Employing organizational value dimensions to enhance the reputation of organizations

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Abstract:

The current research aims to test the relationship and influence of organizational values in the reputation of organizations in the Baghdad Provincial Council, and then try to come up with a set of recommendations that contribute to strengthening the organizational values of the researched organization. The descriptive analytical approach was adopted in carrying out this research and data was collected from (40) respondents who represent the research community exclusively In full, by adopting the questionnaire consisting of (36) paragraphs, the research adopted (Spss V.24) program with the adoption of descriptive statistics methods (linearity test, natural distribution test, confirmatory factor analysis, arithmetic mean, percentages, standard deviation, relative importance, coefficient of variation, The regression coefficient b Mediator) to test his hypotheses. The most prominent research findings are embodied.

Keywords: Organizational values, organizational reputation, Baghdad Provincial Council.

I.   Introduction:

In a dynamic environment characterized by continuous turmoil and difficulty in obtaining resources of all kinds, public organizations have become in need of strategic leaders who are proactive and imaginative. They possess characteristics that realize the environment and harmonize with it with full awareness. In the introduction to what these leaders are aiming to draw a clear organizational reputation in the minds of the public in the environment, as well as the organizational values that organizations enjoy are a strategic resource of higher and better value to achieve all their goals.

Based on the above, the research included four research topics, the first topic included research methodology and previous studies, the second topic included the theoretical aspect, and the third topic included the applied side, and the fourth topic included the most important recommendations to complete the research with sources.

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II.   The first axis: the methodological framework

First: the research problem

Business organizations strive in light of the current environment to achieve success, growth and excellence, and based on this from its organizational reputation, however, the organization faces in these endeavors many challenges that arise in its internal and external environment. The reputation building process requires them to be creative in their work. The research problem can be identified by raising the following questions:

1. Does the researched organization care about organizational values?

2. Does the surveyed organization have a good organizational reputation?

3. Is achieving organizational reputation related to the existence of organizational values in its various dimensions in the organization?

4. Do organizational values of different dimensions exert an influence on the reputation of the research organization?

Secondly. the importance of studying

Third. Objectives of the study

The research seeks to achieve a number of goals, which are as follows:

1. Knowing the intellectual and conceptual bases of research variables.

2. Diagnose the extent of the organization's interest in the organizational values and their dimensions.

3. Measuring the degree of relationship between organizational values and the organizations' reputation in the subject area.

4. Determine the amount of influence that organizational values have on achieving the reputation of organizations.

5. Coming up with practical conclusions that enrich the reality of the researched field, the importance of adhering to organizational values and its role in enhancing the reputation of the organization.

Fourthly. research assumes

The first main hypothesis: Organizational strength, in its dimensions, affects the reputation of organizations, positively

Fifthly. Data collection methods

1. Theoretical aspect

The researchers used to write the theoretical framework for the research on the official Arab and foreign sources documented in libraries and the Internet related to the subject of the research.

2. The practical side

The questionnaire was adopted as a means of collecting the data and information required for the research, as it was taken into account in the formulation of a diagnosis and measurement after examining it. As (55) questionnaires were distributed to the surveyed individuals, and (40) forms were retrieved from them in a form suitable for analysis.

The questionnaire was designed in a way that suits the research sample. As the questionnaire was arranged on several paragraphs, a five-core Likert scale was used, and the questionnaire was designed on two parts, the first part concerned with identifying information for the individuals surveyed as it included (gender, age, length of service and practical qualification), while the second part of the questionnaire included special measures After the study, which amounted to (36) items at the rate of (24) for the paragraphs of organizational values (for each dimension of 6 items) and (12) for the organizational reputation at the rate of (4) for each of its dimensions.

Sixthly. Study population and sample

Baghdad Provincial Council strategy

1. The Vision: The Baghdad Provincial Council seeks to achieve progress, prosperity, and prosperity for the citizens of Baghdad, achieve safety, revive civil life, and promote democratic values in administration and achieve the principle of the rule of law and the optimal use of resources.

2. The message: We commit to a continuous effort on the road to developing Baghdad in various fields and achieving a picture of Baghdad that will restore its position throughout history and its extension to the future and achieve sustainable development and prosperity for all.

Eighth. Data analysis methods

The study used a set of statistical methods in order to reach the goals of the current study and test its hypotheses, as it was relying on statistical programming (SPSS V.24) in the analysis, and these statistical methods were as follows:

1. Frequencies, percentages, arithmetic mean, standard deviations and coefficient of variation to identify the answers of the respondents about the questionnaire paragraphs.

2. Pearson correlation coefficient to measure the degree of correlation between the two variables.

3. The regression line equation to measure the effect of the independent variable on the dependent variable.

As for the methods used in testing the questionnaire, they were as follows:

1. The apparent honesty test

For the purpose of verifying the ability of the questionnaire to measure the study variables and then conducting the apparent honesty test by presenting it to a group of professors who specialize in administrative sciences to estimate the extent to which the questionnaire paragraphs represent the variables to be measured.

2. Resolution stability test

In order to determine the level of stability of the questionnaire and its paragraphs using the Cronbach's Alpha method, as the alpha coefficient of the questionnaire paragraphs in general reached (0.93), while the alpha kronbach coefficient of the independent variable reached the organizational values (0.89) and the approved variable has an organizational reputation (0.88) which are acceptable and reassuring values that fall within the acceptable limit In human studies.

Table (1) Cronbach's Alpha parameter values

Cronbach's Alpha	Variables
0.89	Organizational values
0.88	Organizational reputation
0.93	Variables combined

Table prepared by the two researchers

III.   The second axis: theoretical framework first: organizational values

Organizations are even beginning to realize more broadly how important it is to have the right people in the right places. Even the best equipment is a guarantee of success if institutions do not have the right people to do the job. Each person has his own values that are associated with the values of peoples and create organizational values to investigate how organizational values affect the performance of organizations.

A.   The importance of organizational values

1 - The importance of organizational values to organizations appears strongly to date at a time of economic uncertainty even before that. Organizations use organizational values to inspire their employees as well as their customers.

2- Clear organizational values are observed positively and encourage potential buyers to purchase or use the company's product. It has been proven by many authors that organizational values affect the organizational structure, organizational culture, organizational identity, and organizational strategy.

3- Values are exactly the same as a person. It makes decisions, does what it believes to be its right, and has legal and moral restrictions on what it can do and enforces and implements its own rules and beliefs.

4- Organizational values are embedded in the personality of the company and thus play a similar role to the values in the lives of individuals; Direct behavioral patterns and influence relationships within the organization and influence how the company perceives its customers, suppliers, and competitors.

B. The concept of organizational values

Understanding the meaning of organizational values and its impact on employee performance is becoming increasingly important. Many psychologists have been searching for values for decades, both individually and organizationally. There is also a view of organizational values that argue that it is just like any human society that has its own value system.

Values are something that arises from an organization or is simply transferred from the individual to the organizational level by its employees, it is part of the organizational culture and represents relatively permanent, stimulating, and positive emotional categories. Through values we can also see (lifelong) goals, which reflect the cultural or spiritual development of an individual or organization (67: Gorenak & Ferjan, 2015).

Table (1) shows the most important concepts of organizational values

Understood	Researche , year page	
Beliefs on the basis of which individuals perform their duties based on their preferences, values are relatively permanent perceptual frameworks that shape and influence the nature of individual behavior.	Gorenak & Ferjan , 2015:67)	

The beliefs that an individual or group holds regarding the means and goals that companies must define in managing the company.	(Malbašić & Posarić , 2017 :62)	
Organizational values reflect the beliefs and understanding of individuals or groups about the means and objectives of an organization.	(Reino & Vadi , 2010 :5)	

Values properties

C. The specific characteristics inherent in the values

1. Values are desirable - the desirability of values indicates an ambitious dimension (the desired goals), while simultaneously addressing the importance attached to some aspects of life (or work).

2. Values are stable - because values are a relatively permanent component of consciousness, the same can be said about organizational values. However, the values are also not immutable, which means they can be influenced.

3. Values are hierarchically organized - a different importance is placed on different values, which are determined by the degree of approval attributed to specific values.

4. Values affect the behavior of individuals and groups - the reason for this is that values, being cognitive and emotional, also contain a behavioral component.

5. Values are the result of the interaction between individual, social, and historical factors - this is the basis for the assumption that values are subject to changes in time and space (63: Malbašić & Posarić, 2017).

Organization management values

1. Strength

2. Strength promises the ability to achieve results, the ability to influence organizational results, and strength comes from teamwork rather than self-interested work. Social actors also collect resources to accomplish shared goals (444: Roberts, 1986).

3. The elite

We must paint the organizational landscape that they pass through during their careers. This organizational landscape shapes the personality of the elites and tells us about the prestige of the organizations that embrace the elite incubators (Ellersgaard et al, 2019: 1170).

4. Reward

Organizational reward refers to all financial and non-financial benefits that employees obtain through their employment relationship with an organization. A business relationship can be described as a mutual exchange of benefits between an employee and an employer (5: Thomas et al., 2019).

Mission management values

Task management is the process of managing tasks during their life cycle. This includes planning, testing, tracking and reporting, and task management can assist in achieving individual goals (Mufaqih et al, 2020: 1).

1. Effectiveness

Effectiveness describes the degree to which something has succeeded in achieving the desired result. (O'Connoret al., 2019: 2)

2. Efficiency

Efficiency refers to the degree to which a task can be accomplished with less time, effort and resources, and it is an important factor in business success (Alaghemandanet al., 2014: 177)

3. Economy: It is represented by the values related to the return or profit that the individual seeks to obtain, whereby the individual sees the benefits of things and not others.

Relationship Management Values

Public relations is the method used by an organization to maintain credibility, products, services, or employees in order to obtain recognition and support. It is a vital, permanent, mental and driving system for regulation. (Gilaniniaet al., 2013: 47).

1. Justice

Organizational justice refers to employee awareness of in-organization justice and an idea of organizational justice derived from equity theory (Adams, 1963, 1965) and the result indicates rewards, such as promotion, remuneration, and recognition (Panet al., 2018: 2).

2. Teams

Teams indicate skills are essential if members are to work together efficiently in complex situations, only developing skills and relationships, and participating in a task related to a specific task may be chosen to reach the goal. (88: Kozlowski & Bell, 2001).

3. Law and order

Law and order refer to the procedures and rules that regulate the work of the organization and the behavior of its employees, and the law is prepared as a system of moral principles, written roles and sacred symbols.

Environmental management values

Environmental Management refers to the process that examines all components, internal or external, that have an impact on the performance of the organization, as the internal components are the strengths and weaknesses of the external components and represent opportunities and threats outside the organization (Myers, 2007: 286) This dimension includes values on defense, competition , Investment opportunities.

1. Defense

The main mission of the organization is to identify and forecast the important impacts of policies, plans and programs from the environment and defense to counter internal and external threats (4: Khosravi & Jha-Thakur 2018).

The second axis: organizational reputation:

The concept of the organization's reputation dates back to (1997) with the establishment of the Reputation Institute (RI) and the scientific journal "Review of Corporate Reputation" devoted to this topic only. Founders of the Institute and the Journal (Charles J. Fombrun and Cees B.M). Van Riel is considered one of the main and most influential scholars on this topic. Since the establishment of RI and the first edition of the journal, scientists have used various concepts to describe the organization's reputation and the processes involved in shaping and managing that (132: Šontaitė & Kristensen, 2009).

The concept of organizational reputation:

The reputation of the organization may be a decisive factor in responding to the crisis and the concept of the reputation of organizations remains unclear. Within the reputation model, it can be said that no single source has yet acquired the entirety of the concept of reputation.

From this standpoint, a set of concepts that dealt with the concept of the organization's reputation will be presented, according to the opinions and perceptions of researchers, and this is shown in Table 2.

Understood	Researcher , year , page
It is a comprehensive evaluation of the organization that can be socially conveyed and reconciled among stakeholders over a long period of time, which represents an expectation of the organization's work and the level of merit.	(Smaiziene & Jucevicius , 2009 :91)

The reputation management of organizations is a hot topic in both the academic and business worlds.	Beheshtifar & Korouki , 2013:15

Organization's reputation dimensions:

The opinions of most writers and researchers varied in determining the main dimensions of the organization's reputation, namely (creativity, social responsibility, quality of service). The researchers chose the dimensions in line with the nature and goals of the current study, namely:

1. Innovation:

Creativity is essential for organizations. Creating creative ideas, products, procedures, or administrative practices may be beneficial or practical, and individuals should be more creative when they encounter a high level of self-motivation (152: Zhou & Oldham, 2001).

2. Social Responsibility:

CSR remains a strategic concern for organizations worldwide, in response to the interest shown by both consumers and investors (Albuquerque et al, 2019: 4451).

3. Service Quality:

Quality of service has become one of the main areas of concern for practitioners, managers and researchers due to its strong impact on performance, lower costs, and customer satisfaction (Seth, 2005: 913).

Quality of service can be defined as "an intangible action or activity that can be provided by one party to another, and it is fundamentally and cannot affect any ownership."

IV.   The third axis: the field framework

To achieve the research methodology requirements and test its hypothesis, this axis presents the applied framework for research through the following:

First: Description and diagnosis of search variables

For the purpose of determining the degree of availability of dimensions for independent and approved search variables in the researched field, the mean values were calculated and categorized according to three levels: (1-2.333) low degree, (2.34-3.33) medium degree, and (3.34 or higher) high degree, and the results were It also comes:

• Most of the responses of the respondents were in agreement that the organizational values are available in the field examined with an average degree (mean) was 3.333) with a standard deviation (1.115) and an agreement rate (53%).

• The most widely available dimension of the regulatory values in the researched field is the environmental management values that got the lowest value for the difference coefficient (31%).

• The lowest dimension of the available organizational dimension dimensions in the researched field is the relationship management values that obtained the highest value of the difference coefficient (36%).

Half of the individuals surveyed agreed that the dimensions of organizational reputation are available in the field examined to a moderate degree, with the mean (3.193) having a standard deviation (1.077) and an agreement percentage (50%).

The level of availability of the dimensions of the organization's reputation in the researched field was very close, as the values of the coefficient of difference ranged between (33.5% -34%).

Table (3) Statistical indicators of research variables in the researched field

Degree	Coefficient of variation	standard deviation	Arithmetic mean	Disagreement ratio	Impartiality	Agreement rate	Dimensions
							Independent variable **Organizational values**
Medium	%33	1.084	3.293	2 %5	%5	50 %	Corporate Governance Values
Medium	%34	1.132	3.285	2 %7	%1	52 %	Mission management values
Medium	%36	1.146	3.192	2 %9	%1	50 %	Relationship Management Values
H	%31	1.	3.5	1		59	Environ

Degree	Coefficient of variation	standard deviation	Arithmetic mean	Disagreement ratio	impartiality	Agreement rate	Dimensions
igh		096	61	%8	%3	%	mental management values
Medium	%33	1. 115	3.3 33	2 %5	%3	53 %	Overall index of dimensions of organizational values
Dependent variable The reputation of organizations							
Degree	Coefficient of variation	standard deviation	Arithmetic mean	Disagreement ratio	impartiality	Agreement rate	Dimensions
Medium	%34	1. 080	3.1 84	3 %2	%7	51 %	creativity
Medium	33.5 %	1. 097	3.2 69	2 %4	%4	52 %	Social Responsibility
Medium	33.7 %	1. 054	3.1 25	3 %1	%3	46 %	Quality of service
Medium	33.7 %	1. 077	3.1 93	2 %9	%1	50 %	Overall indicator of the organizations' reputation dimensions

Second, test the research hypothesis

Impact hypothesis testing

The regression line equation was used through a simple linear regression method, and the results in the table () show the positive and significant effect between the independent variable (organizational values) and the dependent variable (organization reputation), as the value of (F) that was calculated within the statistical treatments (33.086) It is greater than the tabular value of (4.08) at the degrees of freedom (1 and 38) and at a significant level (0.01). The value of the interpretation factor

reached (48%) to show us that what amount (48%) of the variation in the reputation of the organization is an explanation variation due to dimensions The organizational values that entered the model, and that (52%) is a variation explained by factors that did not enter the bearish model R.

For the purpose of measuring and determining the degree of influence of sub-independent variables (the dimensions of organizational values) in the adopted variable (organizations reputation), the results of the statistical treatments that were included in the table () can be cited, as the results stated in it indicate the achievement of the moral effect practiced by separating the organizational values separately In the reputation of the organization, in terms of the values of the (F) calculated for each dimension of the organizational values, which are the organization management values (15.716), the mission management values (31.766), the relationship management values (20.188), and the environmental management values (5.858), all of which are values greater than the value (F) tabular of (4.08) at the level of significance (0.01) and degrees h (1 and 38), and this is supported by the values of (Sig), which were all less than (0.05). Moreover, the regression coefficient was also significant in terms of the values of (t) calculated for the dimensions of the organizational values represented by the organization's management values (3.964), and the management values Mission (5.636), relationship management values (4.493), and environmental management values (2.42) are greater than their tabular value of (2.423) at the level of significance (0.01).

It is noted that there is a variation in the impact strength of the dimensions of organizational values in the organization's reputation, as the mission management values came first in terms of impact strength, then followed by the values of relationship management, after which the values of management of the organization come third, and finally the values of environmental management in the fourth and last rank depending on Calculated (F) values.

The effect that has emerged through organizational values and the reputation of the organization is only an extension of the result of correlations that have emerged between them, as these impact relationships support correlations between the same two variables and this is an affirmation that the researched organization has shown interest in harnessing organizational values with its four dimensions in achieving and strengthening Its organizational reputation.

Table (4) Impact between organizational values in their dimensions and organizations reputation

The reputation of organizations						Dependent variable / Independent variable
Infl	th		F	T	B	Organizational

uence rank	e influence	ig	Calculated			2	values dimensions	
The third	i mpact	.002	15. 716	3 .964	0 .554	%0	Corporate Governance Values	
The first	i mpact	.000	31. 766	5 .636	0 .685	%7	Mission management values	
the second	i mpact	.000	20. 188	4 .493	0 .599	%6	Relationship Management Values	
Fou rth	i mpact	.021	5.8 58	2 .42	0 .374	.14	Environmental management values	
___ ____	i mpact	.000	33. 086	5 .752	0 .692	%8	All dimensions	

DF(1-38)

V. The fourth axis: the conclusions and recommendations

First: Conclusions

Through the intellectual presentation of the contents of the theoretical framework for research variables and supplementing the field treatment of the research problem, the following conclusions have been formulated:

1. There is a growing interest in behavioral and social issues by researchers and writers in various areas of management, as these variables carry in their contents direct and indirect effects on organizational performance.

2. It became evident that there was an actual interest in the researched organization with the organizational values in its four dimensions.

3. It was evident that the researched organization enjoyed a good reputation through the availability of organizational reputation dimensions according to the following order: (social responsibility, quality of service, creativity).

4. The results of the statistical analysis revealed a correlation between the organizational values and their four dimensions with the reputation of the organization, and this means that strengthening the reputation of the organization is not something that comes from a vacuum, but that there are several variables that contribute to its industry, the most important of which are organizational values and what they carry in terms of the environment, the organization, relationships and job tasks. The more the organization focuses on managing the values associated with these interests, the more it contributes to enhancing its organizational reputation in society.

5. The results of the regression line equation analysis showed that the organizational values exert a significant effect in achieving the reputation of the organization, which makes management focus most of its attention on the organizational values and try to establish it positively to be reflected on the business results first and reputation second.

6. The dimensions of the organizational values varied in their association and impact on the reputation of the organization. The values of environmental management were the least related and influential, while the values of the task management were the most related and influencing the organizational reputation. This can be explained by the fact that the values of environmental management are related to the challenges, threats and opportunities facing the organization. The task management is subject to the control of the organization and the administration controls it as it belongs to the internal environment and is linked to the various organizational resources in the organization and therefore it is easy to manage and organize it according to what dictates the circumstances and changes.

Second: Recommendations

In light of the theoretical and practical conclusions reached, the following proposals and recommendations were formulated:

1. The need to pay more attention to the values of task management (by seeking to achieve effectiveness and efficiency in the performance of tasks), and to manage the values of relationships (by achieving justice at work, and encouraging the formation of work teams and commitment to law and order at work).

2. Working to enhance organizational reputation in the external environment is a necessity not only through focusing on achieving the goals, but also requires a series of interactions between organizational variables, including organizational values that seek to form a holistic framework characterized by complementarity between internal work dimensions and external dimensions.

3. Organizational values carry within them the values of individuals and the values of management. Therefore, in order to achieve a good reputation for the organization, it must enhance the positive paths in the work by spreading the culture of work based on the values and strengthening the functional spirit supporting the performance.

4. Working to continually examine the external environment to monitor all changes in it and try to predict them before they happen, as it enables the organization to manage environmental values well and makes them ready to confront threats and seize opportunities.

5. Achieving organizational reputation is an issue related to the business results in the organization, but it will only be achieved through the concerted all individual and administrative efforts towards achieving it, and this necessitates creating a positive, supportive and stimulating organizational climate for action.

6. The prevalence of positive and good organizational values at work, and the organization enjoys a good reputation in the market in light of the competition that organizations are witnessing in the changing environment, an indicator of their success and their survival in the field of competition, which stems from having qualified human resources scientifically, practically and socially.

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