The Reflection of the Human Resources Footprint on Their Organizational Attractiveness by the Mediation of the Snowball Technique in Their Management

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Abstract

The idea of the present study stems from the attempt to diagnose the relationship between the human resource footprint and the snowball technique and the reflection of this relationship in strengthening the attractiveness of human resources. Human resources are among the rare and valuable

resources that organizations possess. Hence, it is necessary to develop mechanisms to invest their knowledge, capabilities, and experiences, and accumulate them with each other to amplify their outcomes. The research problem indicated a decrease in the cognitive perception of the research sample members about the importance of the human resources footprint and the snowball technique in strengthening the attractiveness of human resources to their organization, despite the fact that they applied some mechanisms for these variables. Therefore, the significance of the present study is to suggest the necessary treatments to address this problem. The present study aims to diagnose the nature of these variables and the relationships between them. In order to obtain these objectives, the descriptive approach is used in the implementation of the present study in its theoretical and applied parts. A questionnaire is designed according to a number of ready-made indicators. The research sample of the present study consists of the (24) Faculty Board Members of Al-Isra University College. Some statistical tools available in the (SPSS-V21) program are used to input and process the data, which provided a set of results that supported the researcher in accepting the

hypotheses of the present study. Having discussed these results and come up with conclusions, the researcher recommends that deanship of Al-Isra University College should formulate mechanisms to invest human resource footprint and activate the role of snowball technique to enhance the attractiveness of its human resources and retain its valuable human resources.

Keywords: Human Resources Footprint, Snowball Technique, Attractiveness of Human Resources, Organization, Strategy, Goals.

Introduction

Human resources are the only sustainable resources due to their rare characteristics and value, which makes them the engine for all the progress and success achieved by the organization in its dynamic environment, as well as the possibility of updating and developing its skills, knowledge, and capabilities in line with successive developments. Because of this importance, it is necessary for the organization to invest and activate the role of its human resources when planning and implementing to achieve its goals by allowing them to add their footprint and

take it seriously. It is not enough to involve human resources individually, but it is necessary to cooperate with them as a group or a work team in order to accumulate their ideas and exacerbate their role in rationalizing the decisions of the organization and improving its performance. This is done through the snowball technique that enhances the role of human resources through their interaction with each other. It is also necessary for the organization to have the sufficient attractiveness of human resources to attract and retain the most qualified and rarest human resources in terms of talent. Hence, the idea of the present study is an attempt to diagnose the mediating role played by the snowball technique between the human resource footprint and the enhancement of the attractiveness of human resources. In order to interpret this idea into a research output, this study is divided into four sections. Section one focuses on the methodological foundations of the present study. Section two discusses the most important theoretical and philosophical propositions that explain the relationship between the research variables, on which the researcher relied in formulating the hypotheses of the present study. Section three clarifies the most important applied

foundations and results within which the hypotheses of the present study are tested. Section four draws some conclusions and some recommendations to enhance the efficiency of the organization understudy when dealing with its human resource in light of the variables tackled in the present study.

Section One

Methodological Foundations of the Present Study

This section discusses the general lines of the present study. It presents the framework of its problem statement, significance, and objectives, within which the hypothesis scheme is formulated, the appropriate method for its application and the most important tools that can be used in data collection and statistical processing. It also presents the population and the research sample as follows:

The Problem Statement

Since their inception, administrations have paid attention to human resources as a tool or a main driver for other resources. The mechanisms adopted in managing, rewarding, and

retaining these resources have evolved over time according to the successive developments that occurred in the business environment until contemporary time, in which human resources have become invaluable. Perhaps, the variables to be discussed here (the human resource footprint, the snowball technique, and the attractiveness of human resources) are among the vital variables in the field of human resource management that still suffer from scarcity in researching and combining them. On the applied level, through field visits and meetings carried out with the departments at Al-Isra University College, the researcher noticed a lack of the cognitive awareness of the research sample members about the importance of the human resource footprint and the snowball technique in strengthening the attractiveness of human resources to their organization, despite the fact that they applied some mechanisms related to these variables And adopted them in dealing with their human resources. In order to elaborate this problem in a more detailed manner, the following questions are formulated:

1. What are the conditions of the variables understudy and the level of interest in them within Al-Isra University College?

2. What is the nature of the influence of each of the human resources footprint and the snowball technique individually on enhancing the attractiveness of human resources within Al-Isra University College?

3. What is the nature of the influence of each of the human resources footprint and the snowball technique jointly on enhancing the attractiveness of human resources within Al-Isra University College?

4. What is the importance of the role played by the snowball technique in enhancing the influence of the human resources footprint on the attractiveness of human resources within Al-Isra University College?

Significance of the Present Study

The present study is significant due to two aspects. The first focuses on the theoretical aspect, which is represented by discussing the knowledge pillars of important variables in

human resource management, which contribute to strengthening the role of these resources and their contribution to achieving the goals of their organization and excelling at work, as well as helping the organization to attract and retain the best human talents by combining these three variables (human resource footprint, snowball technology, and human resource attractiveness). The second aspect focuses on applied foundations, through the researcher's attempt to employ a set of indicators and standards and apply them in the Iraqi environment represented by Al-Isra University College, to propose a set of mechanisms that contribute to addressing problems related to human resources as far as it is concerned with the variables in the field of research.

Objectives of the Present Study

Among the most important objectives that the present study seeks to obtain are the following:

1. Discussing the most important philosophical pillars that combine the variables understudy from a theoretical point of view in order to formulate research hypotheses within its framework.

2. Diagnosing the conditions of the variables understudy and the level of interest in them within Al-Isra University College.

3. Diagnosing the influence of each of the human resources footprint and the snowball technique individually on enhancing the attractiveness of human resources within Al-Isra University College.

4. Diagnosing the influence of human resources footprint and snowball technique jointly on enhancing the attractiveness of human resources within Al-Isra University College.

5. Diagnosing the importance of the role played by the snowball technique in enhancing the influence of the human resources footprint on the attractiveness of human resources within Al-Isra University College.

6. Presenting a set of conclusions and recommendations that play their role in enhancing awareness of research variables within Al-Isra University College and those interested in the topic.

The Research Scheme

The research scheme embodies its idea of enhancing the response variable (attractiveness of human resources), through the explanatory variable (human resources footprint), mediated by a third explanatory variable, which is (the snowball technique) as in Figure (1).

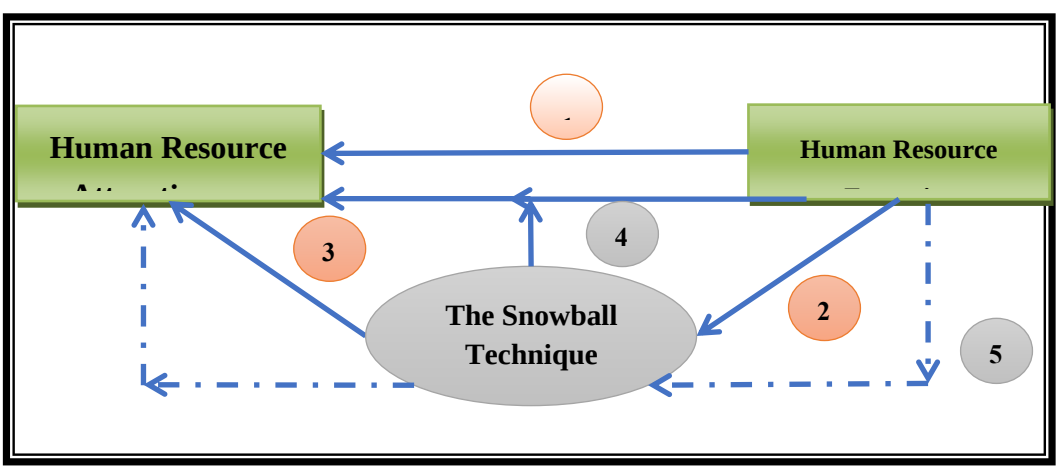


Figure (1) The Research Scheme

The Hypotheses

The present study seeks to test the following main hypotheses that emerge from the relationships shown in the hypothesis diagram:

1. Hypothesis (1); The human resource footprint has a significant influence on enhancing the attractiveness of human resources to Al-Isra University College.

2. Hypothesis (2); The human resource footprint significantly influences the support of the snowball technique within Al-Isra University College.

3. Hypothesis (3): The snowball technique has a significant influence on enhancing the attractiveness of human resources to Al-Isra University College.

4. Hypothesis (4): Human resource footprint and snowball technique jointly influence enhancing the attractiveness of human resources to Al-Isra University College.

5. Hypothesis (5); The influence of the human resource footprint is increasing in enhancing the attractiveness of human resources to Al-Isra University College by the mediation of the snowball technique.

The Research Tools

In order to obtain the objectives of the present study that are in line with the research scheme and its hypotheses, the analytical descriptive approach is used. A questionnaire is designed according to a number of ready-made indicators after adapting it to suit the Iraqi environment. The paragraphs of the human resources footprint variable are formulated according to the ideas of (Feher, 2019). The ideas of (Zhang et al., 2019) are employed in formulating the paragraphs of the snowball technique. As for the paragraphs of attractiveness of human resources, they are formulated based on the ideas of (Wortler et al., 2020). In order to ensure accuracy in collecting the data required for the present study, the questionnaire is subjected to validity and reliability tests. It is presented to (7) specialists in the field of human resources management. Within the framework of their observations, many of its paragraphs were reformulated, noting that it achieved an agreement rate of (91%) among themselves, which gives a clear indication of the compatibility between the paragraphs, dimensions, and variables of the questionnaire. As for the stability of the

questionnaire, it is verified by distributing the questionnaire to the same sample twice. After processing the data, it achieved a stability rate of (89%). In order to verify the quality of the questionnaire in achieving the desired objectives, confirmatory and exploratory factor analysis is conducted on the data provided to the researcher. Most of the results exceeded the standard value of (1.96). Therefore, it is able to provide the researcher with the required data. However, the sample size is less than (30) individuals, so it is necessary to measure the extent to which it adheres to the central tendency by conducting a normal distribution test to identify the possibility of subjecting the data to statistical analysis. After conducting the analysis, the results appeared to be larger than (0.05). Therefore, it follows the normal distribution and is subject to statistical analysis. The researcher used some of the tools available in the (SPSS-V21) program in processing the data. The descriptive analysis is conducted using (ratio of agreement, the arithmetic mean, the variation coefficient, and the standard deviation). In testing the hypotheses, the simple and multiple linear regression and path analysis are used.

Seventh; The Research Population and Sample

Al-Isra University College is selected as a field of application. The human resources working in it constituted the research population. The main reason for its selection is that educational organizations depend directly on human resources in carrying out their various tasks, in addition to the successive successes achieved by the college during the short periods of its establishment. This gives the impression of the success of its management in dealing with its human resources, and investing their capabilities and energies in the best possible way. As for the research sample, it is selected by the intentional sample method, which is represented by the (24) members of the Faculty Board, including the dean of the college, the three Deputy Deans, and the twenty heads of departments. Among its most prominent characteristics is that the percentage of males amounted to (88%) compared to females whose percentage is (12%). According to the academic qualification, most of the members of the research sample are PhD holders. This contributes to enhancing their knowledge and conviction when answering the paragraphs of the questionnaire. With regard to

academic titles, (33%) have the title of professor, (42%) have the title of assistant professor, and (25%) have the title of instructor. It is necessary to point out that the majority of members of the Faculty Board have service that exceeded ten years, whether inside or outside the college in government colleges before retirement.

Section Two

Philosophical Discussions

In this section, the researcher discusses the philosophical proposals presented by researchers and those interested, which explain the nature of the theoretical relationship between the variables understudy in order to formulate the hypotheses of the present study and then present his procedural definitions.

It is possible through the human resources footprint to achieve the added value for them and their organization, by achieving the desired results, as well as doubling their inputs in the implementation of their activities and operations (Narodoslawsky and Stoeglehner, 2010). This idea is in line

with the implications of the attractiveness of human resources, which indicates the degree to which human resources believe that the organization is the appropriate place to build good social relations with others, which enhances their desire to cooperate and coordinate with others to achieve added value for them (Duarte et al., 2014). It was also pointed out that the organization's interest in promoting job offers presented to human resources and concern for its social responsibility in society can contribute positively to enhancing its job attractiveness towards it (Belinda et al., 2018). Accordingly, it can be said that the footprint of human resources and its sharing or accumulation with others leads to raising the levels of their creativity and innovation within their organization (Gloor et al., 2020). Therefore, the most important direct effects of organizational attractiveness in the success of the organization are linked to the footprint of its human resources (Gkorezis et al., 2020). These intellectual proposals support the researcher in formulating the first hypothesis of the present study, which indicates that the human resource footprint significantly influences on enhancing the attractiveness of human resources to Al-Isra University College.

The human resource footprint has been referred to as a tool to support the decision-making process within the organization by increasing the degree of awareness and education among them and employing that in directing the decisions taken by them (Stoeglehner et al., 2011). In turn, this contributes to reducing their levels of work turnover because of their sense of their importance and their conviction that their organization takes their opinions and proposals in decision-making and planning for its future (Krackhardt and Porter, 1986). These ideas are consistent with the ideas of the snowball technique that contribute to enhancing the positive results of cooperation between different stakeholders. Then, they can be considered as support for management Supreme leadership to deal with the crises it faces, especially financial ones (Chemli et al., 2018). The snowball technique is known as one of the strategies adopted by senior management to increase the diversity of its human resources in a way that provides it with a variety of skills, knowledge, and capabilities on which it relies to achieve Its strategic objectives (Garrick et al., 2019). (Forin et al., 2020) indicated that the human resources footprint constitutes the

approach adopted by the organization to build its own knowledge base and strengthen it with indicators that reflect the views of its human resources jointly on its policies and procedures. They accumulate to enhance the degree of Their contribution to achieving the goals of their organization. This is the content of the snowball technique. Hence, the influence of the human resource footprint on the snowball technique becomes clear. These intellectual foundations support the researcher in formulating the second hypothesis of the present study, which indicates that the human resource footprint significantly influences on supporting the snowball technique within Al-Isra University College.

The snowball technique plays an important role in organizations in terms of the economic effect of increasing the revenues it achieves, as well as the strategic effect of uniting efforts to achieve the strategy it seeks. It also has its behavioral effect in supporting the positive behaviors of human resources and adherence to their organization (Brezis and Verdier, 2003).). It is clear through this effect that there is a relationship between the snowball technique and the attractiveness of

human resources, especially in terms of behavior. The main idea of organizational attractiveness began in 1997 when a group of McKinsey consultants coined the phrase war for talent (Story et al., 2016). The snowball technique also plays an important role in enhancing the ability of human resources to work within the framework of exceptional and unexpected circumstances in order to avoid any causes that lead to slow performance (Selen et al., 2016). This coincides with the growing interest in the issue of attractiveness of human resources at the present time due to prosperity Economic and technological advancements that require organizations to possess qualified and advanced human resources (Waal, 2017). Accordingly, the snowball technique is one of the strategies adopted to expand the base of participants in the implementation of specific jobs, bearing in mind that this expansion takes place continuously and there are no specific limits to stop at (Zhang et al., 2019). It is also necessary to point out that adherence to the management of the organization is positively linked to enhancing its attractiveness within the community (Carpentier and Hoye, 2020). These intellectual

foundations support the researcher in formulating the third hypothesis, which states that the snowball technique has a significant influence on enhancing the attractiveness of human resources to Al-Isra University College.

Accordingly, the main idea of the snowball technique is represented in the transfer of influence of senior management to human resources at lower administrative levels in a way that leads to strengthening this influence in economic, strategic, and behavioral terms within the organization (Peurasaari et al., 2008). It refers to the mutual influence that occurs between management and human resources when performing their jobs and tasks in a way that enhances and exacerbates its influence on their organization and its ability to achieve its goals (Świerczek, 2013). Therefore, the snowball is a strategy that contributes to enhancing and maximizing the benefit to the organization by transferring ideas from senior management, adding to them, and strengthening them passing through the various organizational levels (Wohlin, 2014). These ideas are consistent with the idea of the human resource footprint, which is defined as one of the strategies adopted by the organization

in enhancing its human resources' sense of social responsibility towards it. It also contributes to reducing their feelings of inequality or justice when dealing with them (Riaz, 2015). It was also confirmed that the human resource footprint helps the organization to reduce the migration of important and vital ideas outside it, but rather invest it in achieving its strategic directions (Nerur et al., 2015). These ideas confirm the interdependence between the snowball technique and the footprint of human resources and unite them in one direction. In this direction, the attractiveness of human resources was referred to as the degree to which human resources search for the satisfaction of their job position within their organization and recommend their colleagues to work within it as well (Lambert et al., 2017). Accordingly, the tool that enables human resources to express their visions, culture, and cognitive orientations visually, through the use of writings or presenting ideas and proposals, when interacting with others within the organization is the human resource footprint and the snowball technique (Feher, 2019), both of which contribute to enhancing the attractiveness of human resources through a set of positive

emotional behaviors and ideas that human resources adhere to when carrying out their jobs within organizations (Wortler et al., 2020). It has also been indicated that this effect is more prominent in profit-making organizations compared to non-profit organizations (Brunner and Baum, 2020). These intellectual premises support the researcher in formulating the fourth hypothesis, which states that both the human resource footprint and the snowball technique jointly influence the enhancement of the attractiveness of human resources to Al-Isra University College.

Since the human resources footprint constitutes one of the administrative directions adopted by the organization to enhance the performance levels of its human resources by employing their ideas and proposals in setting indicators for evaluating performance and mechanisms for its implementation (Neppach et al., 2017), and from a positive point of view, the attractiveness of human resources was defined as the attitude or the positive direction of human resources towards the organization (Atalay et al., 2019). The snowball technique can be employed to enhance the influence of the human resources

footprint on the attractiveness of human resources as the strategy that seeks to identify human resources with similar specializations or orientations converged, and support the processes of communication and cooperation between them in a way that maximizes the results of their performance (Sadler et al., 2010). Accordingly, the snowball technique is one of the entrances that the administration adopts to share the skills and knowledge of human resources with each other and to define the rules and practices that can be relied upon in operating the organization (Mustonen et al., 2017). It can also be employed in strengthening the footprint of human resources within it and employing that in enhancing The attractiveness of human resources as a set of efforts undertaken by the organization to enhance communication processes with its current and potential human resources and assure them that it is a desirable place to work in (Slåtten et al., 2019). These philosophical propositions support the researcher in formulating the fifth hypothesis, which states that the influence of the human resource footprint is significant in enhancing the attractiveness

of human resources to Al-Isra University College by the mediation of the snowball technique.

After discussing some of the theoretical propositions that the researchers were interested in studying when discussing topics related to the research variables, the researcher can define them procedurally for the purposes of the present study. The human resource footprint can be defined as the valuable additions that human resources contribute to enhancing the ability of their organization to achieve its goals by providing constructive opinions and proposals and investing them by the management. As for the snowball technique, it can be defined as a strategy adopted by the organization to increase the volume of the contributions of its human resources and unify efforts to achieve the largest possible capacity of the desired results by allowing everyone to participate in its achievement. With regard to the attractiveness of human resources, the researcher can provide a procedural definition of it as one of the tools adopted by the organization to attract the best human talents through interest in enhancing its reputation and offers so that it

becomes a suitable place to work within. Here, the researcher could obtain the first objective of the present study.

Section Three

The Applied Foundations and Testing the Hypotheses

In this section, the researcher discusses the most prominent results produced by the statistical tools when processing the data. Descriptive analyzes will be conducted at the beginning to determine the level of the presence of the variables understudy within Al-Isra University College. Then, their influence relationships will be identified in order to test the main hypotheses. Table (1) shows the results of the descriptive analysis that diagnoses the level of the presence of the variables understudy within Al-Isra University College with determining the degree of harmony or dispersion in the answers about the paragraphs of these variables as follows;

Table (1) The results of the descriptive analysis of the variables understudy

Evaluation	Relative Importance	Variation Coefficient	Standard Deviation	Arithmetic Mean	Rate of Agreement	The Variables Understudy	No.
Excellent	1	0.09	0.41	4.4	%93	Human Resource Footprint	1
Excellent	2	0.11	0.48	4.2	%90	The Snowball Technique	2
Very Good	3	0.13	0.52	4.1	%89	Human Resource Attractiveness	3

Source; The Researcher 202.1

1. Descriptive Analysis of the Human Resources Footprint

This variable achieved an agreement rate of (93%), which is an excellent percentage. This confirms the interest of the administration at Al-Isra University College to add the footprint of its human resources when planning to implement the various projects it seeks by allowing them to express their opinions and proposals and take them into consideration. The value of the arithmetic mean also confirms this as it reached (4.4), which confirms the existence of a human resource footprint at a

statistically high level within Al-Isra University College. The standard deviation reached (0.41), which indicates the high consistency between the responses to the paragraphs of this variable. This is supported by the value of the variation coefficient that reached (0.09), which confirms the low dispersion between the answers. With regard to the relative importance, the human resources footprint ranked first compared to the snowball technique and the attractiveness of human resources.

2. Descriptive Analysis of the Snowball Technique

This variable achieved an agreement rate of (90%), which is an excellent percentage. It confirms the administration's interest in Al-Isra University College in adding ideas, knowledge, and experiences of its human resources and accumulating them with each other to achieve the highest levels of synergy and then enhance the level of their contribution to achieving objectives and strategy. The value of the arithmetic mean confirms this as it reached (4.2), which confirms the presence of the snowball technique at a statistically high level within Al-Isra University

College. The standard deviation reached (0.48), which indicates the high consistency between the responses to the paragraphs of this variable. This is supported by the value of the variation coefficient that reached (0.11), which confirms the low dispersion between the answers. With regard to the relative importance, the snowball technique ranked second compared to the human resource footprint and the attractiveness of human resources.

3. Descriptive Analysis of Organizational Attractiveness

This variable achieved an agreement rate of (89%), which is a very good percentage. It confirms the administration's interest in Al-Isra University College in enhancing its organizational attractiveness by adopting a set of mechanisms and procedures that consolidate its reputation in the society and make it an attractive workplace for human competencies and talents. The value of the arithmetic mean confirms this as it reached (4.1), which confirms the presence of attractiveness of human resources at a statistically high level within Al-Isra University College. The standard deviation reached (0.52), which indicates

the high consistency between the responses to the paragraphs of this variable. This is supported by the value of the variation coefficient that reached (0.13), which confirms the low dispersion between the answers. With regard to relative importance, the attractiveness of human resources ranked third compared to the human resource footprint and the snowball technique. Through the aforementioned results, the researcher could obtain the second objective of the present study and answer the first question of the research problem. The researcher also used simple linear regression analysis to test the first, second, and third hypotheses based on the calculated (F) value. These results can be illustrated in Table(2) .

Table (2) Results of Simple Linear Regression Analysis

The Result	Level of Significance	F	R^2	B	a	The Variables
There is an influence	0.01	12.38	0.23	0.68	0.76	The influence of human resource footprint on organizational attractiveness
There is an influence	0.01	14.32	0.34	0.76	0.63	The influence of human resource footprint on the Snowball Technique

There is an influence	**0.01**	**12.87**	**0.29**	**0.82**	**0.67**	**The influence of the Snowball Technique on Human Resource Attractiveness**

Source; The Researcher 2021.

1.Testing the first hypothesis

The above table shows that the (F) calculated value is (12.38), which exceeds its tabular value and confirms the regression model's ability to describe the influence of the human resource footprint on enhancing the attractiveness of human resources within Al-Isra University College with a significance of (0.01) and confidence limits of (99%). As for the value of the fixed limit, it is (0.76a=), which confirms that human resources enjoy the attractiveness towards their organization by (76%), even if the value of their footprint is (zero). It also reached a value of (0.68B=), which confirms the fact that changing the human resources footprint by one unit will be reflected in enhancing the attractiveness of human resources by (0.68). (R2 = 0.23), which confirms that the human resource footprint explains (23%) of the variation in the attractiveness of human resources, and that (77%) of the variation is explained by other factors. Then, the first hypothesis of the present study, which indicates that the human resource footprint significantly influences on

enhancing the attractiveness of human resources to Al-Isra University College is accepted according to these results.

2.Testing the Second Hypothesis

From the above table, it is noticed that the calculated (F) value reached (14.32), which confirms the significant influence exerted by the footprint of human resources within Al-Isra University College in activating the snowball technique at a level of (0.01) and confidence limits of (99%), which exceeded its tabular value. As for the value of the fixed limit, it reached (0.63a=), which confirms the presence of the snowball technique within the organization understudy by (63%), even if the value of the human resources footprint is (zero). It also reached a value of (0.76B=), which confirms the fact that changing the human resource footprint by one unit will be reflected in changing the snowball technique by (0.76). (R2 = 0.34), which confirms that the human resource footprint explains (34%) of the variation of the snowball technique, (66%) of the variation is explained by other factors. These results support the researcher in accepting the second hypothesis of the present study, which states that the footprint

of human resources significantly influences supporting the snowball technique within Al-Isra University College.

3. Testing the Third Hypothesis

The table above shows that the calculated (F) value reached (12.87), which exceeded its tabular value and confirms the ability of the regression model to describe the influence of the snowball technique on enhancing the attractiveness of human resources within Al-Isra University College with a significance level of (0.01) and confidence limits of (99%). As for the value of the fixed limit, it reached (0.67a=). It confirms that human resources enjoy the attractiveness towards their organization by (67%), even if the value of the snowball technique is (zero). It also reached a value of (0.82B=), which confirms the fact that changing the snowball technique by one unit will be reflected in enhancing the attractiveness of human resources by (0.82). (R2 = 0.29), which confirms that the snowball technique explains (29%) of the variation in the attractiveness of human resources, and that (71%) of the variation is explained by other factors. Then, the third hypothesis of the of the present study, which states that the snow ball technique has a significant influence on enhancing the attractiveness of human resources

to Al-Isra University College is accepted according to these results. The researcher could obtain the third objective of the present study and answer the second question of the research problem. The researcher relied on the results of the multiple regression analysis in testing the fourth hypothesis of the present study. Table (3) clarifies these results.

Table (3) Results of Multiple Linear Regression Analysis

Level of Significance		F	R^2	B	A	The Variables
There is an influence	0.01	15.81	%47	0.73 0.77	0.64	Joint influence of human resources footprint and the Snowball Technique on human Resource Attractiveness

Source: The Researcher 2021

The table above shows that the calculated (F) value is (15.81), which is greater than its tabular value with a significance level of (0.01) and confidence limits of (99%). These results confirm the joint influence of the human resource footprint and the snowball technique on enhancing the attractiveness of human

resources to Al-Isra University College. (a = 0.64), which confirms the presence of attractive human resources with (0.64), even if the human resource footprint influence on the snowball technique is (zero) within Al-Isra University College. (B = 0.73) for the human resources footprint, which confirms that changing it by one unit enhances the attractiveness of human resources by (0.73), while the value (B = 0.77) for the snowball technique confirms that changing it by one unit leads to enhancing the attractiveness of human resources by (0.73). (R2) is (0.47), which means that (47%) of the variation in the attractiveness of human resources within Al-Isra University College is explained jointly by the human resource footprint and the snowball technique, and that (53%) is explained by other factors. Within the framework of these results, the fourth hypothesis of the present study, which states that both the human resource footprint and the snowball technique jointly have an influence on enhancing the attractiveness of human resources to Al-Isra University College is accepted. The researcher could obtain the fourth objective of present study and answer the third question of the research problem. The path

analysis coefficient is also used to test the fifth main hypothesis of the present study. Table(4) shows the results.

Table (4) Path Analysis Results

R^2	Total Influence	Direct Influence	Indirect Influence	Influence Directions
%52	0.61	0.39	0.32	The influence of human resource footprint on human Resource Attractiveness by the mediation of the Snowball Technique

Source; The Researcher 2021.

Table (4) shows that the amount of the direct influence of the human resource footprint in enhancing the attractiveness of human resources is (39%), while the indirect influence through the snowball technique has reached (32%). Accordingly, the amount of the total influence becomes (61%), which is the percentage that is statistically acceptable and confirms the importance of the role of the snowball technique to enhance the contribution of the human resource footprint to the attractiveness of human resources. As for the R2 value, it

reached (0.52), which reflects that the human resource footprint interprets (52%) of the variation in the human resource attractiveness of Al-Isra University College through the snowball technique. Accordingly, the explanatory results support the researcher in accepting the fifth hypothesis of the present study, which embodies his main idea, as it indicates that the influence of the human resource footprint is significant in enhancing the attractiveness of human resources to Al-Isra University College by the mediation of the snowball technique. The researcher could obtain the fifth objective of the present study and answer the fourth question of the research problem. Table (5) summarizes the results of accepting the hypotheses that emerged from the main idea of this study.

Table (5) Results of Accepting the Hypotheses

The Result	Hypotheses	No.
Accepted	**Human resource footprint significantly influences on enhancing human Resource Attractiveness to Al-Isra University College.**	**1**
Accepted	**Human resource footprint significantly influences on supporting the Snowball Technique inside Al-Isra University College.**	**2**

Accepted	**The Snowball Technique significantly influences on enhancing human Resource Attractiveness to Al-Isra University College.**	**3**
Accepted	**Both human resource footprint and the Snowball Technique jointly influence on enhancing human Resource Attractiveness to Al-Isra University College.**	**4**
Accepted	**The influence of human resource footprint enhances human Resource Attractiveness to Al-Isra University College by the mediation of the Snowball Technique.**	**5**

Source; The Researcher 2021.

After discussing and interpreting the results and then testing the hypotheses included in the present study, the research scheme can be redrawn in its final form as in Figure (2).

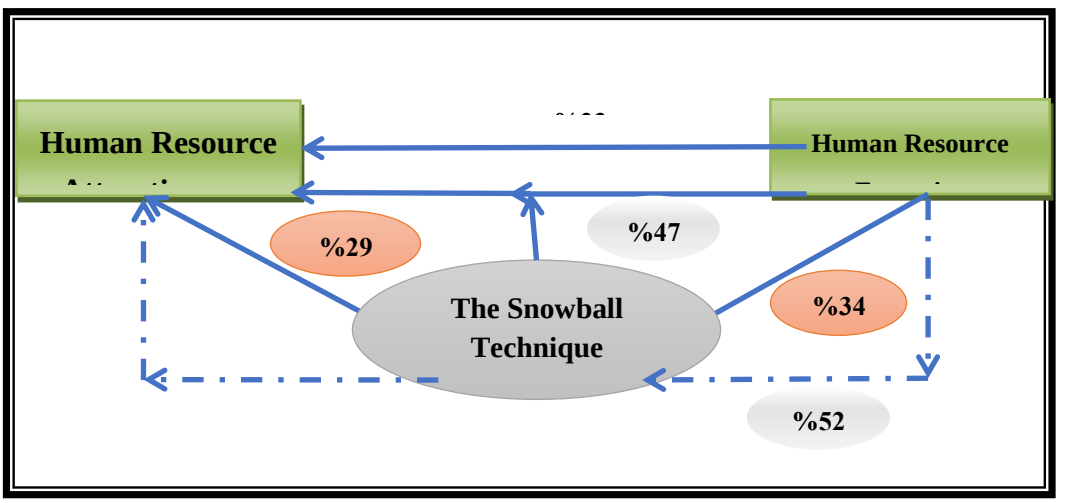


Figure (2) The Research Scheme.

Section Four

Conclusions and Recommendations

This section is devoted to deriving the most important conclusions from the results interpreted in section three, within which some recommendations are proposed that can be identified by Al-Isra University College, as well as the role of this aspect in helping the researcher to obtain the sixth objective of the present study, and then completing its scientific parts as in the following two paragraphs.

Conclusions

1. Al-Isra University College is interested in enhancing the footprint of its human resources by following a set of policies and procedures that enhance their confidence in their organization and then allowing them to express their opinions and proposals and taking them into consideration when planning for the future.

2. Al-Isra University College supports the snowball technique by strengthening the bonds of trust and cooperation between its human resources to enhance their willingness to share their knowledge, capabilities, and experiences with each other.

3. There is a clear increase in the organizational attractiveness within Al-Isra University College, which gives a clear indication of the success of its management in dealing with their human resources to the extent that they stick to it and try to attract their colleagues to work in it.

4. The human resources footprint contributes to enhancing the attractiveness of human resources within Al-Isra University College by enhancing the conviction and confidence of its

human resources in their importance and the importance of the role they play within it.

5. There is a clear influence of the human resource footprint in activating the snowball technique within Al-Isra University College by allowing room for human resources to express their opinions and suggestions and then share them with others.

6. The snowball technique has an important influence on enhancing the attractiveness of human resources within Al-Isra University College by enhancing cooperation and coordination among them, as well as accumulating the results of their experiences and capabilities when meeting together.

7. The human resource footprint exerts a joint influence with the snowball technique in enhancing the attractiveness of Al-Isra University College by enhancing the conviction of human resources of the importance of their role within it.

8. The role of the human resource footprint is significant in enhancing the attractiveness of human resources through the accumulation of their ideas and proposals with each other due to the role played by the snowball technique.

Recommendations

1. The researcher recommends the administration at Al-Isra University College to hold a series of periodic meetings with its human resources and give them the opportunity to express their opinions and suggestions about the policies and procedures followed in it to invest that when planning for the future.

2. The researcher suggests to the administration of Al-Isra University College to adopt the method of self-managed work teams to enhance cooperation between its human resources, which allows them to exchange ideas and opinions among themselves in a constructive manner.

3. The researcher believes that the administration at Al-Isra University College must enhance and maintain its reputation in the community as it is one of the main drivers of its own organizational attractiveness.

4. The administration at Al-Isra University College should follow up the position of its human resources, monitor any abnormal situation that may affect their desire to stay in it, and then activate the mechanisms that enhance their footprint and their role in planning for the future.

5. The researcher recommends Al-Isra University College to invest the footprint of their human resources in the various organizational levels in order to activate the snowball technique and invest the results of it in the implementation of its various projects.

6. The administration of Al-Isra University College should take care of mechanisms to enhance trust and coordination between its human resources to activate the role of the snowball technique in achieving the greatest amount of cooperation between them, which in turn contributes to enhancing their attractiveness levels towards it.

7. The researcher recommends the administration of Al-Isra University College to hold a set of educational seminars to enhance the level of human resources awareness of themselves and their importance in achieving the goals of their organization to enhance the level of their attractiveness towards it.

8. The researcher recommends Al-Isra University College to review the experiments that have proven successful in employing the snowball technique to enhance the role of the human resource footprint in the attractiveness of human

resources and to use its results in dealing with its human resources.

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