

The Psychological Role of Human Resources Management Strategy in Enhancing Organizational Reputation an Exploratory Study

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Revised: 15- July -2023

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Accepted: 12- August -2023

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ABSTRACT:

This study intends to ascertain organizational reputation's role as an independent variable in the Vidarbha region's HRM (Human Resource Management) strategy. It followed a descriptive research methodology comprising a sampling of studies (general managers, deputy general managers, department heads, and individual agents). If you are a researcher, the questionnaire will be distributed to a valid analysis of (90) respondents in the form of a questionnaire comprising forty paragraphs, supplemented by field visits and personal interviews. A Board Employee and Curriculum Approval (SPSS V.25), (AMOS V.18) Descriptive statistical procedures and techniques (percentage, arithmetic mean, linearity test, standard deviation, relative importance, factor analysis, normal distribution test, correlation coefficient. Path analysis, simple linear regression simple Pearson,) for testing hypotheses, and the most striking conclusion the conclusion of the research is that the validity of the hypothesis shows a direct impact on the HRM strategy, along with the limitation of the motivational strategy in the organizations studied. There are direct and indirect reciprocal interactions between HRM strategy and organizational reputation.

Keywords: Organizational reputation, HRM (Human resource management) strategy

INTRODUCTION:

State-private organizations are undergoing a fast transition on a broad scale, and because of their harmonic, interactive, and responsive influence on their surroundings, they respond swiftly to adapt to their organization. However, the literature on the topic does not pose any particular questions. Taking into account the economic condition in India and the recurring crises that threaten the entities of ministries and their functioning systems.

Governmental civil society has undergone massive and rapid changes, and since its impact on the surrounding environment is harmonious, interactive, and responsive, it can react quickly to maintain the reputation of the organization. Indian and governmental crises threatening ministerial entities and their working mechanisms. HRM. Thus, the most important administrative function of any organization as it currently faces because of rapid environmental changes (technological, economic, social...). It is necessary to create an HRM strategy to plan and use activities, training, and the development of human resources through various strategies such as planning, recruitment, etc., motivation, performance evaluation, and the significance of human resources as well as their HRM concepts in terms of promotion, organizational rep. As a result, the ministry must constantly change concepts and strategies to adapt to growth and modifications that affect its organizational reputation. In order to encompass the many major activities and achieve maximum impact from this resource. The strategic management process of the business must be linked and connected with HRM. The embodiment of humanity is thus the key component of the resource management approach.

The fact that HRM strategy is a strategic partner in all organizational activities, both at the top and at the operational level, even if it has a multifaceted organizational strategy and influence, is a key justification for the need to emphasize the topic, particularly in public study. The administrative environment does not occupy the

appropriate space for research and analysis. The overall significance and impact of this phenomenon on many organizational features and strategic orientations, as well as the fact that the objective of modern organizational systems is to utilize employees effectively. As such, they often struggle to have talented people working hard to earn the organization's reputation, stay competitive, and retain their workforce for the long term. On this basis, the research is divided into five parts. The first topic reviews research methods, the second deals with HRM strategies, the third deals with organizational reputation, the fourth is devoted to scientific aspects, and finally, draws conclusions & recommendations.

1- RESEARCH METHODOLOGY:

1-1 : Research Problem:

1-2 Given the significance of the education sector as the foundation of the nation, it has been noticed in recent years that India is departing from the International Classification of Education. Business organizations constantly strive to maintain their organizational reputation among those in the same competitive field. According to the report of the international guideline, this has sparked the interest of researchers to address this important topic. This creates real problems at the national level. This, particularly in the education sector, necessitates a strategic focus on defining HRM to implement the functions associated with it to help address issues faced by organizations, with claims of harm, including organizational weakness due to delays in implementing HRM strategies. Using this information as a foundation, the researcher suggests a series of inquiries that adequately address the core study topics, namely:

1. What is the importance of the research variables represented by the “Human Resource Management strategy and the variables of organizational reputation in the research sample?
2. What is the nature of the relationship and impact between Human Resource Management strategies and improving the organization's reputation?
3. How effective is the Human Resource Management portfolio strategy in improving the organizational reputation of employees in the research” sample?

1-3 : The importance of research:

The following factors highlight the significance of research:

1. Creating a conceptual framework for the research variables (HRM strategy and improving corporate reputation), offering a knowledge base for the business scholars interested in the research variables, and giving it to the National Library.
2. Included in the study sample definition was the need to pay attention to HRM strategy to improve company reputation.
3. Define the role that HRM strategy can play in boosting corporate reputation and increasing the performance of government schools.

1-4 : Research objectives:

1. Enabling the intellectual side of the study's variables and contributing minimally to those variables.
2. Revealing the research sample's knowledge of and enthusiasm for improving the company's reputation.
3. Examining the effect that the research sample's strategy for human resource management had on improving organizational reputation.
4. The researcher wanted to encourage businesses to accept global openness and use the organizational reputation and HRM strategy to transition from conventional work to creative work that is performance-based toward “interest in environmental, social, and economic factors.

1-5 : Hypothetical scheme of research:

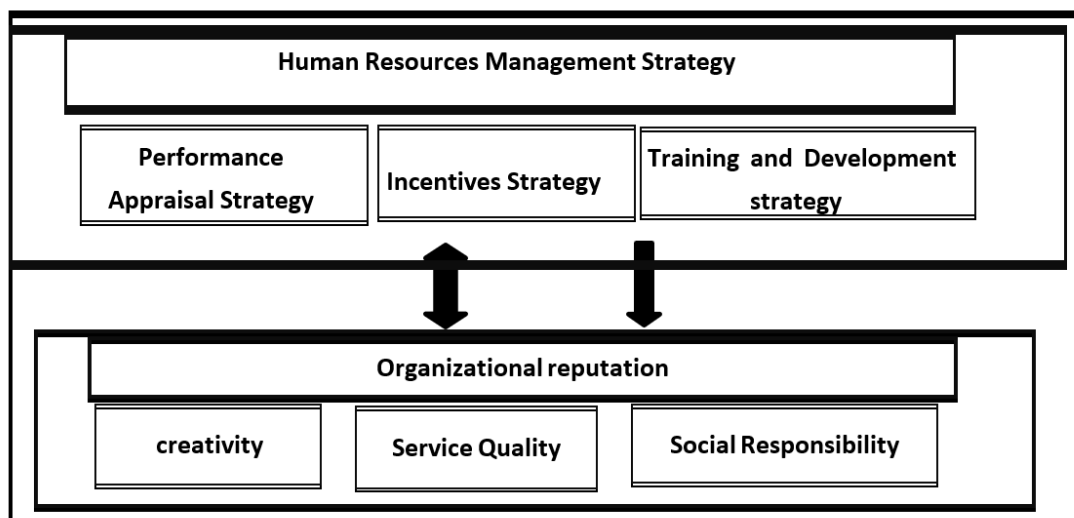


Figure (1) A Hypothesis Research Outline Source: Prepared by Researchers

1-6 : Research hypotheses:

1. Claims that there is a statistically significant” association between organizational reputation and human resources management strategy.

The following sub-hypotheses make up the main hypothesis:

(1-1) A statistically significant association exists among “the training and development strategy and organizational reputation.

(1-2) The association between the incentives strategy and organizational reputation has a statistically significant positive correlation.

(1-3) There is a statically significant association between Performance Appraisal Strategy and Organizational reputation.

2. The Second primary hypothesis claims that there is a statistically significant association between sustainable competitive advantage and green human resource management.

The following sub-hypotheses make up the main hypothesis:

(2-1) The association between training and development strategy and organizational reputation is statistically significant.

(2-2) The association between the incentives strategy and organizational reputation is statistically” significant.

(2-3) The association between the performance appraisal strategy and the organizational reputation is statistically significant.

2- LITERATURE REVIEW:

Strategy for Human Resource Management:

2-1: Concept:

One of an organization's most important foundational elements and a resource is its human resources. Goals thus cannot be accomplished in the absence of such resources. Considering that the most precious and successful resource is the human element, the HRM department is one of the most crucial departments in a corporation (Al-Hawary & Haddad, 2016: 228-229). Strategic management creates the organization's road map and serves as a broad framework for making choices about the organization's future in a systematic and calculated way. Generally speaking, a strategy process is used by an organization to establish its resources in an effective way to provide value by completing organizational operations and responsibilities (Al-Nady et al., 2013: 1043). An HRM strategy has emerged at the functional strategy level as a result of the relationship between the organization's strategy as outlined in its overarching corporate strategy and existing management practices. To achieve differentiated organizational performance, all business departments in companies strive to connect existing working practices and procedures with generally stable plans, if not Since there is such a connection between HRM and an organization's strategy, HRM is still an essential and regular operation inside the company (Zehir et al., 2016: 373).

DIMENSIONS:

A. Training and development strategy: Because it focuses on fostering human resource behaviors, the human resources training method has taken on significance in modern enterprises. business, encouraging innovative thinking, fostering leadership, and resolving current issues (Rahman, 2014: 28). Because business organizations are convinced that the practice of training and development is one of the crucial components that aid in the development of people with a variety of abilities, behaviors, and knowledge, which raises job performance, the practice is at the top of the list of priorities for business organizations. This is because business organizations are convinced that the practice of training and development is one of the crucial components that aid in the development of people who are more capable of performing their jobs. The company can accomplish its important objectives with little expense or effort. Training is the process of providing working individuals with the knowledge and skills necessary for the current job, whereas development is learning that goes beyond today's employment and has a focus on the long term. Development is referred to as learning that has an emphasis on the long term. (Mondy & Martocchio, 2016: 213).

B. Incentives Strategy: As the conventional techniques of motivation are no longer tolerable and are out of step with the current trend, the work method has changed from one that is on the basis of individual work to one that is on the basis of teamwork, which depends on work teams. This is because modern methods need HRM to design as well as prepare prevailing motivational techniques. Considering workers as strategic partners who own company stock, in keeping with modern trends and technology, motivates them to work harder and more productively with the aim of enhancing the organization's overall performance. to fulfill the organization's strategic objectives (Abazeed, 2017: 39). Incentives are therefore described as HRM strategies that concentrate on planning, organizing, and regulating the direct as well as indirect pay that workers get to complete activities (Adewale & Anthonia, 2013: 123). The motivation strategy was also described by (Mohsan et al., 2011: 277) as a pattern of behavior exhibited by waves, consisting of the pursuit of a path of action that either results in the achievement of a goal or confers upon it a particular value, while also being consistent and not conflicting with other organizational methods. In addition to helping companies overcome organizational inertia and resistance to change, incentive systems play a significant and important role in determining all organizations by supporting organizational change and having a favorable impact on employee engagement and productivity (Goksoy, 2014: 51).

C. Performance Appraisal Strategy: The Strategy strives to study and assess the performance as well as the conduct of its human resources on the basis of the specified criteria, which has become a crucial component

of strategic HRM practices (Dagar, 2014: 16). (Islam & Rased, 2006: 163) stated that the process of determining how well a worker is performing his job and how effectively he reaches organizational goals and objectives, as well as how well he is provided with guidance and direction in such a manner that it assures the organization's overall goals are met and that the business will continue to exist over the long run, whereas (Noe et al., 2011; 225) assert that it is one of the crucial tasks that aid an organization in achieving sustainable competitive advantage. In addition to this, it refers to the method by which managers make sure that the hard work of individual workers, the outcomes they obtain, and the aims of the organization are compatible with one another. Writings and researchers have developed a number of objectives for the performance assessment technique, and these goals can be investigated (Islam & Rased, 2006: 164) and (Dagar, 2014: 16):

1. Supervising performance effectiveness to guarantee that the organization completes its duties and responsibilities to the highest standard.
2. looking for ways to resolve any issues the business may be having and taking preventative actions to ensure that long-term deviations don't happen.
3. It aids workers in comprehending the obligations of their job duties.
4. Enabling people to recognize their weaknesses and strengths as well as their prior errors, learn from them, and take appropriate action.

3- ORGANIZATIONAL REPUTATION:

3-1- Concept

A collection of definitions that have been used widely by researchers and authors might be presented and explained in order to clarify the concept of organizational reputation.

Table 2: Few definitions of organizational reputation.

No.	Source	the definition
1	(Zabala et al, 2005:61)	A collection of values, traits, and methods that support sustainability serves as the foundation for the company's reputation to keep its position over time. The organization's differentiation is achieved by effective management of its human resources (intangible assets).
2	(Barnett & Hoffman,2008:1)	Assessments made collectively by observers inside a company evaluate the effects the company has on the economy, society, and the environment.
3	(Koniczna, 2010: 101)	Stakeholders' evaluation of the organization's long-term actions, conduct, and outcomes shapes their expectations and views about the services and future actions of the organization.
4	(Shamma, 2012: 155)	A clear illustration of the company's previous performance and potential for the future highlights how desirable its key components are in comparison to those of its prime competitors.
5	(Jung & Seock,2016;5)	The consensus of internal and external stakeholders' perceptions, viewpoints, and ideas.
6	(Lee et al., 2017: 1-2)	the impression of being able to predict organizational results and behavior in connection to audience preferences.

Source: compiled by researchers using the information presented in Table 3-2

A. **Social responsibility:** Because social responsibility has such a major effect on an organization's reputation and helps it attract potential employees and maintain relationships with investors through the social

policies and programs it adopts that reflect the environment in which potential employees may work, the social responsibility of the organization is something that no business organization can ignore or deny. This is because social responsibility has such an impact. Being socially responsible is an organizational strategy because it is an important internal resource that helps to establish the culture and values of the business. This, in turn, improves the company's reputation as well as its profitability. Several authors (Solikhin et al., 2019; 44) The ability of the organization to blend social and environmental goals with its operations, which is accomplished by providing for and fulfilling customer expectations, is a significant factor in determining the efficacy of the work that the organization does. Institutions and companies that engage in social responsibility have a duty to participate actively in the communities in which they operate, rather than merely designing and developing new social programs. In addition, the organization needs to be proactive in educating and training its workforce in order to improve the quality of its public image (Cohen et al., 2017: 26). According to (Dess et al., 2012; 18), the concept of social responsibility refers to the expectation that enterprises or individuals will seek to enhance the wellbeing of society as a whole. According to Pride & Ferrell, the company is committed to ensuring that it has the greatest possible positive influence and the least possible negative impact it may have on society (2019: 65). According to Brenn and Vrioni (2001: 207), it is those organizational efforts or social behaviors that try to satisfy social expectations. Employees of businesses that base their operations on the core principle of social responsibility are held to the highest ethical standards and are made aware of the fact that their responsibilities go beyond simply producing and providing goods and services in order to make a profit. Rather, they are continuously committed to morally obligatory, helping to spread a positive reputation and foster trust, and working to achieve the overall goals of stakeholders through their commitment to the social responsibility of the business (Labbai, 2007; 18).

B. **Service Quality:** The service level needed to be adequate in market, as well as for consumers, is the degree of service needed to fulfill their demands, and the service quality is assessed, according to Barrett (2010: 14). Businesses that put greater emphasis on the importance of the quality of their services are not only more consistent but also more competitively robust. by giving that service a try. And that customer happiness is significantly impacted by an organization's reputation, particularly if the client is unfamiliar with the kind of service being offered (Azoury et al., 2014: 3). According to the authors, the degree of services offered by the service provider in comparison to what is anticipated of the service receiver is a measure of conformance (Abu-Nahe et al., 2020: 219). I agree with him that the degree to which a service fits a customer's demands determines its quality (Keshta et al., 2020: 121). The extent to which the real execution of the service meets the expectations of the consumer is measured by (Bateson & Hoffman, 2011: 4). The following three major factors raise the significance of service quality: (Al Shobaki et al., 2020: 46):

- Treat customers with kindness and understanding.
- The economic value of customer service.
- Increasing competitiveness.

C. **Creativity:** - Innovation is a factor that makes it easier for businesses to preserve their competitive edge, which is the foundation of their capacity to survive in the market and succeed in terms of innovation (Olszak et al., 2018: 94). Organizations must continually come up with innovative and practical ideas for new goods, services, procedures, management techniques, and competitive strategies. Creative human behavior exists inside companies, people, and groups, and it is reflected in creativity. In order to identify distinctive people with the capacity to have a persistent presence and the mind, it arises via the stimulation of senses and the arousal of emotions and sentiments using a range of techniques. According to (Woodman et al., 1993: 293), innovation is the method of people coming up with new, beneficial processes through collaborating in complicated social systems. (In order for enterprises to effectively translate ideas into concrete goods or enhanced services and stand out, compete, and distinguish in their marketplaces, Baregheh et al. (2009) described creativity in terms of outcomes as a procedure of several and regular phases. A complicated process, creativity has many variables relating to individual, team, organizational, and organizational factors. Individual factors, like open attitudes, flexibility, as well as a risk-taking mentality toward changes that allow people to be prepared to be open to trying new things and being willing to risk failing, play a significant role in enhancing creative efforts. The capacity to interpret and develop creative ideas in the goods or design other services inside the firm involves personal requirements, expertise, and competence. The organizational factors that are connected to the

job, like (social relationships, non-routine tasks, resources and time, and independence), and the work team context approach, which refers to (team procedures, team formation, and team member cohesiveness in a cycle), or the organizational-related elements, which are the most confusing and complicated. Researchers and creative experts are becoming more and more interested in Valia as well as its organizational culture, which is among the key pillars since it varies from one company to the next depending on the organization's size, the sector in which it operates, as well as its market share. This will have a favorable impact on creative work habits when individual variables and organizational factors interact properly (Ngo, 2018: 13-14).

4- METHODOLOGY:

Analyzing correlation and influence relationships and reviewing research hypotheses:

A. Analysis of the Correlation Relationships:

(1-1) The association between planning strategy and organizational reputation has a statistically significant positive correlation.

The following sub-hypotheses make up the main hypothesis:

(1-1) A statistically significant association exists between the training and development strategy and organizational reputation.

It is clear to researchers that there is a strong relationship between organizational reputation, development strategy, and training. Because the associated p-value was recorded as (0.00), which is less than the significant level, the study sample's computed value was reported as (7.416), which is significant (0.05). As shown in Table 3 with a correlation coefficient of (0.769), there is evidence of a substantial direct relationship between organizational reputation and training and development strategies in the study sample, supporting the sub-hypothesis (There is a considerable relationship between the organizational reputation and the training and development strategy).

(1-2) The association between the incentives strategy and organizational reputation has a statistically significant positive correlation.

The estimated z value was recorded as 5.931, which is significant since the matching p-value was found to be 0.00, which is less than the significant level i.e., 0.05, indicating a significant relation between the incentive approach and organizational reputation in this study sample. With a correlation value to be 0.615 suggesting that there is, in the study sample as shown in Table (3), a moderate direct association between an incentives approach and organizational reputation, the sub-hypothesis is accepted (There is a significant correlation between organizational reputation and the motivation strategy that a business utilizes).

(1-3) There is a statistically significant association between Performance Appraisal Strategy and Organizational reputation.

It is clear to the examiner that there is a significant relationship between the organizational reputation in the study sample and the Performance Appraisal Strategy because the calculated z-value was recorded as 7.001, that is significant. After all, 0.00 is the corresponding p-value that is below the significant level (0.05). As shown in Table 3 and with a correlation coefficient of (0.726), the study sample supports the sub-hypothesis that there is a strong direct association between performance appraisal approach and corporate reputation (there is a statistically significant association "between Performance evaluation Strategy and Organizational reputation".)

Table 3 shows the findings from 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: Developed by the researcher using data obtained from the SPSS V25 program

With these findings, the first key hypothesis is confirmed “(There is a statistically significant association between organizational reputation and strategy for human resources management).

B. Impact relationship analysis:

1. The second primary hypothesis claims that there is a statistically significant effect association between organizational reputation and HRM strategy.

The main hypothesis is subdivided into the subsequent subhypotheses:

(1-1) The association between the reputation of the organization and the training and development strategy is statistically significant.

(159.00) is calculated as the F value, that is significant because the corresponding (p value) was determined (0.00), which is less than the significance level(0.05), and it is clear to the researcher that the independent dimension of the training and development strategy has a significant impact on the organizational reputation. The sub-hypothesis was accepted since the value of the determining factor was 63.3 percent, This shows the percentage of the research sample that found the training and development plan had a substantial impact on the organizational reputation (There is a considerable impact on the organizational reputation for the training and development strategy's independent component).

(1-2) The association between the incentives strategy and organizational reputation is statistically significant.

The independent motivation strategy dimension's considerable impact on organizational reputation is clear to the researcher since the F value was recorded as (55.97), which is noteworthy because the corresponding (p-value) was determined as (0.00), which is less than the significance level (0.05). As shown in Table (4), the determination coefficient's value of (37.8 percent) indicated a considerable influence of the motivating approach on the organizational reputation among the study sample, supporting the sub-hypothesis (There is a considerable

impact of the incentive strategy's independent element on the organization's reputation). The association between the performance appraisal strategy and organizational reputation is statistically significant. The f-value (102.82) was determined, that is significant, because the corresponding (p-value) was determined (0.00), and it is less than the level of significance, and According to the researcher, it is abundantly clear that there is a significant influence that the independent dimension of the performance evaluation approach has on the reputation of the organization (0.05). Table (4)'s documentation of the value of the determining factor (52.8 percent), which shows a high impact rate of the performance evaluation strategy on the organizational reputation within the research sample, indicates acceptance of the sub-hypothesis (there is a substantial correlation between the independent performance evaluation strategy dimension and organizational” reputation).

Results of the second major hypothesis test are shown in Table (4).

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

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

The impact of the HRM Strategy's many components on the organization's reputation.

Given that it is greater than its tabular value (2899.5) and is at a significant level of significance (0.05), the computed value of F was (65,512). Write up the findings from Table (5) for a model of how the human resource management strategy's combined components affect the organizational reputation of the sample of workers in the education directorate. In the Baghdad Education Directorate, Rauf Al-Awla, the dimensions of the HRM strategy were combined with the organizational reputation in such a way that documents the existence of a clear impact of the HRM strategy in implementing the organizational reputation. This was established by the fact that the probability value that corresponded to the value of F (= 0.00) (P-value) was lower than (0.05), and a determination factor of (79 percent).

Multiple regression analysis of the aspects of the HRM strategy in the organizational reputation is shown in Table (5).

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 findings, the second primary hypothesis is” confirmed (The association between the HRM strategy and organizational reputation is statistically significant)

5- PROPOSED CONCLUSIONS AND RECOMMENDATIONS

5-1 : CONCLUSIONS

1. It was clear that the organizations under investigation struggled to respect their members who left for reasons connected to promotions, retirement, transportation, as well as death.
2. The study revealed that the rewards provided to workers in the studied firms for ethically innovative work fell short of their expectancies in view of the special efforts they make during the crisis, which resulted in a low satisfaction level.
3. Results show a weak implementation of organizational justice in the examined organizations, which is reflected in the organization's reputation.
4. The firm that underwent the survey used typical HRM practices, making progress in the areas of training and development but significantly regressing in the areas of motivation and performance assessment.
5. The findings of the descriptive analysis of the sub-variable of the incentive strategy revealed a real weakness in this variable, as the directorate continues to struggle with failing to meet the requirements of the employees for material rewards and focusing on meeting the fundamental salary restrictions. because employees' weaknesses prevent them from productive goals fulfillment.
6. According to the findings of the descriptive analysis of the creativity variable as a sub-variable of the organizational reputation, the research sample, the directorate, failed to stand out clearly in the context of its innovation to enhance the organization’s reputation and stayed in the context of routine, distant from

regeneration.

7. The aspects of the HRM strategy and the organization's reputation are strongly associated, according to the findings of the statistical analysis of the study variables. The same findings demonstrate that reputation is significantly impacted by the characteristics of the HRM approach.

8. The company uses communications poorly, which is evident in its organizational reputation.

5-2 : RECOMMENDATIONS:

1) Considering that there are a number of influences that drive creative people toward the outcomes and objectives that the investigated firms strive to achieve at the lowest possible resource cost through:

A- Establishing mechanisms for labor that are apparent to everyone and represented by allowing contributions over a particular limit and matching them with rewards and incentives that are both material and moral.

B - Motivating the participants in the study to engage in healthy competition, formulating regulations and guidelines for organizations and individuals without favoring those who are more deserving, and doing all of this while maintaining objectivity and operating in an open and impartial manner.

C- Refusing to tolerate subpar performance so that prominent personnel don't feel betrayed.

D- All workers must be treated fairly, and they must participate in the creation of the performance evaluation process and the incentive and reward system.

2) The necessity that the organizations being investigated pay attention to environmental analysis (both internal and external), without neglecting any potential indicators that might later serve as the final straw in the investigation.

3) In view of a recruiting strategy that enhances the total performance of the studied organization, the researched organization should supply the specialized, qualified, as well as professional human element to operate in their joints.

4) attracting and choosing people who have a variety of talents, abilities, skills, and capacities that allow them to work in a variety of positions by being open to universities linked to the businesses' areas of concentration and hiring people with the highest level of competence and ability.

5) integrating, coordinating, and cooperating with other organizational departments to develop an employment strategy that is consistent with the overall strategy of the organizations that were studied and is compatible with the strategies of other organizational units.

6) using the concept of accomplishment and the level of effort made as a motivational technique.

7) The necessity to concentrate on the means and methods of training and continuous and intentional development in order to maintain the human strength of the study sample, and this can be accomplished through the creation of training programs and workshops, as well as the establishment of a division that is responsible for coordinating with the parties involved in training and development, as well as the various specializations and from a variety of different sources.

8) Coordination to increase the Human Resources Planning Department's efforts toward progress by considering a strategic framework, enlisting the assistance of academic professionals with expertise in establishing strategic plans, and providing them with temporary training.

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