ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

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Isam Fahd Abdul Zahra Budeiri[1], Asst. Prof. Dr. Sumaya Abbas Majeed[2]

[1]An employee at Ministry of Education, Master student researcher at the College of Administration and Economics, AL-Mustansiriyah University.

[2]Al-Mustansiriyah University/ College of Administration and Economic – Department of Business Administration, Baghdad, Iraq.

ABSTRACT:

The research aims to identify role of human resource management strategy as an independent variable in the organizational reputation adopt edit by Baghdad Education Directorate, Rusafa Al-Awwal. It adopted descriptive approach in conducting the research, and research sample included (general managers, Assistants general managers, Heads of departments, and individual officials).

The questionnaire was distributed valid for analysis reached **(90)** respondents, by adopting a questionnaire form consisting of **(40)** paragraphs, supported by personal interviews and field livelihoods, provided that you are the researcher. An employee in directorate, and the research approved (SPSS V.25) program, (AMOS V. 18) program, and descriptive statistics methods

(arithmetic mean, percentages, standard deviation, linearity test, normal distribution test, factor analysis, relative importance, correlation coefficient. Simple Pearson, simple linear regression, path analysis) to test hypotheses, and the research concluded with the most prominent conclusion that demonstrated hypothesis validity a direct impact on strategy of human resources management, in addition to the weakness of the motivation strategy in the organizations under study. The reciprocity interaction between The strategy of human resources management , the organizational reputation in direct and indirect.

INTRODUCTION:

The literature on the subject does not develop specific problems, But Governmental private organizations are witnessing great and rapid transformations, as a result of their influence on surrounding environment in harmony, interaction and response, so it respond quickly adapt in order to adapt to maintain their organizational reputation in shadow of turmoil and successive crises in light of economic conditions of Iraq and governmental crises that have become threatening the entities of the ministries and their mechanisms of work.

Governmental private organizations are witnessing great and rapid transformations, as a result of their influence on surrounding environment in harmony, interaction and response, so it respond quickly adapt in order to adapt to maintain their organizational reputation in shadow of turmoil and successive crises in light of economic conditions of Iraq and governmental crises that have become threatening the entities of the ministries and their mechanisms of work.

Human resource management Therefore, most important administrative functions in any organization, as it is now facing great challenges due to the rapid environmental changes (economic, technological, social ...) that made this department obligated to change concepts and strategies continuously, in adaptation to developments And changes that affect its organizational reputation, so it was necessary to have a strategy for human resources management that plans and uses human resource activities through many strategies of planning, recruitment, training and development, motivation, performance evaluation, as well as importance of the human resource and its influence in promoting, it organizational reputation organization achievement of organization's strategic goals of survival, growth and excellence, as the concept of human resource management has expanded to include many major activities, and for the purpose of obtaining the highest impact of this resource, the human resource management should be integrated and matched with the strategic management process of organization. Therefore, the topic of the resource management strategy Mankind is the embodiment of that.

Therefore important reasons calling for attention to topic of the human resource management strategy is that it is a strategic partner that enters into all the organization's functions, including the higher and the operational, and despite it being a multi-dimensional organizational strategy and influences, the accurate diagnostic studies, especially in the public administration environment, did not take its appropriate space from research and analysis in particular. With regard to the overall importance and effects of this phenomenon, in the various aspects and strategic directions in organization, and the fact that the effective use of workers is what the mechanism of organizations today aims for. Therefore, they often aspire to possess talented individuals who work to achieve organizational reputation , maintain their competitive capabilities and retain their working members in long term. It basis, research was divided into five sections. The first topic reviewed the research methodology, and the second topic included

the strategy of human resources management, while third topic concerned organizational reputation, and fourth topic was devoted to scientific aspect, finally, Last Approach came to conclusions ,recommendations.

1-RESEARCH METHODOLOGY:

1-1: The research problem:

Business organizations are constantly striving maintain their organizational reputation among business organizations operating in same fields of competition, and given importance of the educational field, which basic structure of the country, it has been observed in recent years that Iraq has left the international classification of education and according to internationally indicated reports, which aroused the researcher's interest in dealing with this vital topic. Which causes a real problem at level of the country as a whole It, directorates of education in particular, which calls forstrategy attention defining of human resources management to implement the functions related to it in order to contribute to addressing the problems facing the organization, Soreputation including weak of organization due lag in implementing human resource management strategies Based on that, the researcher raised a set of questions that are reflected in their entirety on the main question of the study, namely:
1. **What is level of importance of study variables represented in variable of human resource management strategy and organizational reputation in research sample**?
2. **What is nature of relationship , influence between strategy of human resources management and enhancing the organizational reputation?**
3. **What is the effect of the combined strategy of human resources management in enhancing the organizational reputation of workers in the research sample?**

1-2: The importance of research:

The importance of research lies in the following: -
1. Building a conceptual framework for study variables (human resource management strategy and enhancing organizational reputation), providing an information base for business researchers interested in the study variables, and providing the National Library with it.
2, Including definition of the research sample of the need pay attention human resource management strategy in order to enhance the organizational reputation.
3. Clarify role that human resource management strategy can play improving the performance of government schools by enhancing the organizational reputation.

1-3: Research objectives:

1.Preparing the intellectual side for study variables and making a modest contribution regarding its variables.
2.Disclosing awareness and interest of research sample in relation to enhancing the organizational reputation.
3. Analyzing the correlation between the strategy of human resources management in enhancing the organizational reputation in the research sample.
4. The researcher sought to encourage organizations to embrace openness to world to move from traditional work to creative work that depends on performance towards interest in economic, environmental and social aspects, through the implementation of the strategy of human resource management and organizational reputation.

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

1-4: Hypothetical scheme of research:

Figure (1) a hypothesis research outline

Source: Prepared by researchers

1-5: Research hypotheses:

1. **States** that there is a significant correlation relationship with a statistical significance between Human Resources Management Strategy and organizational reputation.

The hypothesis is divided into the following sub-hypotheses:-

(1-1) There is a significant correlation relationship with a statistical significance between Training and development strategy and Organizational reputation.

(1-2) There is a significant correlation relationship with a statistical significance between Incentives Strategy and Organizational reputation.

(1-3) There is a significant correlation relationship with a statistical significance between Performance Appraisal Strategyand Organizational reputation.

2.The second main hypothesis states that there is a statistically significant impact relationship for green human resource management on sustainable competitive advantage.

The hypothesis is divided into the following sub-hypotheses:-

(2-1) There is a statistically significant impact relationship of Training and development strategy and Organizational reputation.

(2-2) There is a statistically significant impact relationship of Incentives Strategy and Organizational reputation.

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

(2-3) There is a statistically significant impact relationship of Performance Appraisal Strategy and Organizational reputation.

2-LITERATURE REVIEW:

human resource management strategy:

2-1: The concept of human resource management strategy:

Human resources are a resource of organization's resources and one of its fundamental roots. Accordingly, goals cannot be achieved in absence of those resources. Therefore, human resource management department is considered one of the important departments in organization because it focuses on the human element, which is the most valuable and productive resource (Al-Hawary & Haddad, 2016: 228-229). The strategic management draws the organization's roadmap and it constitutes a general framework through which decisions related to the future of the organization can be taken in a systematic and purposeful manner. In general, strategy process undertaken by organization to develop its available resources in efficient and effective manner to achieve additional value through the completion of organizational activities and tasks (Al-Nady et al., 2013: 1043). The inter-relationship between the organizations 'strategy in its overall corporate strategy and current management practices has in turn led to the emergence of a human resource management strategy at the functional strategy level, where all business functions in organizations try to link current work methods and practices with relatively stable strategies to achieve distinct organizational performance, if not Noticing such a link between human resource management and organizations' strategies, human resource management remains as a functional and routine process in the organization (Zehir et al., 2016: 373).

In light of the foregoing, we would like to clarify the definitions of human resource management strategy according to the researchers 'viewpoints and the nature of their perception of it. Table (1) presents a group of them as follows:

Table (1) Definitions of human resource management strategy according to some researchers

No.	Source	the definition
2	**(Mathis & Jackson,2011:40)**	**"Optimizing employee investment through talent acquisition and deployment. And talent competence that enhances the ability of the organization to achieve its strategic goals"**
2	**(Waiganjo et al.,2012:63)**	**"systems integrated strategic decisions that have a long-term impact on the performance, behavior and success of the organization through the organization's possession of employees with distinguished competencies and skills".**
3	**(Ivancevich & Konopaske,2013: 31)**	**"Developing and implementing human resource management processes to facilitate the achievement of the organization's strategic goals, which relate the organization's strategy to human resource management processes by developing organizational goals that affect how people are managed effectively".**
4	**(DeCenzoet et al.,2013:32)**	**"Alignment between human resources policies and decisions with the organizational strategy and mission".**

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

| 5 | (mansour, 2015:502) | "A process that links the functions of human resource management with the strategic goals of the organization in order to improve performance". |
| 6 | (Caldeell& Anderson,2018:29 | "An approach that defines how to achieve goals of the organization through individuals through integrated human resource strategy and integrated human resource policies and practices". |

Source: Prepared by researchers according to the sources mentioned in the main table

2 - Dimensions of human resource management strategy:

A. **Training and development strategy: -** The human resources training strategy has become an important place in contemporary organizations because it focuses on developing human resource behaviors. Business, promoting creative thinking patterns, developing leadership and solving existing problems (Rahman, 2014: 28). The practice of training and development is at the forefront of business organizations' priorities, as it is convinced that this practice is one of the essential ingredients that help in the acquisition of individuals with various skills, knowledge and behaviors, which contributes to raising job performance. The organization can reach its vital goals with minimal effort and cost. Training refers to equipping working individuals with the knowledge and skills required for the current job, while development is learning that goes beyond today's job and has a long-term focus (Mondy & Martocchio, 2016: 213).

Defined (Noe et al., 2018: 194,229) training as providing human resources with knowledge, heretical information, and practical skills that affect their future behavior, while development represents efforts made to provide those resources with capabilities, and the capabilities they need in the future according to perceptions and environmental and technological changes. The strategy of training and development is one of the best ways to prepare and develop human resources and raise the level of performance. This increased interest in this strategy has given an awareness of the importance of human resources in increasing the competitive capabilities of the organization and the innovation of goods and services and the ability to use available technologies and resources efficiently and effectively. For administrative training and development, on analyzing the opportunities and threats in the external environment, and the various and changing factors, whether technological, economic, political or social, as well as to identify the strengths and weaknesses in the internal environment of the organization, whether they are human, material or informational factors (Abazeed, 2017: 39).

B. **Incentives Strategy: -**The method of work that has been changed from one based on individual work to one based on teamwork that depends on work teams, as the traditional methods of motivation is no longer acceptable and not in line with the modern trend because contemporary methods require human resources management to design and prepare existing motivational methods. On collective motivation and in line with contemporary trends and technologies, by considering employees a strategic partner who owns shares in the organization, which generates motivation for more productivity and the pursuit of improving the overall performance of the organization. To achieve the strategic goals of the organization (Abazeed, 2017: 39). So incentives (Adewale & Anthonia, 2013: 123) are defined as human resource management practices that focus on planning, coordinating and controlling the direct and indirect wages that employees receive to perform tasks. (Mohsan et al., 2011: 277) also defined the motivation strategy as a wave behavior that involves

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

taking a course of action that leads to the achievement of a goal or rewarding it with a specific value, and at the same time it should be consistent and not inconsistent with other strategies in the organization. Incentive systems play an important and prominent role in all organizations by facilitating the process of organizational change, as well as their effect on motivation and productivity of workers, in addition to their positive role in overcoming organizational inertia and opposition to change (Goksoy, 2014: 51).

C. **Performance Appraisal Strategy: -**Performance appraisal has become an integral part of strategic HRM practices, through which it aims to examine and evaluate the performance and behavior of its human resources, based on predetermined standards (Dagar, 2014: 16). (Islam &Rased, 2006: 163) indicated that the performance appraisal strategy is the process of verifying the extent to which the worker is performing his work, and the extent to which he effectively achieves the organizational goals and objectives, and provides him with professional guidance and direction in a way that ensures the achievement of the general interest of the organization and its preservation in the long term), while (Noe et al., 2011; 225) affirms that it is the process by which managers ensure compatibility between the efforts of individual workers, the results they achieve on the one hand and the goals of the organization on the other hand, and it is one of the important functions that help the organization achieve sustainable competitive advantage. Every job has goals that the organization seeks to achieve, and writers and researchers have set a number of goals for the performance appraisal process, which can be discussed as follows (Islam &Rased, 2006: 164) & (Dagar, 2014: 16):

1. Monitoring the efficiency of performance to ensure that the organization carries out its activities and tasks at the highest level.
2. searching for means and solutions to solve any problem that the organization faces, and taking precautionary measures to avoid any deviation occurring in the long run.
3. It helps employees understand the responsibilities of their job tasks.
4. Enabling individuals to identify strengths and weaknesses and to identify past mistakes, learn from them and address them.

3- ORGANIZATIONAL REPUTATION:

3-1- Concept of organizational reputation:

concept of organizational reputationcan be clarified by presenting and explaining a set of definitions that have been circulated by many researchers and writers, as in Table (2):

Table (2) some definitions of organizational reputation

No.	Source	the definition
1	**(Zabala et al, 2005: 61)**	**"The prestige to maintain the position of the organization, over time based on a set of values, common characteristics and strategies that achieve sustainability, and differentiation of the organization through the intelligent management of human capital (intangible assets)".**
2	**(Barnett &) Hoffman,2008:1**	**"Collective judgments of observers in an organization, which assess the financial, social, and environmental impacts attributable to that organization".**

3	Konieczna, 2010: (101)	" Stakeholders 'assessment of the organization's long-term activities, behavior, and results, which creates in the minds of stakeholders certain expectations and opinions about the organization's services and future activities".
4	(Shamma, 2012: 155)	"A perceptive representation of the organization's past actions and future prospects describing the overall attractiveness of the organization's major components compared to other major competitors".
5	(Jung & Seock,2016;5)	"The combined perception, opinions and positions of the internal and external stakeholders".
6	(Lee et al., 2017: 1-2)	"The perceived ability to predict organizational outcomes and behavior related to the interests of specific audiences".

Source: Prepared by researchers according to the contents of the above table

3-2: Dimensions of organizational reputation:

A. **social responsibility : -** Social responsibility is a real, realistic and perceived fact that cannot be ignored or denied by all business organizations, because of its great effects on the reputation of the organization, as it enables the organization to attract potential employees and supports its relationship with investors through the social policies and programs adopted by the organization, which reflect the circumstances and place Potential work, the social responsibility of the organization is not only "doing the right thing" but also "doing good work by doing good" (Verčič & Ćorić, 2018: 2) .Social responsibility is an organizational strategy, because it is an important internal resource that contributes to shaping the culture of the organization, And its values, which leads to an increase in its organizational reputation and profitability. (Solikhin et al., 2019; 44) Ensuring the success of the organization's work depends mainly on its ability to integrate social and environmental goals with its operations, and this is done by providing and meeting the needs of the customer. Socially responsible institutions and organizations are not limited to building and establishing social projects, but rather they must be active and active. The organization must also be proactive in educating and educating its employees to enhance its positive reputation (Cohen et al,2017:26). (Dess et al.,2012;18) defined social responsibility as the expectation that companies or individuals will strive to improve the general welfare of society. (Pride & Ferrell, 2019: 65) indicated that it is the organization's commitment to "maximizing its positive impact and minimizing its negative impact on society." (Brønn & Vrioni, 2001; 207) defined it as those "activities, or social actions of organizations that aim at During which to meet social needs. " Organizations that operate according to social responsibility, its employees are supposed to adhere to high ethical standards and realize that the organization's job is not only limited to producing and providing goods or services in order to achieve profits, but rather that its functions are also a continuous commitment to act ethically and contribute to broadcasting and building Trust, and work to meet the overall goals of stakeholders through its commitment to social responsibility standards (Labbai, 2007; 18)..

B. **Service Quality: -** The organizations that focus on the value of the quality of their services are more continuous, but the most resilient in facing their competitors (Barrett, 2010: 14)) that the quality of service is the level of service required to make it acceptable in the market, as for customers it is the level of service required to meet their needs, and

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

the quality of service is evaluated. By trying that service. And that the reputation of the organization has a strong impact on customer satisfaction, especially if the customer has little knowledge of the service provided (Azoury et al., 2014: 3). The researchers believe that the measure of conformity is the level of services provided by the service provider with what is expected of the recipient of the service (Abu-Nahe et al., 2020: 219). agree with him(Keshta et al., 2020: 121) that the quality of service is the extent to which the service meets the needs of the customers. (Bateson & Hoffman, 2011: 4) is a criterion for the degree to which the actual performance of the service matches the expectations of the customersThere are three main points that increase the importance of service quality, including: (Al Shobaki et al., 2020: 46):

1. Increasing competitiveness.
2. The economic value of customer service.
3. Treat customers with kindness and understanding.

C. **Creativity: -** Innovation is a component that enhances organizations' ability to maintain their competitive advantage, the basis for their market survival and innovative success (Olszak et al., 2018: 94). Organizations are faced with the need to constantly generate new and useful ideas related to products, services, processes, management practices, and competitive strategies. Creativity reflects a creative human behavior that resides within organizations, individuals and groups. It emerges through stimulating perceptions and stirring up emotions and feelings through a variety of means, to find distinct individuals who have the ability to have a permanent presence and the mind. As it is defined by (Woodman et al., 1993: 293) "as the process of creating a product, service, idea, or conducting a new, valuable and useful process by individuals working together in a complex social system." (Baregheh et al. 2009: 1334) defined creativity in terms of results as a process of multiple and regular stages through which organizations transform ideas into tangible products successfully or improved services in order to stand up, compete and differentiate in their markets. Creativity is also a complex process and has multiple reasons related to individual, organizational, team and organizational factors. On the individual level, creativity requires personal specifications, ability (experience and skills), and knowledge skills to translate and convert creative ideas into products or design other services within the organization, where Personal elements play a prominent role in enhancing creative efforts, such as flexibility, open attitudes, and a risk mentality towards changes that enable individuals to prepare to try new things and accept the possibility of failure, and at the same time, the internal drive is the underlying and dominant force that pushes individuals to face the adversities related to creative work. With regard to, the organizational factors related to the job such as (social relations, resources and time, non-routine tasks, and independence) and either the work team context approach that refers in a cycle to (team formation, team processes, cohesion) among team members) and finally the organizational-related factors, which are the most ambiguous and complex. Because it differs from one organization to another according to the size of the organization, the industry in which it works, and its market share Valia and its organizational culture, which is one of the important pillars, which is receiving increasing interest from creativity experts and researchers. With the correct interaction of individual factors with organizational factors, this will positively influence creative work behaviors (Ngo, 2018: 13-14).

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

4- METHODOLOGY:

Examining Research Hypotheses and Analyzing the Correlation and Influence Relationships:

A. Analysis of the Correlation Relationships

(1-1) There is a significant correlation relationship with a statistical significance between planning strategy and Organizational reputation.

The hypothesis is divided into following sub-hypotheses:-

(1-1) **There is a significant correlation relationship with a statistical significance between Training and development strategy and Organizational reputation.**
It evident to researcher that there is a significant correlation between training , development strategy and the organizational reputation,The research sample, as calculated value was recorded (**7.416**), which is significant due to the fact corresponding p-value was recorded (0.00) which is less than the significant level (0.05). With a correlation coefficient of (0.769)**indicating So That**, existence of a strong direct correlation between Training , development strategy and Organizational reputation in t research sample as documented in **Table (3),** which indicates acceptance of the sub-hypothesis (there is a significant correlation between the training and development strategy and the organizational reputation).

(1-2) **There is a significant correlation relationship with a statistical significance between Incentives Strategy and Organizational reputation**.
It is evident to the researcher that there is a significant correlation between motivation strategy and the organizational reputation in the research sample, as the calculated z value was recorded **(5.931),** which is significant due to the fact that the corresponding p-value was recorded **(0.00)** which is less than the significant level **(0.05).** With a correlation coefficient of **(0.615)** indicating the existence of a moderate direct correlation between incentives Strategy and Organizational reputation in the research sample as documented in Table (3), which indicates acceptance of the sub-hypothesis**(there is a significant correlation between motivation strategy and organizational reputation**).

(1-3) **There is a significant correlation relationship with a statistical significance between Performance Appraisal Strategy and Organizational reputation**.
It is evident to the researcher that is a significant correlation between Performance Appraisal Strategy ,The organizational reputation in the research sample, as the calculated z value was recorded (**7.001),** which is significant due to the fact that the corresponding p-value was recorded **(0.00)** which is less than the significant level (**0.05**). With a correlation coefficient of (**0.726**) indicating the existence of a strong direct correlation between Performance Appraisal Strategy and Organizational reputation in the research sample as documented in Table (3), which indicates acceptance of the sub-hypothesis**(there is a significant correlation between performance evaluation strategy and organizational reputation**)

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

Table (3) the results of the first main hypothesis test

Z – Test				Dependent variable	Independent variable	Hypotheses
test result	The probability value	Computed Z-value	Correlation coefficient			
Accept the hypothesis	0.00	7.416	0.769	organizational reputation	Training and development strategy	First secondary
Accept the hypothesis	0.00	5.931	0.615	organizational reputation	Incentives Strategy	Second secondary
Accept the hypothesis	0.00	7.001	0.726	organizational reputation	Performance Appraisal Strategy	Third secondary
Accept the hypothesis	0.00	8.554	0.887	organizational reputation	Human Resources Management Strategy	first main hypothesis
The appearance of (**) or (*) means significance of correlation at (0.01) or (0.05) level.				(1.96) The tabular Z value at (0.05) level equals		

Source: Prepared by the researcher based on SPSS V25 program data

These results, the acceptance of the first main hypothesis is achieved (there is a significant correlation relationship with statistical significance between Human Resources Management Strategy and organizational reputation.).

B. Impact relationship analysis

1. The second main hypothesis states that there is a statistically significant impact relationship for Human Resources Management Strategy on organizational reputation.

The hypothesis is divided into the following sub-hypotheses:-

(1-1) there is a statistically significant impact relationship for Training and development strategy and Organizational reputation.

It is evident to the researcher that there is a significant effect of the independent dimension of the training and development strategy on the organizational reputation, as the calculated F value was recorded (159.00), which is significant due to the fact that the corresponding (p-value) was recorded (0.00) and it is less than the significance level (0.05). The value of the determining factor was (63.3%), which indicates the percentage of the significant impact of the training and development strategy on the organizational reputation within the research sample, as documented in Table (4), which indicates acceptance of the sub-hypothesis (there is a significant effect of significant significance for the independent dimension of the training and development strategy on the organizational reputation).

(1-2) there is a statistically significant impact relationship for Incentives Strategy and Organizational reputation.

It is evident to the researcher that there is a significant effect of the independent dimension of the motivation strategy on the organizational reputation, as the F value was recorded (55.97), which

is significant because the corresponding (p-value) was recorded (0.00) and it is less than the significance level (0.05). While the value of the determination coefficient was (37.8%) indicating a large impact of the motivation strategy on the organizational reputation within the research sample, as documented in Table (4), which indicates acceptance of the sub-hypothesis (there is a significant effect of significant for the independent dimension of the incentive strategy on the organizational reputation).

(1-3) there is a statistically significant impact relationship for Performance Appraisal Strategy and Organizational reputation.

It is evident to the researcher that there is a significant effect of the independent dimension of the performance evaluation strategy on the organizational reputation, as the value of F **(102.82)** was recorded, which is significant, because the corresponding (p-value) was recorded (0.00) and it is less than the level of significance **(0.05)**. While the value of the determining factor was **(52.8%),** which indicates a high impact rate of the performance evaluation strategy on the organizational reputation within the research sample, as documented in Table (4), which indicates acceptance of the sub-hypothesis **(there is a significant effect of significant significance for independent dimension of performance evaluation strategy on organizational reputation.).**

Table (4) the results of the second main hypothesis test

F – Test				Dependent variable	Independent variable	Hypotheses
test result	The probability value	The calculated F value	Determination coefficient R2%			
Accept the hypothesis	0.00	159.00	63.3%	organizational reputation	Training and development strategy	First secondary
Accept the hypothesis	0.00	55.97	37.8%	organizational reputation	Incentives Strategy	Second secondary
Accept the hypothesis	0.00	102.82	52.8%	organizational reputation	Performance Appraisal Strategy	Third secondary

Source: Prepared by the researcher based on SPSS V25 program data

The effect of the combined dimensions of Human Resources Management Strategy on the organizational reputation.

Document the results of Table (5) a model of the effect of the combined dimensions of the human resource management strategy on the organizational reputation of the sample of workers in the education directorate, as the calculated value of F was **(65,512),** which is significant because it is greater than its tabular value **(2899.5)** and at a significant level of **(0.05)**. The probability value corresponding to the value of **F (= 0.00)** (P-value) which is less than (0.05) and with a determination factor of **(79%),** indicate that the dimensions of the strategy of human resource management combined in the organizational reputation in a manner documenting the existence of a clear impact of the strategy of human resources management in Implementing the organizational reputation in the Baghdad Education Directorate, Rusafa Al-Awla.

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

Table (5) multiple regression analysis of the dimensions of the strategy of human resource management in the organizational reputation

Researcher comment	Researcher comment		Researcher comment	Researcher comment	Researcher comment
	The probability value	The calculated F value			
There is a noticeable impact of HRM strategy with its five independent dimensions (training and development strategy, motivation strategy and performance appraisal strategy) combined into the organizational reputation	0.00	65.512	79%	organizational reputation	Training and development strategy
					Incentives Strategy
					Performance Appraisal Strategy

Source: Prepared by the researcher based on SPSS V25 program data.

With these results, acceptance of the second main hypothesis is achieved (there is a statistically significant impact relationship for Human Resources Management Strategy on organizational reputation.).

5- PROPOSED CONCLUSIONS AND RECOMMENDATIONS

5-1: CONCLUSIONS:

1. It was evident the weakness of the researched organizations in honoring their members who leave it for reasons related to transportation, promotion, retirement, and death.

2. It was found that the incentives offered to employees in the researched organizations if they provide creative work morally, are not consistent with their expectations in light of the exceptional efforts they provide in times of crisis, which led to a weak level of satisfaction.

3.Results that indicate a weak application of organizational justice in the organizations in question, which is reflected in the reputation of the organization.

4. The surveyed organization adopts human resource management strategies in general, with progress in the strategies of training, development, with a marked decline in the strategies of motivation and performance evaluation.

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

5.The results of the descriptive analysis of the sub-variable of the incentive strategy identified the existence of a tangible weakness in this variable, as the directorate still suffers from failure to satisfy the workers' needs of material incentives and focus on satisfying the basic limits of salaries. due to the weakness and inability of workers to reach true satisfaction.

6. The results related to the descriptive analysis of the creativity variable as a sub-variable of the organizational reputation showed that the directorate, the study sample, did not show clear distinction in the framework of its creativity to improve its organizational reputation and remained within the framework of routine, far from regeneration.

7. The results of the statistical analysis of the research variables indicate that the human resource management strategy in its dimensions is closely linked with the reputation of the organization, and the same results also indicate that the dimensions of the human resource management strategy greatly affect the reputation.

8. There is a weak employment of communications in the organization which is reflected in its organizational reputation.

5-2: RECOMMENDATIONS:

1- Paying attention to the incentives and rewards for creative work, given that it is a group of forces that move creative employees towards results and goals that the researched organizations try to reach at the lowest cost of resources through:

A- Creating clear systems for work that are clear to all and represented by providing contributions above certain limits, which are matched by financial and moral rewards and incentives.
B - Promoting competition between members of the researched organizations, working with transparency and not inclination to favoritism when preparing regulations, regulations and rules for entities and individuals without entities and individuals who are more deserving.
C- Not accepting low levels of performance, so that distinguished employees do not feel unfair.
D- Fair dealing with all employees, as well as involving them in setting up a system of incentives and rewards and the method of performance appraisal.

2-The need for the researched organizations to pay attention to the environmental analysis (external, internal) while not neglecting any indicator that may later be the straw that breaks the camel's back,

3-he researched organization should provide the qualified, specialized, and professional human element to work in their joints in light of a recruitment strategy that improves the overall performance of the researched organization.:

4-Attracting and selecting individuals with multiple talents, skills, abilities, and capabilities that enable them to work in multiple jobs through openness to universities related to the specialization of the researched organizations and contracting with the best competency and ability.

5-Working on integration, coordination and cooperation with other departments in the organization in preparing an employment strategy that is compatible with the strategies of other units and is consistent with the overall strategy of the researched organizations.

ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

6-Adopting the principle of achievement and the magnitude of the exerted effort as a means of the motivation strategy.

7 -The need to pay attention to the means and methods of training and continuous and purposeful development to sustain the human strength of the study sample, through preparing training programs and holding workshops, and being open to universities, colleges and research institutes of specialization and relevance, as well as opening a division responsible for coordinating with the parties related to training and development and the various specializations and from Different sectors.

8-Coordination towards strengthening the work of the Human Resources Planning Department towards advancement by thinking about a strategic framework and seeking the help of academic experts in the field of developing strategic plans and training them for a temporary period.

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ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

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ROLE OF HUMAN RESOURCES MANAGEMENT STRATEGY IN ENHANCING ORGANIZATIONAL REPUTATION
AN EXPLORATORY STUDY IN BAGHDAD EDUCATION DIRECTORATE, RUSAFA AL-OULA, IRAQ

PJAEE, 18(8) (2021)

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