ed). Thomson, South-Western College Pub. The United States of America.
- [20] Dandala, S. (2019). Human resource policy and teacher appraisal in Ontario in the

- era of professional accountability. *Management in Education*, Vol. 33(1) 5–10
- [21] Delery, J. E. (1998). Issues of fit in strategic human resource management: Implications for research. *Human Resource Management Review*, 8, 289–310.
- [22] Denton, F. T., Gafni, A., & Spencer, B. G. (1995). The SHARP way to plan health care services: A description of the system and some illustrative applications in nursing human resource planning. *Socio-Economic Planning Sciences*, Volume 29, Issue 2, June 1995, Pages 125-137.
- [23] Dossova, S. N. & Kambarov, B. K. (2014). Human resources management policies and practices in Kazakhstan. *Kazakh University Press*. p.226
- [24] Dubrin, A. (2013). *Proactive Personality and Behaviour for Individual and Organizational Productivity*. Edward Elgar Pub.
- [25] Ehnert, I., Harry, W., & Zink, K. J. (2014). *Sustainability and Human Resource Management —Developing Sustainable Business Organizations*. Springer Heidelberg New York Dordrecht London
- [26] Esser, R. (2008). *Vitality, A Psychiatrist's Answer to Life's Problems*. Algora Publishing., New York
- [27] Feldman, M. P. & Santangelo, G. D.(2008). *New perspectives in international business research*. V 3. Emerald Group Publishing Limited., UK
- [28] Fredrickson, B. L. (2001). The Role of Positive Emotions in Positive Psychology The Broaden-and-Build Theory of Positive Emotions. *American Psychologist*. Vol. 56. No. 3, 218-226
- [29] Gabriel, A. S., Cheshin, A., Moran, C. M ., & Kleef, G. A. V . (2016). Enhancing emotional performance and customer service through human resources practices: A systems perspective. *Human Resource Management Review*, Volume 26, Issue 1, March 2016, 14-24
- [30] Gagne, M. (2014). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. Oxford University Press, New York.
- [31] Gordon, J. (2007). *The Energy Bus\_ 10 Rules to Fuel Your Life\_ Work\_ and Team with Positive Energy*. John Wiley & Sons, Inc., Hoboken, New Jersey.
- [32] Gupta, A. Das. (2020). *Strategic Human Resource Management-Formulating and Implementing HR Strategies for a Competitive Advantage*. (1st Ed), Taylor & Francis Group.
- [33] Hartel, C. E.J., Fujimoto, Y. (2015). *Human Resource Management*. (3rd Ed). P.Ed Australia.
- [34] Hoerl, R., & Snee, R. (2012). *Statistical Thinking\_ Improving Business Performance*. (2nd Ed). John Wiley & Sons, Inc.Hoboken, New Jersey.
- [35] Holbrook Jr, R. L. (2002). Contact points and flash points: Conceptualizing the use of justice mechanisms in the performance appraisal interview. *Human Resource Management Review*. 12 101–123.
- [36] Houldsworth, E., Marra, M ., Brewster, C ., Brookes, M ., Wood, G. (2021). *Performance appraisal and MNEs: The impact of different capitalist archetypes*. *International Business Review*, Volume 30, Issue 5, 101826
- [37] Ackerman, L. (2014). *Blackwell's Five-Minute Veterinary Practice Management Consult*. (2nd Ed), Wiley-Blackwell., USA
- [38] Alikaj A, Ning W, Wu B. (2020). *Proactive Personality and Creative Behavior: Examining the Role of Thriving at*

- Work and High-Involvement HR Practices. *Journal of Business and Psychology*.p1,2,3
- [39] Al-Karaawi, M. T. (2018). Adopting the foundations of proactive leadership according to the theory of planned behavior for workers. *Journal of the College of Education for Girls for Human Sciences*. Issue 23 of the twelfth year.
- [40] Amabile, Teresa M. (2012). *Componential Theory of Creativity*. Harvard Business School Working Paper, No. 12-096
- [41] Anderson, D. L. (2016). *Organization Development\_ The Process of Leading Organizational Change*. (4th Ed). Sage Publications, Inc. The United States of America.
- [42] Anderson, J.V. & College, R. (1992). *Weirder Than Fiction: The Reality and Myths of Creativity*. *Academy of Management Executive*, 6(4). 40-47.p41
- [43] Araújo, L.& Gava, R. (2012). *Proactive Companies\_ How to Anticipate Market Changes*. Palgrave Macmillan UK
- [44] Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*. (11th Ed). Kogan Page Publishers London and Philadelphia.
- [45] Aswathappa, K.(2013).*Human Resource Management\_ Text and Cases*. (Seventh Ed).McGraw Hill Education (India) Private Limited.
- [46] Bakker, A. B., Petrou ,P., Kamp ,E. M. & Tims ,M.(2018).Proactive Vitality Management, Work Engagement, and Creativity: The role of goal orientation. Prof. Arnold B Baker (Orcid ID : 0000-0003-1489-1847).DOI: 10.1111/apps.12173
- [47] Barron, F. and Harrington, D. M. (1981).Creativity, Intelligence, and Personality.*Ann. Rev. Psychol.*32:439\_76.
- [48] Belwalkar, B. B., & Tobacyk, J. J. (2018). Toward a tripartite model and measurement of proactive personality. *Journal of Personality Assessment*, 100(5), 529–538.
- [49] Boller, S. (2005). *Teamwork Training*. American Society for Training & Development. The United State Of America.
- [50] Bostic, T. J., Rubio, D. M., & Hood, M. (2000). A validation of the subjective vitality scale using structural equation modeling. *Social Indicators Research*, 52, 313–324.
- [51] Boxall, Peter ., Purcell, John & Wright, Patrick M.(2007).*The Oxford Handbook of Human Resource Management (Oxford Handbooks in Business & Management)*-Oxford University Press.
- [52] Cafaro, D. (2021). *The World at Work Handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement*. (2nd Ed). Wiley
- [53] Carmeli , A., Spreitzer , & Gretchen, M. (2009). Trust, Connectivity, and Thriving: Implications for Innovative Behaviors at Work.*Journal of Creative Behavior*, 43(3), 169–191. doi.org/10.1002/j.2162-6057.2009.tb01313.x
- [54] Ackerman, L. (2014). *Blackwell's Five-Minute Veterinary Practice Management Consult*. (2nd Ed), Wiley-Blackwell., USA
- [55] Alikaj A, Ning W, Wu B. (2020).Proactive Personality and Creative Behavior: Examining the Role of Thriving at Work and High-Involvement HR Practices. *Journal of Business and Psychology*.p1,2,3
- [56] Al-Karaawi, M. T. (2018). Adopting the foundations of proactive leadership according to the theory of planned behavior for workers. *Journal of the College of Education for Girls for Human Sciences*. Issue 23 of the twelfth year.
- [57] Amabile, Teresa M. (2012). *Componential Theory of Creativity*. Harvard Business School Working Paper, No. 12-096



- [58] Anderson, D. L. (2016). *Organization Development\_ The Process of Leading Organizational Change*. (4th Ed). Sage Publications, Inc. The United States of America.
- [59] Anderson, J.V. & College, R. (1992). Weirder Than Fiction: The Reality and Myths of Creativity. *Academy of Management Executive*, 6(4). 40-47.p41
- [60] Araújo, L.& Gava, R. (2012). *Proactive Companies\_ How to Anticipate Market Changes*. Palgrave Macmillan UK
- [61] Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*. (11th Ed). Kogan Page Publishers London and Philadelphia.
- [62] Aswathappa, K.(2013).*Human Resource Management\_ Text and Cases*. (Seventh Ed).McGraw Hill Education (India) Private Limited.
- [63] Bakker, A. B., Petrou, P., Kamp, E. M. & Tims, M.(2018).Proactive Vitality Management, Work Engagement, and Creativity: The role of goal orientation. Prof. Arnold B Baker (Orcid ID : 0000-0003-1489-1847).DOI: 10.1111/apps.12173
- [64] Barron, F. and Harrington, D. M. (1981).Creativity, Intelligence, and Personality.*Ann. Rev. Psychol.*32:439\_76.
- [65] Belwalkar, B. B., & Tobacyk, J. J. (2018). Toward a tripartite model and measurement of proactive personality. *Journal of Personality Assessment*, 100(5), 529–538.
- [66] Boller, S. (2005). *Teamwork Training*. American Society for Training & Development. The United State Of America.
- [67] Bostic, T. J., Rubio, D. M., & Hood, M. (2000). A validation of the subjective vitality scale using structural equation modeling. *Social Indicators Research*, 52, 313–324.
- [68] Boxall, Peter ., Purcell, John & Wright, Patrick M.(2007).*The Oxford Handbook of Human Resource Management (Oxford Handbooks in Business & Management)-Oxford University Press*.
- [69] Cafaro, D. (2021). *The World at Work Handbook of Total Rewards: A Comprehensive Guide to Compensation, Benefits, HR & Employee Engagement*. (2nd Ed). Wiley
- [70] Carmeli , A., Spreitzer , & Gretchen, M. (2009). Trust, Connectivity, and Thriving: Implications for Innovative Behaviors at Work.*Journal of Creative Behavior*, 43(3), 169–191. doi.org/10.1002/j.2162-6057.2009.tb01313.x
- [71] Covey, Stephen R. (2020 ).*The 7 Habits of Highly Effective People 30th Anniversary Edition*. SIMON & SCHUSTER. New York
- [72] Daft, R. L. (2008). *Management*. (8th Ed). Thomson, South-Western College Pub. The United States of America.
- [73] Dandala, S. (2019). Human resource policy and teacher appraisal in Ontario in the era of professional accountability. *Management in Education*, Vol. 33(1) 5–10
- [74] Delery, J. E. (1998). Issues of fit in strategic human resource management: Implications for research. *Human Resource Management Review*, 8, 289–310.
- [75] Denton. F. T., Gafni. A., & Spencer. B. G. (1995). The SHARP way to plan health care services: A description of the system and some illustrative applications in nursing human resource planning. *Socio-Economic Planning Sciences*, Volume 29, Issue 2, June 1995, Pages 125-137.
- [76] Dossova, S. N. & Kambarov, B. K. (2014). *Human resources management policies and practices in Kazakhstan*. Kazakh University Press. p.226

- [77] Dubrin, A. (2013). *Proactive Personality and Behaviour for Individual and Organizational Productivity*. Edward Elgar Pub.
- [78] Ehnert, I., Harry, W., & Zink, K. J. (2014). *Sustainability and Human Resource Management \_\_Developing Sustainable Business Organizations*. Springer Heidelberg New York Dordrecht London
- [79] Esser, R. (2008). *Vitality, A Psychiatrist's Answer to Life's Problems*. Algora Publishing., New York
- [80] Feldman, M. P. & Santangelo, G. D.(2008). *New perspectives in international business research*. V 3. Emerald Group Publishing Limited., UK
- [81] Fredrickson, B. L. (2001). The Role of Positive Emotions in Positive Psychology The Broaden-and-Build Theory of Positive Emotions. *American Psychologist*. Vol. 56. No. 3, 218-226
- [82] Gabriel, A. S., Cheshin, A., Moran, C. M ., & Kleef, G. A. V . (2016). Enhancing emotional performance and customer service through human resources practices: A systems perspective. *Human Resource Management Review*, Volume 26, Issue 1, March 2016, 14-24
- [83] Gagne, M. (2014). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. Oxford University Press, New York.
- [84] Gordon, J. (2007). *The Energy Bus\_ 10 Rules to Fuel Your Life\_ Work\_ and Team with Positive Energy*. John Wiley & Sons, Inc., Hoboken, New Jersey.
- [85] Gupta, A. Das. (2020). *Strategic Human Resource Management-Formulating and Implementing HR Strategies for a Competitive Advantage*. (1st Ed), Taylor & Francis Group.
- [86] Hartel, C. E.J., Fujimoto, Y. (2015). *Human Resource Management*. (3rd Ed). P.Ed Australia.
- [87] Hoerl, R.,& Snee, R. (2012). *Statistical Thinking\_ Improving Business Performance*. (2nd Ed). John Wiley & Sons, Inc.Hoboken, New Jersey.
- [88] Holbrook Jr, R. L. (2002). Contact points and flash points: Conceptualizing the use of justice mechanisms in the performance appraisal interview. *Human Resource Management Review*. 12 101–123.
- [89] Houldsworth, E., Marra, M ., Brewster, C ., Brookes, M ., Wood, G. (2021). Performance appraisal and MNEs: The impact of different capitalist archetypes. *International Business Review*, Volume 30, Issue 5, 101826
- [90] Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of management formal*, Vol 3B. No. 3. B35-672.
- [91] Isen, A. M., Daubman ,K. A. & Nowicki ,G. P.(1987). Positive effect Facilitates Creative Problem Solving. *Journal of Personality and Social Psychology*. Vol. 52. No. 6,'1122-1131
- [92] Jahanshahi, A. A., Brem, A. & Gholami, H. (2019). Working in a physically dangerous work environment. Employee vitality and sustainable behavior.*Sustainability* 2019, 11, 5170; doi:10.3390/su11195170.
- [93] jiang, K., Lepak, D.P., Han, K., Hong, Y., Kim, A., & Winkler, A.L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22, 73–85.

- [94] Jiang, Z., Milia, L. D., Jiang, Y. ., & Jiang, X. (2020). Thriving at work: A mentoring-moderated process linking task identity and autonomy to job satisfaction. *Journal of Vocational Behavior* 118 103373 doi.org/10.1016/j.jvb.2019.103373
- [95] Jonge, J. d . and Peeters, M. C.W. (2019). The VitalWorker: Towards Sustainable Performance at Work. *International Journal of Environmental Research and Public Health*, 16, 910, 1-6.
- [96] Kamp, E.M., Tims, M., Bakker, A.B., & Demerouti, E. (2018). Proactive vitality management in the work context: Development and validation of a new instrument. *European Journal of Work and Organizational Psychology*, 27, 493–505. p6.
- [97] Kark, R., & Carmil, A.(2009).Alive and creating: the mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. *J. Organiz. Behav.* 30, 785–804.
- [98] Kark, R., & Carmil, A.(2009).Alive and creating: the mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. *J. Organiz. Behav.* 30, 785–804. DOI: 10.1002/job.571
- [99] Kawakubo, A, Oguchi, T. (2019) Recovery experiences during vacations promote life satisfaction through creative behavior. 30. 240-250 p241
- [100] Lee, Y. & Lee, J. Y. (2018). Mediating effects of the meaningfulness of work between organizational support and subjective career success. *International Journal for Educational and Vocational Guidance*, 19, 151–172.
- [101] Liu, C-H. S. & Huang, Y-C. (2020).The influence of transformational leadership on subordinate creative behaviour development process.*Tourism Management Perspectives* 36,100742. Elsevier Ltd.
- [102] Lombardi, D. N.& Slonim, A. D. (2014). *Manual of healthcare leadership \_ essential strategies for physician and administrative leaders.* McGraw-Hill Education Medical. United States
- [103] Lundgren, C. , Molander, C. (2017). *Teamwork in medical rehabilitation.* Routledge Taylor & Francis Group, New York.
- [104] Lussier, R. N ., Achua, C. F. (2016). *Leadership\_Theory, Application, & Skill Development.* (6th Ed). Cengage Learning, Canada.
- [105] MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial & Labor Relations Review*, 48, 197–221.
- [106] Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There’s no place like home? The contributions of work and non-work sources of creativity support to employees’ creative performance. *Academy of Management Journal*, 45, 757–767 p 757
- [107] Madjar. N., Greenberg. E., & Chen. Z. (2011). Factors for Radical Creativity, Incremental Creativity, and Routine, Noncreative Performance. *Journal of Applied Psychology*, Vol. 96, No. 4, 730–743
- [108] Malik, S. Z., MacIntosh, R. & McMaster, R. (2015). Conceptualizing Vitality at Work: Bridging the Gap between Individual and Organizational Health. *Pak J Commer Soc Sci*, Vol. 9 (3), 700-718.
- [109] Martínez, J. B., Fernández, M. L & Fernández, P. M. R. (2016). Socially responsible human resource policies and practices: Academicand professional validation. *European Research on Management and Business Economics*.IEDEEN-5; No. of Pages 7

- [110] McConnell, C. R. (2021). *Human Resource Management in Health Care: Principles and Practice*. (3rd Ed). Jones & Bartlett Learning.
- [111] Miles, R. E. & Snow, C. C. (1984). Designing Strategic Human Resources Systems. *Organizational Dynamics*, 13(1), 36–52.
- [112] Mortel, Thea van de ., Billett, Stephen ., Armit, Lyn ., Frommolt, Valda ., Mitchell, Creina ., Mitchell, Marion ., Shaw, Julie & Grealish, Laurie. (2021). Developing intersubjectivity and teamwork skills through learning circles on clinical placement: A mixed-methods study. *Nurse Education in Practice* 56, 103214.
- [113] Mullins, L. J . (2007). *Management and Organisational Behaviour*. (8th Edition). Ft Prentice Hall, England
- [114] Nadarajaha, S ., Kadiresan, V. K. R ., Kamil, N. N. A. and Yusoff, Y. M. (2012). The Relationship of HR Practices and Job Performance of Academicians towards Career Development in Malaysian Private Higher Institutions. *Social and Behavioral Sciences* 57 102 – 118.
- [115] Na-Nan, Khahan., Kanthong, Suteeluck., Wongsuwan, Natthaya., Pukkeeree, Peerapong., & Sa-ngasilp, Thitikul. (2020). Concept Model to Measure the Thriving at Work (TAW): Developing and Applying. *J. Open Innov. Technol. Mark. Complex.* 6, 72; doi:10.3390/joitmc6030072
- [116] Neneh, Brownhilder Ngek. (2019), From entrepreneurial intentions to behavior: The role of anticipated regret and proactive personality. *Journal of Vocational Behavior* 112 311–324.p 314
- [117] Parker K., Sharon & Bindl K. Uta. (2017). *Proactivity at Work Making Things Happen in Organizations*. (first ed). Taylor & Francis
- [118] Parker K., Sharon & Bindl K. Uta. (2017). *Proactivity at Work Making Things Happen in Organizations*. (first ed). Taylor & Francis
- [119] Patterson, F. & Zibarras, L. (2018). *Selection and Recruitment in the Healthcare Professions\_ Research, Theory, and Practice*. Springer International Publishing, Palgrave Macmillan.
- [120] Phillips, J. J.(1999). *Accountability in human resource management*. Butterworth-Heinemann. The United States of America.
- [121] Piffer, D. (2012). Can creativity be measured? An attempt to clarify the notion of creativity and general directions for future research. *Thinking Skills and Creativity*. Elsevier Ltd.7, 258– 264.
- [122] Porath, C.; Spreitzer, G.; Gibson, C.; Garnett, F.G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *J. Organ. Behav.* 33, 250–275.p251
- [123] Reeves, Scott ., Lewin, Simon ., Espin, Sherry & Zwarenstein, Merrick. (2010). *Interprofessional Teamwork in Health and Social Care (Promoting Partnership for Health)*. A John Wiley & Sons, Ltd., Publication.
- [124] Rice, G. (2006). Individual values, Organizational Context, and self-perceptions of employee creativity: Evidence from Egyptian organizations. *Journal of Business Research* 59, 233 – 241 Elsevier Inc.
- [125] Ryan, R. M. & Frederick, C. (1997). On Energy, Personality, and Health: Subjective Vitality as a Dynamic Reflection of Well-Being. *Journal of Personality*, 65, 529-565.
- [126] Salas E., Sims, D.E., & Burke, C.S. (2005). Is there a “big five” in teamwork? *Small Group Res.* 36 (5), 555–599.
- [127] Sawyer, R. K.(2012). *Explaining Creativity\_ the Science of Human Innovation*. (2nd Ed). Oxford University Press, New York

- [128] Schuler, R. S. (1992). Strategic human resources management: Linking the people with the strategic needs of the business. *Organizational Dynamics*, Volume 21, Issue 1, Pages 18-32.
- [129] Schuler, R. S. , Jackson, S. E. , and Luo, Y. (2004). *Managing Human Resources in Cross-Border Alliances*. Routledge, Taylor & Francis e-Library Series.
- [130] Seibert, S. E., Kraimer, M. L., & Crant, M. J. (2001). What do proactive people do? A longitudinal model linking proactive personality and career success. *Personnel Psychology*, 54, 854-874.
- [131] Siekmann, G. & Fowler, C. (2017). *Identifying work skills: international approaches*. NCVER, Australia.
- [132] Spreitzer , G. and Porath, C.(2012).*Creating Sustainable Performance*. Harvard Business Review.<https://hbr.org/2012/01/creating-sustainable-performance>
- [133] Strobel, M., Tumasjan, A., Spörrle, M., & Welpe , I. M. (2013). The future starts today, not tomorrow: How future focus promotes organizational citizenship behaviors. *human relations*, 66(6) 829–856
- [134] Tseng, C., & Tseng, C.C. (2019). Corporate entrepreneurship as a strategic approach for internal innovation performance. *Asia Pacific Journal of Innovation and Entrepreneurship*, 13 (1), 108-120
- [135] Tummers, Lars ., Kruijen, Peter ., MBA ,Dominique Vijverberg and Tessa, Voesenek.(2015). Connecting HRM and Change Management: The Importance of Proactivity and Vitality. *Journal of Organizational Change Management*, Vol. 28 Iss 4 pp. 627 - 640.
- [136] Vallabhaneni, S. R. (2022). *Wiley CIA 2022 Part 3 Exam Review: Business Knowledge for Internal Auditing*. John Wiley & Sons, Inc. Canada.
- [137] Walker, J. R. & Miller, J. E.(2017). *Supervision in the Hospitality Industry*. (8th Ed). John Wiley & Sons, Inc., Hoboken, New Jersey.
- [138] Wang, Z ., Zhang ,J ., Thomas, C. L., Yu ,J ., Spitzmueller ,C. (2017). Explaining benefits of employee proactive personality: The role of engagement, team proactivity composition, and perceived organizational support. *Journal of Vocational Behavior* 101 (2017) 90–103.[doi.org/10.1016/j.jvb.2017.04.002](https://doi.org/10.1016/j.jvb.2017.04.002)
- [139] Wilton, N. (2016). *an introduction to Human Resource Management*. (3rd Ed).SAGE Publications Ltd
- [140] Winder, G. S ., Clifton, E. G. ., Fernandez, A. C ., & Mellinger, Jessica L. (2021). Interprofessional teamwork is the foundation of effective psychosocial work in organ transplantation. *General Hospital Psychiatry* 69 (2021) 76–80.
- [141] Wortler, B ., Yperen, N. W. V ., Mascareño ,J. M. and Barelds, D. P. H.(2020). The Link Between Employees' Sense of Vitality and Proactivity: Investigating the Moderating Role of Personal Fear of Invalidity. *Frontiers in Psychology*.Volume 11 | Article 2169.
- [142] Wright, P. M., McMahan, G. C., Snell, S. A., & Gerhart, B. (2001). Comparing Line and HR Executives' Perceptions of HR Effectiveness: Services, Roles, and Contributions. *Human Resource Management*, Summer, Vol. 40, No. 2, p. 111–123
- [143] Yu-Mei, Y., Feng-Chia, L. & Hung-Yuan, L.(2017). Team-process Factors for Team Creativity in Taiwan. *Universal Journal of Management* 5(5): 243-253.

- [144] Zeuch, M. (2016). Handbook of Human Resources Management. Springer-Verlag Berlin Heidelberg
- [145] Zwiach, P. (2021). Perception of Justice in Performance Appraisal: Empirical Findings from Enterprises from the West Pomeranian Voivodship in Poland. Procedia Computer Science 192 , 4649–4657.