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The Impact of Human Resource Management Practices in Organizational Reputation :A Survey Research of The Opinions of a Sample of Employees at The Middle East Iraqi Investment Bank/ Baghdad

تأثير ممارسات إدارة الموارد البشرية في السمعة التنظيمية دراسة استطلاعية لآراء عينة من العاملين في مصرف الشرق الاوسط العراقي للاستثمار/ بغداد

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وزارة التعليم العالي والبحث العلمي

الاستخلص:

هدفت البحث إلى توضيح تأثير ممارسات إدارة الموارد البشرية على السمعة التنظيمية، وطبق البحث على العاملين في الدوائر العليا والوسطى والدنيا، كما شملت المديرين ونوابهم،. تم الحصول على إجاباتهم من خلال استبيان والذي تضمن (45) عنصراً في البحث العملية، وتم أخذ عينة عشوائية طبقية من مجتمع البحث (75) فرداً. ولتحقيق أهداف البحث تم استخدام المنهج الوصفي التحليلي من خلال العديد من الأساليب الإحصائية أبرزها تحليل الانحدار المتعدد لإظهار تأثير أكثر من متغير مستقل على دالة واحدة متغيرة، تم عرض النتائج، حيث أن البحث تتمتع بمستوى عالٍ من التطبيق لكل من متغيرات البحث (إدارة المواهب، الثقة التنظيمية، السمعة). كما أوضحت البحث وجود تأثير كبير لممارسات إدارة الموارد البشرية على السمعة التنظيمية، حيث بلغت قيمة درجة التأثير β (0.721) كما أوضحت البحث أن الدور المعدل للثقة التنظيمية كان من خلال زيادة تأثير ممارسات إدارة الموارد البشرية على السمعة التنظيمية، حيث كانت نسبة التحسن في تفسير التناقض في السمعة.

Abstract :

The research aimed to clarify the impact of human resource management practices on organizational reputation. The research was applied to employees in the upper, middle and lower departments, as well as managers and their deputies. Their answers were obtained through a questionnaire that included 45 items in the research process, and a stratified random sample of 75 individuals was taken from the research community. To achieve the research objectives, the descriptive analytical approach was used

through several statistical methods, most notably multiple regression analysis, to show the impact of more than one independent variable on a single dependent variable function. The results were presented, as the research has a high level of application for each of the research variables (talent management, organisational trust, reputation). The research also showed a significant impact of human resource management practices on organizational reputation, as the value of the impact degree β reached 0.721. The research also showed that the moderating role of organizational trust was through increasing the impact of human resource management practices on organizational reputation, as the percentage of improvement in explaining the discrepancy in reputation was.

Keywords: Human Resource Management Practices (HRMP), Talent Retention (TR), Talent Development (TD), Organizational Confidence (OC), Organizational Reputation (OR), Social Responsibility (SR), Creativity, Quality.

Introduction: Organizations are interested in increasing the effectiveness of human resource management practices to build and develop the idea and concept of a culture of focus on planned administrative practices as a major source of Achieving goals, as companies that possess human resources and distinctive workforce resources are the ones that can develop their organizational culture to be an attractive place to work, and a source of pride for employees. themselves, on the one hand, and the loyalty and confidence between current employees working in the organization, on the other hand (Acar, z, 2016, pp. 12-13). The success of the implementation of human resource plans is an important issue for organizations, as organizations are competing to develop effective strategic plans in light of the increased supply of job seekers, and the scarcity of talent in qualitative terms, as scientific progress, technical development and knowledge impulse depend primarily on Overcoming barriers, changing the norm, creativity and innovation(Alsop, 2013, pp. 21-22). In recent years, there has been an increase in interest in organizational reputation, due to the awareness of decision-makers and the workforce in organizations of the importance of reputation in the sustainability of organizations, achieving the highest profits, and gaining loyal clients and employees(Barney, 2020, pp. 66-67). Organizational reputation is one of the most important intangible assets that organizations in all their forms seek to preserve, due to its active role in survival and growth in all circumstances and crises faced by the organization. The good reputation of the organization helps the consumer perception of the quality of the products that come to the organization sort increase sales and thus increase profits, retain talented employees in the organization, raise the morale of the workers, which in turn is reflected in the productivity of the organization, the protection of the organization by reducing risks and identifying potential crises, and contributing to international expansion and strategic alliances, which helps to build the organizational reputation of the organization and the presence of trust, which is one of the main factors (Barney J., 2019, pp. 101-103).

First: Research Methodology Research problem: Business organizations faced many problems and challenges, especially in financial organizations such as banks, currency markets and banking, where these challenges played a clear role in increasing their strength in the market. The strength of organizations lies in developing strategic

approaches and plans to overcome the competition with minimal losses in some cases. Many organizations focused on the development of the human resources sector in various fields in order to bring about changes in the internal and external environment of the organisation. Talents and ways of managing them had a clear and significant impact on the development and growth of human resources (Berens, 2019, pp. 221-222). Most companies (locally, Arab, and internationally) need to develop the human resources sector by identifying the strengths, weaknesses in the work environment. Where senior management and decision makers in the organization must develop plans for human resources work commensurate with the increase in the strength and type of competition in the labour market. Where the higher administrations should attract and appoint the workforce that meets the following specifications (experience, skill, and efficiency), in addition to this, creating a spirit of cooperation and job loyalty that has a role in increasing the degree of efficiency of human resource management practices in the organizational environment (Boyd, 2017, pp. 87-88). For the organization to seek to improve its organizational reputation and improve its performance, developing and retaining the creative human resources sector to prevent competitors from obtaining their experience and knowledge and then developing them scientifically and thoughtfully may increase the competitiveness of the organization and give it the advantage of superiority and preference over competitors, and the effect of good management For talents over organizational reputation and in the presence of organizational trust may far outweigh their impact in the absence of trust and the priority of individual interest over the interest of the organization, which is what the research aims to prove (Bromley, 2019, pp. 55-56). The research questions consist of two main questions, as follows:

1. The first main question: Is there an impact of human resource management practices (planning, recruitment, appointment, training, performance evaluation, compensation) on organizational reputation (creativity, social responsibility, service quality) in the Iraqi Middle East Investment Bank?
2. The second main question: Is there an impact of human resource management practices (planning, recruitment, recruitment, training, performance evaluation, compensation) on organizational reputation with the presence of trust, Regulatory Modified Variable?

Research Importance: In the midst of these reasons, large and small banks need to develop training programs and plans aimed at developing the performance of human resources working in the organization and for different levels and specializations, whether these banks are global or local. This research is of great importance in knowing the functioning of the banking sector, specifically the Middle East Bank. Al-Iraqi Investment, to determine the ratio and measure the actual indicators of the quality of the performance of human resources working in the bank. The strength of human resources management and its impact on improving the organizational reputation in the Iraqi Middle East Bank will be measured.

Research Objectives: The Research aimed to determine the impact of human resource management practices on both the organization's reputation and organization confidence,

and to examine its role in developing the work environment in the Iraqi Middle East Bank for Investment/ Baghdad, by identifying the most important following points:

The research aims to know the impact of human resources management practices on both organizational reputation and organizational confidence, and to know its role in developing the work environment in the Iraqi Middle East Bank for Investment/ Baghdad, by identifying the following most important points:

1. Determining the degree of managers' dependence on the use of the leadership factor in the work environment of the Iraqi Middle East Bank for Investment
2. Measuring the effectiveness of transformational leadership in increasing the efficiency of companies.
3. Analysis of the degree of impact of the application and practices of transformational leadership in making senior management decisions in the Iraqi Middle East Bank for Investment.

Research model



Hypothesis of the Research H01: The first main hypothesis: There is no significant effect of the practice of human resources management (planning, recruitment, recruitment, training, performance evaluation, and compensation) on organizational reputation in its dimensions (creativity, social responsibility, service quality) with statistical significance at the level of $\alpha \leq 0.05$ in the Middle East Bank of Iraq for Investment, and it is branched from This main hypothesis has the following sub-hypotheses:

H01.1: The first sub-hypothesis: There is no significant effect of the practice of human resource management (planning, recruitment, recruitment, training, performance evaluation, and compensation) on the dimension (creativity) in organizational reputation with a statistical significance at the level of $\alpha \leq 0.05$ in the Middle East Bank of Iraq for Investment.

H01.2: Second sub-hypothesis: There is no significant effect of the practice of human resource management (planning, recruitment, recruitment, training, performance evaluation, and compensation) on the dimension (social responsibility) in organizational reputation with statistical significance at the level of $\alpha \leq 0.05$ in the Iraqi Middle East Bank for Investment.

H01.3: The third sub-hypothesis: There is no significant effect of the practice of human resource management (planning, recruitment, recruitment, training, performance evaluation, and compensation) on the dimension (quality of services) in organizational reputation with statistical significance at the level of $\alpha \leq 0.05$ in the Iraqi Middle East Bank for Investment.

The limits of the Research: Human resources management has become more developed in recent years, as a result of organizations' need to strengthen the work sector and increase the efficiency of the organization's workforce. Improving the performance of individuals depends primarily on developing and renewing the human resources management sector, which ultimately leads to increasing the efficiency of supply chain management and gaining customer confidence on the one hand, and on the other hand, obtaining quality products and gaining a competitive advantage for a product, commodity, or service through which the organization gains, Customer satisfaction with products and services.

The Previous Studies. Research (Johnny and Ramos, 2018) (The importance of recruitment and training in developing the organization's workforce) : The research aimed to determine the role of the human resources management sector in the company. It has an essential role in knowing the strengths and weaknesses in the work environment, and through human resources plans, the training needs that affect the work of employees are determined. The research was conducted at King Hamdoun Hospital in the United Arab Emirates, where the research showed the procedures and steps set by the bank's management in order to attract new employees. Attracting competent employees plays a role in increasing the organization's strength to survive in a competitive environment. The researcher conducted many tests in light of the information and responses he obtained through the research questionnaire. He focused on all functional levels in the company. He selected a random sample to collect responses from employees, amounting to 60 employees at the bank. We chose and worked on statistical tests and studied the variables to reach the results.

Research (Statham and Leon Gerard, 2018) (The importance of human resources management in achieving competitive advantage): This research identified the importance of human resources management in increasing the efficiency of the workforce. It also demonstrated the utmost importance of bringing about changes and developments at all organizational levels in a positive direction for work. The measures taken by the company (Pain Sports) for the manufacture of sports clothing by providing all necessary needs for workers. The results were expected due to the management's continuous monitoring and follow-up with the company's workforce. The results showed the role of human resources in increasing production efficiency, raising the quality of materials and products, and providing successful marketing opportunities. The programs adopted and designed by the company towards all employees have had an impact on increasing job loyalty and raising the spirit of cooperation between senior management and workers at Pine Sports Sportswear Company (Hatch, 2012, pp. 22-24).

Research (Henry Matthew, 2017) (Employee selection and its role in job rotation in the work environment): This research aims to determine the steps for selecting new employees by the administration, as the organization seeks to develop functional resources by recruiting competent employees to occupy work positions and tasks in the company, as a research was conducted in the Republic of Tunisia on one of the modern banks, and demonstrated the importance of procedures and recruitment programs. And career change to increase the strength and efficiency of the bank's employees in facing external challenges from competitors. As approximately 113 employees (male and female) work in the bank, the researcher relied on collecting opinions and data through the research form approved in the research sample in the bank.

Second: The theoretical aspect

Human Resource Management : The research (Sergio Candi, 2019) showed that human resources management and its practices represent many activities and events, the most important of which is planning to maintain procedures and training programs,

as consistent with the strategies approved for organizational change departments in the organization's work environment. According to Jean Statham (2020), human resources management represents a multiple mixture of activities, practices, and events within the work environment. Human resources management practices play in increasing the efficiency and strength of the organizational environment and raising efficiency in providing a competitive advantage for products and services (Chun, 2020, pp. 77-79). The spatial power of organizations has emerged through measuring the economic value in the work environment. It does not stop by determining the type and size of machines, equipment and workforce in the organization. Enhancing investment directly affects the growth of the creative side and innovation in diversifying products and services, as organizations and senior management should work to establish strong and influential relationships with both shareholders and customers interested in the organization (Collins, 2016, pp. 323-325). Many scholars and specialists have clarified that human resources management practices consist of five basic and important dimensions that affect the work environment by identifying opportunities and threats, as well as strengths and weaknesses, and the method of investing resources and functional energies that have a role in improving the efficiency and performance of the organization and maintaining its market position, the basic dimensions will be addressed (planning, recruitment, training, performance evaluation, appointment, and compensation) according to the scientist (Deephouse, 2018, pp. 146-147):

1. Human Resource Planning: Human resources planning is considered a package of procedures and practices within the work environment. It works to determine the administration's most important needs for human resources at present and future. Human resources planning also determines strengths, weaknesses, opportunities, and threats. It affects both the vision and mission of the organization as well as strategic policies and plans. The primary role of human resources planning is to research the external environment and develop working capital to maintain the organization's position in the local and global market (Dortok, 2016, pp. 210-211)

2. Recruitment and recruitment Recruitment and appointment procedures are among the most important steps in human resources management. It is responsible for choosing the workforce and the type of people required for appointment in the organization. And distribute jobs according to need and vacancies at all organizational levels. One of the most important roles of recruitment and recruitment is selecting applicants with special qualifications for each specific position in the administrative units of the organization

3. Training is defined as a set of planned procedures and practices according to programs prepared in advance by management to develop human resources and maintain the organization's reputation. (Source) Human resources training directly affects the quality of products and services that the organization provides to customers and consumers (Dowling, 2016, pp. 177-178)

4. Performance Evaluation: One of the most important roles that the organization plays is measuring the performance of employees and the duties assigned to them in the organization (Fernandez, 2014, pp. 54-55) Evaluating human resources and

knowing the performance rate of each employee play a role in determining the capabilities and abilities for each task and role in the organization. The primary role of job performance evaluation procedures is to address previous challenges at work in a way that is consistent with the job skills and experiences of each employee.

5.Compensations: The organization relies on gaining employee loyalty by developing wage and bonus programs for the workforce. As material and moral compensation play a role in enhancing the spirit of cooperation and participation between employees and the organization, senior management should research the desires and needs of employees, who in the future will have clear demands on the organizational environment(Flanagan, 2012, pp. 145-146) .

Organizational Reputation. The concept of organizational reputation means a set of previous successful experiences that have influenced the strength and performance of the organization. Where organizational reputation plays an important factor in the strength of competition between companies in offering a specific product or service at a specific time and place, as one of the most important positives of organizational reputation is gaining employee loyalty on the one hand and winning large numbers of clients and customers, The accumulation of successful experiences and expertise towards the local or global market has an impact in attracting expertise and capabilities (Gatewood, 2018, pp. 199-200). The issue of organizational reputation is one of the most prominent topics that global and competitive organizations are interested. It plays a role in establishing the organization's position and ability to increase the efficiency of the products and services provided to customers. The organization's decision-makers, advisors, and senior management must develop strategic programs and plans aimed at maintaining the reputation and strength of the organization in the global market(Goldring, 2011, pp. 47-48)The development of the communications sector between the external and internal environment has a role in increasing the growth of functional levels in order for the organization to remain in advanced positions in the competitive market(source). The optimal use of technology and the information revolution also affects the strength of the institutional performance of companies, in a clear challenge to globalization(Gotsi, 2015, pp. 133-134)

Third: Validity and reliability of the research tool .The tools used in the research were presented. From all aspects, the questions and topics that were transformed and transferred into the questionnaire were measured. The researcher focused on the importance of the reliability and validity of the questionnaire by examining it from all aspects. The researcher set many questions related to the work of each employee in the company to ensure obtaining clear and real answers and results. Where several (3) questionnaires were excluded, so that the number of valid questionnaires became 110. The research focused on determining the relationship and impact between each of the dependent variables and the independent variables in the research, which the researcher will review in the data in the research results.

Confirmatory factor analysis of research variables. To obtain real research results that support the researcher's point of view in this study, the(Amos) program was adopted to transcribe and analyze the data and information received from employees. The statistical

analysis program (Amos) is considered among the most important programs that give the researcher real results and numbers that support Research hypotheses. The researcher relied on a set of tests to complete the research (Cronbach's alpha coefficient, confirmatory analysis, structural validity, statistical averages, validity and reliability testing).

13.4.1. Confirmatory factor analysis of the independent variable (human resource management practices).

Table(1) shows the results of testing the confirmatory factor analysis model for the dimensions of the independent variable(human resource management practices)

Indicators	χ^2	Significance level	χ^2/df	GFA	CFA	RMSEA
Data results	511.2	0.000	1.9	0.77	0.95	0.091
Indicator values	0.01	1.21	0-4	(0.95-1.00)	(0.95-1.00)	(0.00-0.090)

The statistical results showed that the value of the chi-square reached (511.2) and was statistically significant (0.01) as it was found that there were differences with statistical significance between both the main model of the research (the independent variable) and the data of the research hypotheses, as there is no statistical significance between the values of the gamma square and the degree of freedom. Which reached (1.9), as these values can be taken into account in the research results. The results of the GFI index came to 0.77, which indicates the efficiency of the research population. The value of the CFI index reached 0.95, which indicates a noticeable increase in the values of the dimensions of the independent variable (human resources management practices) ,and the value of the RMSEA reached 0.091, which is considered an acceptable value to be taken into account in future research procedures and tests. The results showed that all data and information were appropriate to complete this study.

Confirmatory factor analysis of the dependent variable (organizational reputation).Table 2 shows the results of testing the confirmatory factor analysis model for the dimensions of the dependent variable(organizational reputation).

Indicators	χ^2	Significance level	χ^2/df	GFA	CFA	RMSEA
Data results	421.2	0.000	1.89	0.85	0.91	0.075
Indicator values	0.00	1.21	0-5	(0.95-1.00)	(0.95-1.00)	(0.00-0.090)

The results are presented in Table No. (2), where the chi-square value reached (421.2) at a level of statistical significance (0.000), which shows the presence of statistical significance between the dimensions included under the dependent variable (organizational reputation). Statistical tests showed that the value of (GFA) reached (0.85), which is a high percentage compared to the results that affect the research environment in the future. The value of the coefficient also reached (0.91), and the corresponding increase is clear in the semantic values of the research sample, and the percentage (RMSEA) was approximately (0.075). as these indicators show that there are statistically significant differences in all dimensions of the dependent variable of the research sample (organizational reputation).

Correlation Coefficient(discriminant validity).Table No. (3) shows the most important results between the binary correlation coefficients between the independent variable of the research, as the results were clear and real for the values through the correlation coefficient, as the researcher should make assumptions that are answered through the values resulting from the correlation coefficient, as the results showed high

degrees of relationships between the values within the independent variable of the research sample. The researcher is supposed to set several values of the results and not exceed their real limit and not less than a percentage of (0.90) as a clear measure of the real cases and the results adopted in the statistical analysis of the correlation coefficient test, also the correlation coefficient sometimes has no statistical significance, unlike the analysis of previous and different tests, as it was clear that most or most of the values of the correlation coefficient variables were equal to or less than the percentage(0.50). The results of the correlation coefficient showed that the factor (polarization and appointment) had the highest value (0.501) among the five dimensions of the independent variable, and showed the lowest values for the factor or dimension(training) with a statistically significant value (0.312) among the dimensions related to the independent variable (human resources management).

Table No. (3) Results of the correlation coefficient between the independent variables(human resources management)

	Human resources planning	Appointment and recruitment	Training	Performanceevaluation	Compensation
Human resources planning	0.95*				
Appointment and recruitment	0.501**	0.97**			
Training	0.312**	0.397**	0.95**		
Performance evaluation	0.399**	0.477**	0.466**	0.95**	
Compensation	0.431**	0.54**	0.514**	0.533**	0.95**

(*) It means a function at level (1.5) (***) It means a function at level (0.01)

Correlation K ,Kcoefficient ,between ,dependent ,variables (organizational ,reputation): The results in Table 4 showed the values of the correlation coefficient between the dimensions of the dependent variable (organizational reputation) of creativity, service quality and social responsibility. The results came to know the true values of the validity of discrimination with real degrees and percentages approaching the statistical significance of the correlation coefficient (0.05). The researcher should set assumptions for the dependent variables as much as possible to be close or similar to the results of the statistical tests and the correlation coefficient. The highest value of the dimensions of the dependent variable is supposed to be close to the correct statistical ratio (0.05). The results of the correlation coefficients showed that the dimension (quality of services) corresponds to(0.0524), which is the highest ratio within the values of the correlation coefficient and has high statistical significance, and the value of the creativity factor corresponds to (0.095), which is a value lower than the values of the main factor. Finally, the percentage of the social responsibility factor corresponds to (0.0394), which is the lowest value within the same analysis of the dependent variable. These values for the dimensions of the dependent variable (organizational reputation) for the research include three basic dimensions (creativity, quality of services, and social responsibility). They were real and clear values and close to the statistical significance of the research sample at a ratio of 0.05.

Table No. (4) Results of the correlation coefficient between the dependent variables (organizational Reputation).

	Creativity	service Quality	Social Responsibility
Creativity	0.95*		
service Quality	0.524**	0.95**	
Social Responsibility	0.394**	0.497**	0.95**

(*) It means a function at level (1.5) (**). It means a function at level (0.01)

Cronbach's alpha internal consistency test for the independent variable (human resources management)

Through the data obtained from the Cronbach's alpha test, it was shown that there is a high percentage of discriminant validity mentioned in the table. Its percentage exceeded 0.53 in all dimensions of the variable. where its highest value came in the dimension(compensation) with a real statistical percentage reaching 0.774. The percentage of the dimension(training) was the lowest among all dimensions in the research variable, as the results and values in the table indicate the existence of a strong correlation and relationship between each variable and the other variables in the research sample. The highest value for the structural validity test for the dimension (human resources planning) reached a percentage of 0.788, which indicates the existence of a correlation between this dimension and the other dimensions in the same variable.

Table No. 5 shows the results of the validity and reliability of the research dimensions for each dimension of the independent variable: human resources management practices.

Cronbach alpha	construct validity	discriminate validity	Dimensions
Human Resource Planning	0.788	0.744	61.34
Recruitment	0.755	0.763	59.42
Performance	0.767	0.759	60.12
Training	0.734	0.743	55.34
Compensation	0.772	0.774	62.78

Cronbach's alpha internal consistency test for the dependent variable (organizational Reputation) :The statistical ratios in Table 6 showed a clear increase in the strength of discriminant validity in the research sample. The values of the dimensions of the same variable were interrelated with each other in terms of relationship and impact. The value of the highest variable within the structural validity test for the dimension (social responsibility) reached a value of 0.778, which showed the quantitative ability of this dimension with the rest of the dimensions in the organizational justice variable. The results in the table also showed the strength of the consistency coefficient and discriminant validity between each dimension of the variable, as the value of the dimension(social responsibility) was the highest with a true statistical percentage(0.786) which shows the high and strong value of this dimension with the dimensions of the dependent variable(organizational justice) which shows the degree of consistency, strength of construction and discriminant validity between all dimensions of the dependent variable for the research sample.

Table No. 6 shows the results of the validity and reliability of the research dimensions for each dimension of the dependent variable: organizational Reputation.

Cronbach alpha	construct validity	discriminate validity	Dimensions
Creativity	0.745	0.767	58.39
service Quality	0.768	0.774	60.52
Social Responsibility	0.778	0.786	61.55

Hypothesis Test of Research: We worked on choosing the multiple linear regression analysis in the research sample, as we got high results and numbers for the regression analysis through this test. This test gives the degree and percentage of the correlation coefficient between the research variables (human resource management practice and organizational reputation). Then we analyze the data of the independent variable (the five dimensions) by determining the percentage of the coefficient of determination or gradation(R²) to show the values of the statistical significance of the values of each variable within the research sample in the research community, where after determining the values and percentages of the dimensions within each variable, the results of the hypotheses for the research sample are reviewed as follows:

Test the main hypothesis:H01: There is no significant effect of the practice of human, resources management (planning, recruitment, recruitment, training performance evaluation, and compensation) on organizational reputation in its dimensions (creativity, social responsibility, service quality) with statistical significance at the level of $\alpha \leq 0.05$ in the Middle East Bank of Iraq for Investment.

Table 7 shows the results of testing the main hypothesis of the study.

Dependent Variables	Indicators				Factors			
	R	R ²	F	Sig F	β	SE	T	Sig T
Human Resource Planning	0.577	0.633	74.53	0.742	0.199	0.49	5.669	.000
Recruitment					0.198.3	0.47	5.671	.000
Performance					0.197	0.46	4.643	.000
Training					0.196	0.45	4.334	.000
Compensation					0.195	0.44	4.220	.000

Table(7)shows that the percentage of the regression model for the variable of human resources management practices has a high degree of influence on the dependent variable (organizational reputation) in the work environment of the Iraqi Middle East Investment Bank at a percentage of (0.742), which indicates the existence of a strong influence and relationship in the organizational work environment in the bank. The tests showed the degree of the value(R²) for the regression test used in the research sample, and the difference between the dependent and independent variables became clear. The high result is always good and true in knowing the relationship and influence in the research sample. The highest value came at a rate of(0.633), which shows the importance and strength of the dimensions of each variable in knowing and determining the organizational reputation in the Iraqi Middle East Investment Bank. Based on this and referring to the statistical significance level (0.000), the null hypothesis of the research sample is rejected, or the alternative hypothesis (the impact hypothesis) is accepted, as the previous results and tests show the existence of a high degree of impact of human resources management practices on the organizational reputation in the work environment of the Middle East Iraqi Investment Bank.

Testing the sub-hypotheses of the studyH01.1: The first sub-hypothesis: There is no significant effect of the practice of human resource management (planning recruitment, recruitment, training, performance evaluation, and compensation) on the

dimension(creativity) in organizational reputation with a statistical significance at the level of $\alpha \leq 0.05$ in the Middle East Bank of Iraq for Investment.

It is evident from the table that the regression coefficient of the independent variable (human resources management) has a strong effect on the dependent variable (organizational reputation). The relationship ratio between the two variables reached 0.511, which is real evidence of the existence of a very strong relationship between them. The value of the test coefficient(R2) shows the ratio of the coefficient of the regression model used, as it shows the ratio of the amount of variance and the difference between the values of the two variables in the research sample. Sometimes the largest and best ratio is determined so that it is correctly defined and reached (0.422).

Table 8 shows the results of the statistical tests for the first sub-hypothesis: the impact of human resources practices on organizational creativity in the Iraqi Middle East Investment Bank.

Dependent Variables	Indicators				Factors			
	R	R2	F	Sig F	β	SE	T	Sig T
Human Resource Planning	0.511	0.422	41.23	0.000	0.245	0.68	4.543	.000
Recruitment					0.233	0.57	4.511	.001
Performance					0.221	0.43	4.302	.002
Training					0.205	0.39	3.987	.003
Compensation					0.199	0.35	3.965	.004

Second sub-hypothesis: There is no significant effect of the practice of human resource management (planning, recruitment, recruitment, training, performance evaluation, and compensation) on the dimension (social responsibility) in organizational reputation, with statistical significance at the level of $\alpha \leq 0.05$ in the Iraqi Middle East Bank for Investment. The final values in Table (9) for the regression model of the independent variable, human resource management practices, on the dependent variable, social responsibility, came with a high degree of results, as the value of the relationship ratio between the mentioned variables reached (0.466), which indicates the existence of a clear and real effect and relationship between each of the independent variable and the dependent variable. The value of the R2 test within the regression model used reached close and good ratios. As these values are very important and have an impact on the final results of the variables in terms of the degree of variance and difference in the statistical ratios between each of the independent and dependent variables. The final value of the regression coefficient reached a percentage of 0.433.

Table 9 shows the results of the statistical tests for the first sub-hypothesis: the impact of human resources practices on social responsibility in the Iraqi Middle East Investment Bank.

Dependent Variables	Indicators				Factors			
	R	R2	F	Sig F	B	SE	T	Sig T
Human Resource Planning	0.466	0.433	39.21	0.000	0.354	0.78	4.543	.000
Recruitment					0.344	0.67	4.511	.001
Performance					0.333	0.53	4.302	.002
Training					0.322	0.49	3.987	.003
Compensation					0.288	0.39	3.965	.004

The third sub-hypothesis: There is no significant effect of the practice of human resource management (planning, recruitment, recruitment, training, performance evaluation, and compensation) on the dimension (quality of services) in organizational reputation with statistical significance at the level of $\alpha \leq 0.05$ in the Iraqi Middle East

Bank for Investment. The table shows that the regression model for human resource management practices affects the dependent variable of dynamic management capacity, as the value of the relationship between the independent and dependent variables reached 0.497, indicating a good relationship. Table 10 shows the value of the regression coefficient for the human resource management practices variable and the degree of influence on the service quality variable in the dependent variable. The final values of the statistical tests came at a rate of (0.587), which shows the strength and degree of the strong relationship between the research sample variables.

The value of (R²) within the values of the coefficient of determining the regression ratio for the variables for the human resource management practices variable, in terms of the percentage of its influence on the dependent variable service quality, as shown by the final results of the statistical tests for the variables at a rate of (0.545).

Table 10 shows the results of the statistical tests for the first sub-hypothesis: the impact of human resources practices on the quality of services in the Iraqi Middle East Investment Bank.

Dependent Variables	Indicators				Factors			
	R	R ²	F	Sig F	β	SE	T	Sig T
Human Resource Planning	0.587	0.545	42.33	0.000	0.466	0.78	4.566	.000
Recruitment					0.454	0.67	4.551	.001
Performance					0.442	0.53	4.342	.002
Training					0.431	0.49	3.879	.003
Compensation					0.421	0.39	3.799	.004

Fourth: Results

1. The final results of the research showed that there is a degree of moral influence of the variable of human resources management practices (planning, recruitment, training, and performance evaluation) on the dependent variable and its dimensions (creativity, social responsibility, and quality of services), as it had a clear impact on the workforce in the Iraqi Middle East Investment Bank. The degree of influence reached (0.742), indicating a high percentage of influence in the research community, as the role of human resources management on the organizational reputation in the Iraqi Middle East Investment Bank was clear.

2. The results showed a high degree of statistical differences for the human resources management variable on the organizational reputation in the research sample, as the strong effect was clear between the dimensions of the independent variable on the dependent variable in the work environment of the Middle East Iraqi Investment Bank. The effect rate reached 0.511. At the same time, the appointment and recruitment variables did not affect any significant relationship with the dependent variable. It became clear through the research of the community sample that there is a need for training and development in order to increase the effectiveness of the work environment in the Middle East Iraqi Investment Bank.

3. The values of the research results showed that there was a high percentage of influence between the dimensions of the independent variable (resource planning, recruitment, compensation, and performance evaluation) on the dimensions of the dependent variable, organizational reputation (innovation, social responsibility, and quality of services) in the Middle East Iraqi Investment Bank. The percentage of influence between them reached 0.466. While there was no clear percentage of the impact of the compensation factor,

which indicates a degree of relationship between the variables and the other dimensions. As for the dimension of human resources planning, it had a clear effect in improving the strength of the performance of the work environment in order to ensure the continuity of the quality of services provided to customers.

4.The results of the research showed that the dimensions of the independent variable, the practice of human resources management (training, planning, and appointment), had a clear impact and an important role in organizing and developing the procedures followed in developing the workforce at all administrative levels in the bank. The impact ratio was(0.587), which indicates a high degree of relationship between all variables of the research sample. These dimensions appeared clearly in organizing and updating the workforce on how to deal with clients and customers in the future.

Recommendations

1.Emphasis on developing human resources management practices in the workforce of the Middle East Iraqi Investment Bank. To achieve the highest level of excellence in job performance and provide service to customers, as it plays a role in enhancing activities and procedures to provide advanced services and products to customers. Especially in light of the digital technological development in the world.

2.Directing senior management to the importance of appointing employees with experience and skills in the field of money and banking management, as this has an impact on raising the level of creativity and financial development in the work environment, which will be reflected in providing new services to customers

3.Working to provide privileges to the workforce in the Middle East Iraqi Investment Bank, by setting laws that guarantee the employees' right to privileges and compensations in the organization. This plays a role in creating a situation that enables job satisfaction, organizational loyalty, and creates positive relationships in the bank's work environment.

4.Providing the requirements that help human resources management implement future decisions and plans that change the work environment. Improving the employees' work environment and providing benefits and compensations creates a good relationship between senior management and employees and between the organization and customers, which will affect attracting new customers to communicate with the products and services provided by the organization to the local or global market.

5.Senior management and decision-makers in the organization develop long-term strategic plans and programs that help build an effective organizational environment. Human resources management seeks to increase the strength and capacity of the organization, starting with the internal environment and developing all of it, to ensure facing external challenges and emerging difficulties.

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