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# **HUMAN RESOURCES MANAGEMENT STRATEGIES AND THEIR ROLE IN PROMOTING SOCIAL RESPONSIBILITY-A FIELD STUDY ON A SAMPLE OF DEPARTMENT MANAGERS AND ADMINISTRATIVE DIVISIONS IN THE GENERAL COMPANY FOR THE MANUFACTURE OF PHARMACEUTICALS AND MEDICAL SUPPLIES – SAMARRA**

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## **Abstract**

The aim of the research is to identify the role of human resources management strategies in promoting social responsibility, as the research problem was that there is a weakness and lack of knowledge of the role played by the dimensions of human resources strategies (attraction and polarization strategy, training and development strategy, performance evaluation strategy, compensation and reward strategy) in enhancing Social Responsibility. The questionnaire was used as a tool for collecting data and information. Appropriate statistical methods were also used for analysis, such as the SPSS program. The research sample was the directors of the administrative departments and divisions in the company in question, which amounted to (105) out of the total study population, which amounted to (209), that is, a percentage (%). 50) which is a statistically acceptable percentage. The research also reached a set of results, the most important of which was the presence of a very strong and statistically significant effect between human resources strategies and social responsibility. Some recommendations were formulated from which it is hoped that those involved in this research will benefit from it.

**Keywords:** human resources strategies - social responsibility - training and development.

## **Introduction**

Human resources management strategies are one of the most important strategies that stem from the main strategy of organizations, which is concerned with dealing with all procedures and issues related to human resources in the organization. Due to the many diverse challenges facing organizations, which are caused by rapid changes in the external and internal environment, organizations must take into consideration the trend towards... Modern methods for dealing with these variables, especially social changes, and from here came the idea of the research, which is to identify human resources strategies and their role in promoting social responsibility.

## **The First Topic**

### **Research methodology and some previous studies**

#### **First - the research problem**

The problem of the research is that there is a weakness and lack of knowledge of the role played by human resources strategies in enhancing social responsibility in the company under research. Therefore, we can summarize the questions related to this problem as follows:

1. Is there an application of human resources strategies in the company in question?
2. What is the reality of the social responsibility report within the company in question?
3. What is the impact of resource strategies on the social responsibility report in the company in question?

#### **Second: The importance of research**

The importance of the research is represented by the importance of the variables that are to be studied, and in terms of the link between their variables, and that the studies and research that dealt with the link according to the researcher's knowledge are few. The importance of the research also contributes to providing some treatments, including organizations, which is represented by the presence of a deficiency in knowledge of the role of human resources strategies in enhancing Social responsibility and also providing some solutions through the results of the research that are compatible with the indicators of the research topic.

#### **Third: Objectives of the study**

The research objectives are summarized as follows:

1. Identify the reality of human resources strategies within the company in question.
2. Identify the reality of promoting social responsibility within the company in question.
3. Identify the interrelationship and influence between research variables.
4. Providing a set of conclusions and recommendations to enhance knowledge of the role of human resources management strategies in promoting social responsibility.

#### **Fourth - Research scheme:**

Through the research diagram, we can clarify the correlation and influence between the research variables, as shown in the figure below:

In light of the formulation of hypotheses, the study model was formulated as shown in Figure No. (1).

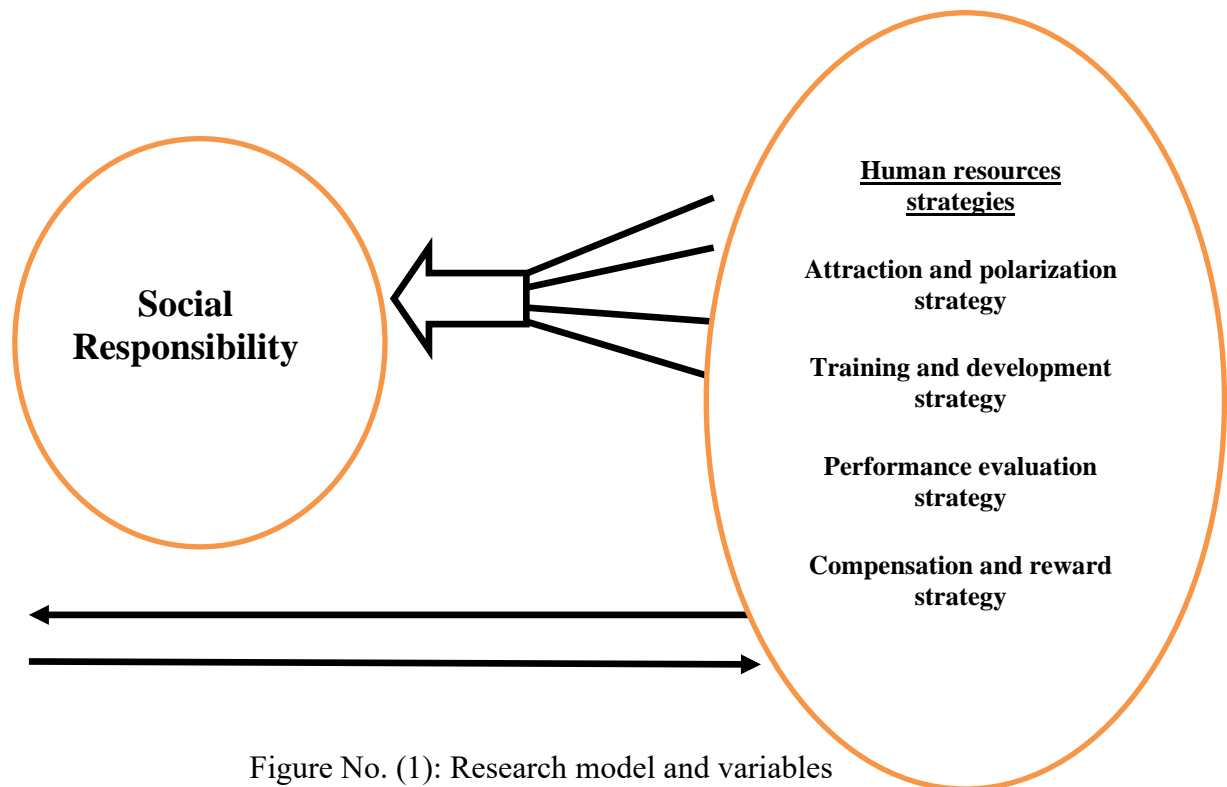


Figure No. (1): Research model and variables

#### **Fifth - Research hypotheses:**

The research included two basic hypotheses:

The first main hypothesis: There is a significant and statistical correlation between human resources management strategies and promoting social responsibility.

The second main hypothesis: Resource management strategies have a statistically significant effect on enhancing social responsibility.

#### **Sixth: Limits of research**

Spatial boundaries: represented by the General Company for the Manufacture of Pharmaceuticals and Medical Supplies in Samarra.

Time limits: extending from 1/1/2023 to 12/31/2023.

Human limits: represented by the managers of the administrative departments and divisions in the company under investigation.

#### **Seventh: Research tools**

The researcher adopted the questionnaire as a main tool for collecting data and information, which he prepared according to a group of previous studies and research in this aspect. The researcher also relied on some experts and arbitrators to enhance the strength of the questionnaire. The researcher also used available statistical methods that are compatible with the nature of the statistical analysis of the research, such as the ( SPSS ) program .

Eighth: The study population and sample

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The industrial sector, represented by the General Company for the Manufacture of Pharmaceuticals and Medical Supplies, was chosen as the field of application. As for the sample, it was represented by the directors of administrative departments and divisions, who numbered (105 ) out of a total of ( 209 ), meaning a percentage of ( 50% ), which is a percentage that is statistically acceptable.

### **Ninth - Previous studies**

First - Studies that dealt with (human resources strategies(

#### **1. Study (Mohsen, 2020) of human resources management strategies and their impact in enhancing organizational performance**

**The study aimed :** to know the relationship and impact between human resources management strategies and their reflection in enhancing organizational performance at Al-Isra University College, where (197) individuals from its employees were selected as a sample for the research.

**The study found :** There is a significant relationship with human resources management strategies and enhancing organizational performance, whether through influence or correlation. The study also reached a recommendation that the organization under study should formulate human resources strategies by focusing on its most important duties and activities in order to adopt this in enhancing its organizational performance.

#### **2. Study (Hussein, 2020) The role of resource strategies in enhancing strategic recovery during the rapid movement of senior management**

**The study aimed to:** identify the interactive role of the agility of senior management in business organizations between human resources management strategies and strategic recovery.

**The study found :** There is an impact of human resources management strategies in enhancing strategic recovery processes, and it increases with the speed of movement of senior management. The researcher also recommended the importance of examining the experiences of developed countries in the field of research, benefiting from their results, and trying to apply them in the Arab environment

### **Second - Studies that dealt with (social responsibility)**

#### **1. A study (Mohammed and Al-Sammak, 2022) measuring the availability of social responsibility dimensions in the Samil Education Directorate from the point of view of its employees - an analytical study**

The study aimed to measure the availability of dimensions of social responsibility in the Samil Education Directorate from the point of view of its employees.

The study found that there were dimensions of social responsibility to varying degrees , while legal and moral responsibility was exercised by the directorate under study in a moderate manner. The study recommended that more efforts be made by the investigated directorate

to exercise social responsibility to build a good reputation for the directorate and carry out the social role assigned to it.

**2. Study (Khouni and Pasha, 2016) The role of organizations' social responsibility in promoting administrative reform strategies - international and Arab strategies and programmes.**

**The study aimed to:** identify the role of social responsibility of organizations in the possibility of enhancing administrative reform strategies in all administrative and economic sectors and bodies. The study also sought to know the latest means by which these reforms are achieved.

**The study concluded:** Organizations must invest in the advantages and importance of social responsibility while applying the administrative reform approach with the aim of achieving a successful immediate advantage from this investment, which is improving and developing the administrative system of organizations with the effective participation of all parties.

**The second topic : the theoretical aspect**

**First: Human resources management strategies, their importance and dimensions.**

The concept of human resources strategies is the strategy through which coordination is achieved between human resources functions and the general direction of the organization in order to obtain very high levels of performance and reach a significant competitive advantage ( Boateng, 2007).

Human resources management strategies help management draw up the organization's strategic plans by preparing for the variables that determine the behavior of human resources, which is considered the primary body for implementation ( Vardarlier, 2016)

Human resources management strategies also help the organization face challenges through continuous adaptation against any challenge that may occur in the future (Mondy and Martocchio, 2016)

**The importance of working with human resources strategies.**

Human resources strategies in organizations play a fundamental role in their work, as they are considered the key to success and development in all fields. We can summarize this importance as follows:

1. No strategy can be implemented in the organization unless human resources strategies are initially defined.
2. Human resources strategies are through which human capital with competence, experience and skill is attracted.
3. Training and development mechanisms are carried out through human resources strategies.
4. Exploring human talent and distinguished minds in the organization.
5. Increasing the organization's competitive advantage.
6. Working with comprehensive quality standards and requirements is done through human resources strategies.

**Dimensions of human resources management strategies.**

There are a set of basic dimensions of human resources management strategies, which are as follows:

1. Attraction and polarization strategy: Through this strategy, the organization obtains the appropriate human resources in quantity and type. This strategy works through job analysis based on identifying the jobs, qualifications, and skills required to fill them. Also, through this strategy, the organization can attract and select competent working individuals with skills ( Bamberger and et al. al.,2014.(
2. Training and development strategy: According to this strategy, the organization seeks to build an integrated knowledge system by developing the skills of employees and giving them new skills ( AIOIagee, 2018 ). Training also enhances the determinants of individual job performance ( Ayub et al., 2013.(
3. Performance evaluation strategy: The concept of this strategy is to work on developing the human resource by identifying his own capabilities that are not invested in his current and required work ( Azone and Palermo, 2011 ). Note that this strategy is implemented through two things: the first is providing information in order to make the necessary decisions. The second is measuring the performance of the human resource and comparing it to the goals ( Dagne, 2017)
4. Compensation and reward strategy: This strategy is based on practices that encourage workers to improve their job performance by promoting them, motivating them, giving them opportunities for development, and giving them the opportunity to participate in making decisions that increase their job satisfaction (Celma et al., 2018).

**Second: Social responsibility concept and importance.**

Many researchers have touched on the concept of social responsibility, some of whom consider it to be that the organization is part of the society in which we work and must be responsible for its actions and actions.

The term social responsibility was first coined in 1923, when Sheldon pointed out that it is the organization's primarily social responsibility, and that its survival and continuity requires it to adhere to its social responsibilities when performing its functions (Noor and Daham, 2015).

Others believe that social responsibility is a sense of commitment from organizations through setting specific social standards during the strategic decision-making process (Al-Nuwaiqa, 2016).

The concept of social responsibility may be linked to the extent of social responsiveness, which in its simplest meaning is the ability of organizations to create relationships based on the exchange of benefits between them and society. Accordingly, the organization must work from time to time to evaluate its social role and also evaluate the extent of its commitment to the environment and estimate the benefits and benefits it has obtained from it. This environment is called the concept of social audit (Gad Al-Rab, 2010).

**The importance of social responsibility.**

There are several benefits of social responsibility when applied in organizations, and this importance is represented in the following:

1. It is a link that brings together the ethical commitment activities of organizations between them and their stakeholders (Rahman and Corinne post, 2012).
2. It is considered a commitment by organizations that have a positive impact on society (Milson & Kombo, 2019) .
3. It is represented by a set of pledges that the organization works to protect and support society in each of its functions.
4. Social responsibility is considered of great importance in the organization as it is part of its strategies that help reduce operational risks ( Lam, 2016).

**The third topic: the practical aspect**

**Analysis Results & Discussion**

After the data obtained through the study questionnaire was transcribed and tabulated, the researcher used statistical methods ( SPSS V.26 ) to analyze and test the validity of the hypotheses with ( 105 ) samples, and the reliability and reliability coefficient, Cronbach’s alpha, was tested. ( Cronbach's Alpha) to measure the stability and significance of the validity of a tool The study and the consistency of its axes. The results were as in the following table:

<b>Table ( 1 ) Cronbach’s alpha coefficient to measure the stability of the study tool</b>			
<b>Consistency</b>	<b>Axis stability</b>	<b>Number of phrases</b>	<b>Study topics</b>
<b>0.88</b>	<b>0.77</b>	<b>4</b>	<b>Attraction and polarization strategy</b>
<b>0.90</b>	<b>0.81</b>	<b>4</b>	<b>Training and development strategy</b>
<b>0.92</b>	<b>0.85</b>	<b>4</b>	<b>Performance evaluation strategy</b>
<b>0.94</b>	<b>0.88</b>	<b>4</b>	<b>Compensation and reward strategy</b>
<b>0.94</b>	<b>0.88</b>	<b>5</b>	<b>Phrases related to social responsibility</b>
<b>0.97</b>	<b>0.94</b>	<b>21</b>	<b>Overall reliability of the questionnaire</b>

**Source : Prepared by the researcher based on the results of statistical analysis**

**Analyzing data and testing study hypotheses**

**First: Description of the study variables:**

Describe and diagnose human resources strategies surveyed addressed regarding the variables of each dimension of human resources strategies, the averages of their answers regarding ideal influence were as shown in Table ( 2):

**Table ( 2 ) Arithmetic mean and standard deviation for the strategy of attraction and polarization**

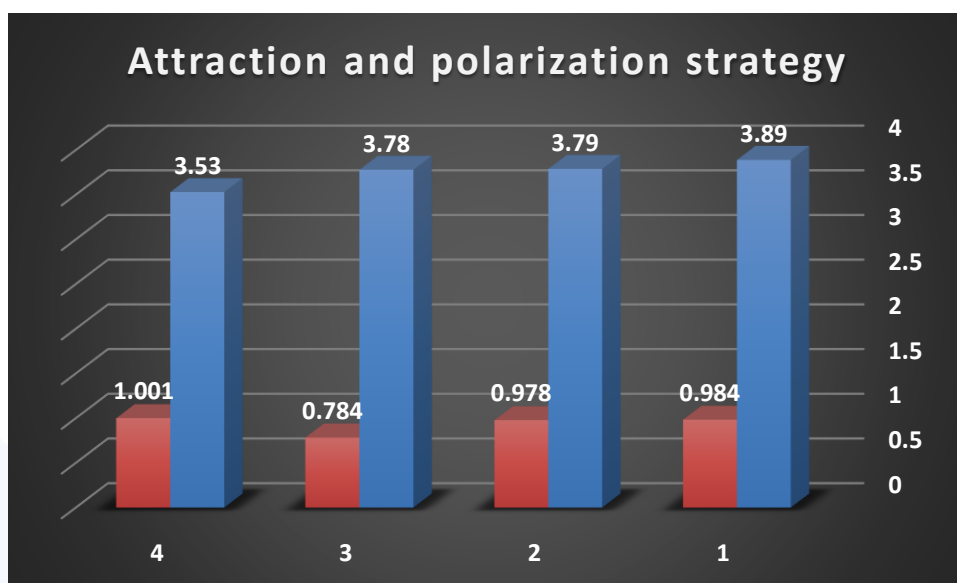
Ranking according to relative importance	standard deviation	Arithmetic mean	questions	variable
1	0.984	3.89	The company relies on the results of job analysis to select job candidates	X1
2	0.978	3.79	There are several tests and interviews before the applicant is selected for the job	X2
3	0.784	3.78	The company relies on the mechanism of filling job vacancies from within the company	X3
4	1.001	3.53	The company works to provide a sufficient number of individuals for the purpose of hiring them at the lowest possible costs	X4
0.720	3.747		General Average	

Source : Prepared by the researcher based on the results of statistical analysis

From Table (2) above, we note that the arithmetic mean of the variables of attraction and polarization strategy ( X1, Standard (0.720), which means that the individuals' answers were fairly similar.

In terms of relative importance, the variable ( X1 ) came in first place and indicates the importance of what the organization is doing to obtain the appropriate human resources in quantity and type through the results of job analysis.

Chart of the arithmetic mean and standard deviation for the attraction and polarization strategy



Source : Prepared by the researcher based on the results of statistical analysis



Table ( 3 ) Arithmetic mean and standard deviation for the training and development strategy

Ranking according to relative importance	standard deviation	Arithmetic mean	questions	variable
1	0.642	4.17	Does the company rely on training programs through which it aims to develop the skills of its employees in various specializations?	X5
3	0.709	84.3	Is there an achievement of the goals set through the training and development process for employees?	X6
2	0.714	90.3	Does the company rely on effective training curricula that suit the specializations and needs of the departments and are related to developing the skills of employees?	X7
4	0.906	79.3	Is there a periodic evaluation of the training and development process in the company?	X8
	0.601	3.926	General Average	

**Source : Prepared by the researcher based on the results of statistical analysis**

From Table (3) above we note that the arithmetic mean of the training and development strategy variables (X5, Standard (0.601), which means that the individuals' answers were fairly close.

In terms of relative importance, the variable ( X5 ) came in first place and indicates the importance of what the organization does in relying on training programs to develop the skills of its various cadres.

Chart of the arithmetic mean and standard deviation for the training and development strategy



**Source : Prepared by the researcher based on the results of statistical analysis**

Table ( 4 ) Arithmetic mean and standard deviation for the performance evaluation strategy

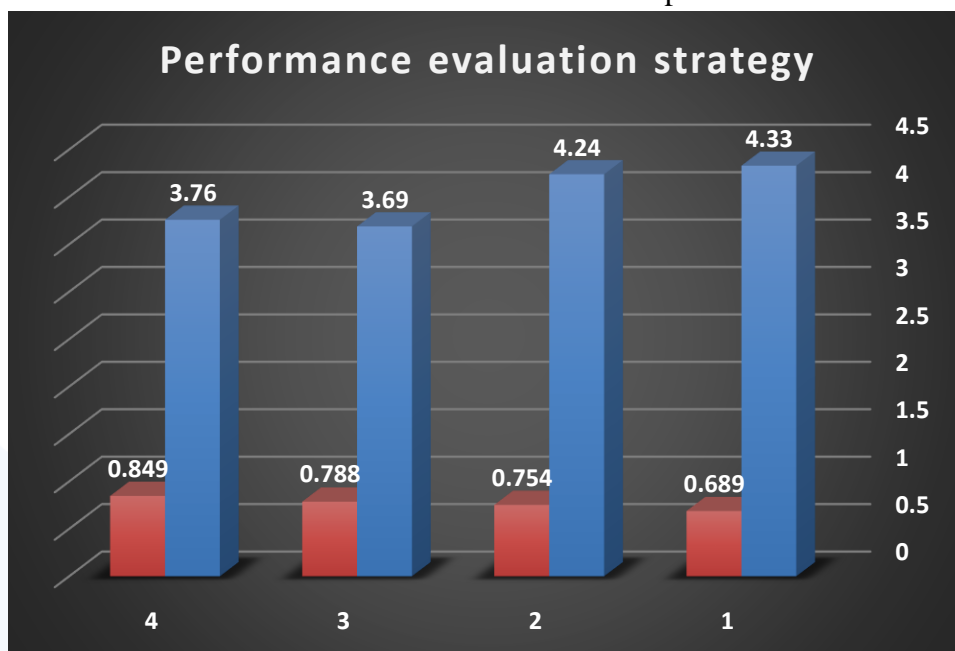
Ranking according to relative importance	standard deviation	Arithmetic mean	questions	variable
1	0.689	4.33	Does performance evaluation motivate employees to demonstrate their skills and creativity at work?	X9
2	0.754	4.24	Does performance evaluation increase employees' work achievement rates?	X10
4	0.788	3.69	Is the evaluation system in place in the company considered effective and contains standards to measure the experience and competence of employees?	X11
3	0.849	3.76	Does the company's management take the results of the evaluation into consideration, not to formulate work policy and develop plans?	X12
	0.640		General Average	

Source : Prepared by the researcher based on the results of statistical analysis

From Table (4) above we notice that the arithmetic mean of the performance evaluation strategy variables ( X9 , Standard (0.640), which means that the individuals' answers were fairly similar.

In terms of relative importance, the variable ( X9 ) came in first place and indicates the importance of what the organization does in developing the human resource by evaluating the performance of employees in order to motivate them and demonstrate their skills.

Chart of the arithmetic mean and standard deviation for the performance evaluation strategy



Source : Prepared by the researcher based on the results of statistical analysis

**Table ( 5 ) Arithmetic mean and standard deviation for the compensation and reward strategy**

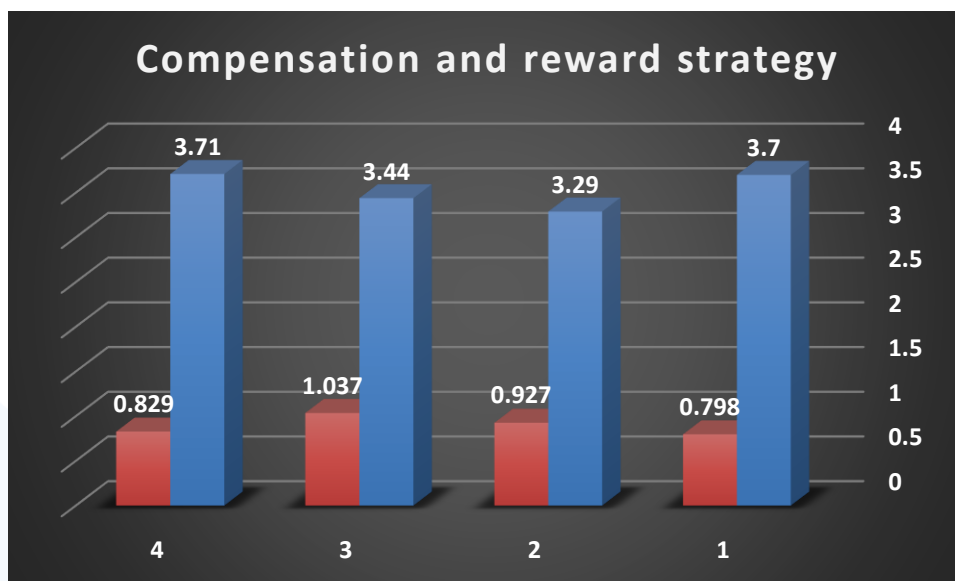
Ranking according to relative importance	standard deviation	Arithmetic mean	questions	variable
2	0.798	3.70	Does the company rely on performance evaluation results for the purpose of compensating and rewarding employees?	X13
4	0.927	3.29	Is there justice in granting material and moral rewards to workers?	X14
3	1.037	3.44	Will compensation be based on experience, competence and creativity at work?	X15
1	0.829	3.71	Does the company compensate workers who work more than the official working time?	X16
	0.774	3.533	General Average	

**Source : Prepared by the researcher based on the results of statistical analysis**

From Table (5) above we note that the arithmetic mean of the compensation and reward strategy variables ( X13 , Standard (0.774), which means that the individuals' answers were fairly similar.

In terms of relative importance, the variable ( X16 ) came in first place and indicates the importance of what the organization does in encouraging workers to improve their job performance by compensating them if they work more than the official working time.

Chart of the arithmetic mean and standard deviation for the compensation and reward strategy



**Source : Prepared by the researcher based on the results of statistical analysis**

**Table ( 6 ) Arithmetic mean and standard deviation regarding social responsibility**

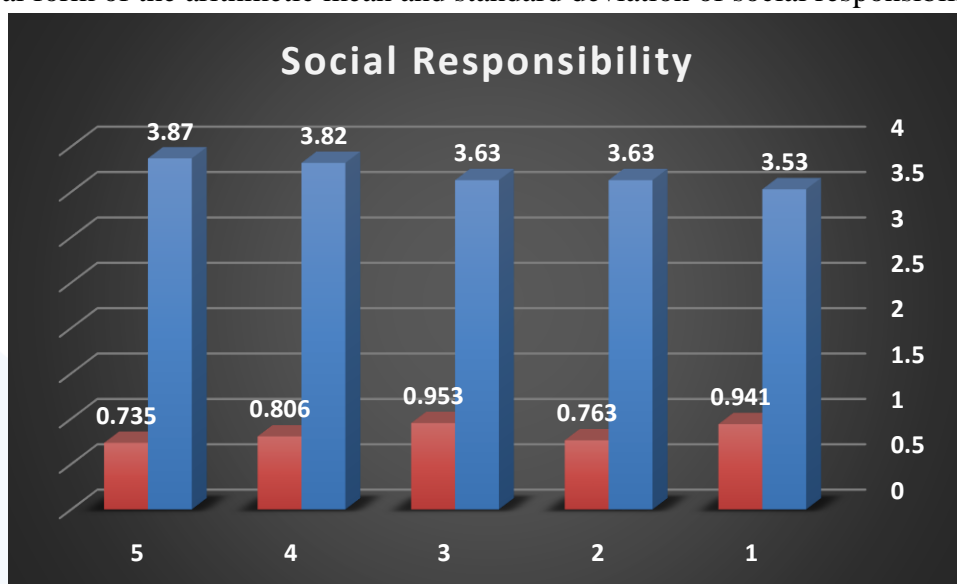
Ranking according to relative importance	standard deviation	Arithmetic mean	questions	variable
5	0.941	3.53	The company works to give an idea of social responsibility to employees	Y1
3	0.763	3.63	Do employees participate in social responsibility initiatives, whether inside or outside the company?	Y2
4	0.953	3.63	Is the company working on developing advance plans for social responsibility activities?	Y3
2	0.806	3.82	Does the company's human resources department work to develop codes of conduct based on international standards?	Y4
1	0.735	3.87	Is senior management committed to implementing social responsibility work requirements and enhancing its role in the company?	Y5
	0.693	General Average	General Average	

Source : Prepared by the researcher based on the results of statistical analysis

From Table (6) above we note that the arithmetic mean with regard to social responsibility ( Y1, Y2, Y3, Y4, Y5 ) ranges between (3.53-3.87) with a standard deviation ranging from (0.735-0.953), and that the general average for this dimension reached (3.695). ) and a standard deviation (0.693), which means that the individuals' answers were fairly similar.

In terms of relative importance, the variable ( Y1 ) came in first place and indicates the importance of what the organization does in setting specific social standards during strategic decision-making and the senior management implements it.

Graphical form of the arithmetic mean and standard deviation of social responsibility



Source : Prepared by the researcher based on the results of statistical analysis

**Second: Testing the study hypotheses:**

To measure the nature and strength of the relationship between the study dimensions and their impact on others, the Pearson correlation coefficient test was used, as shown in the hypotheses below:

1. Testing the hypotheses of the relationship between the dimensions of the human resources strategy

The following results were reached using the Pearson correlation coefficient, as shown in Table ( 7):

Table No. ( 7 ) Pearson correlation coefficients for the dimensions of human resources strategy

total summation	Compensation and reward strategy	Performance evaluation strategy	Training and development strategy	Attraction and polarization strategy	Dimensions
.854 **	.548 **	.657 **	.598 **	1	Attraction and polarization strategy
.833 **	.621 **	.569 **	1	.598 **	Training and development strategy
.805 **	.464 **	1	.569 **	.657 **	Performance evaluation strategy
.810 **	1	.464 **	.621 **	.548 **	Compensation and reward strategy
1	.810 **	.805 **	.833 **	.854 **	total summation

Source : Prepared by the researcher based on the results of statistical analysis

\*\*Indicates correlation at a significance level of 0.01

**Testing the first main hypothesis**

The results of the analysis in Table ( 7 ) showed that there is a very strong correlation between the dimensions of the human resources strategy and that they are closely and strongly related to each other, whether on the total sum of their dimensions or the correlation between them, as the correlation coefficient for the dimensions ranged ( attraction and polarization strategy , Training and development strategy , performance evaluation strategy , compensation and reward strategy ) between (1- 0.464 ) at a significance level of (0.01) and it is marked with a sign (\*\*) to indicate that it is statistically significant with a significant correlation , as shown below the table. The correlation coefficient ( 1 ) It indicates the perfect correlation between the same variables, respectively. Which indicates that there is a close and significant correlation between the above variables and that they have a strong (directly) impact on the human resources strategy . Therefore, we reject the null hypothesis.

**Testing the hypothesis of the relationship between the dimensions of social responsibility:**

To measure the nature and strength of the relationship between the dimensions of social responsibility in the research community, the Pearson correlation coefficient test was used, as shown in Table (8):

Table No. ( 8 ) Pearson correlation coefficients for dimensions of social responsibility

Is senior management committed to implementing social responsibility work requirements and enhancing its role in the company?	Does the company's human resources department work to develop codes of conduct based on international standards?	Is the company working on developing advance plans for social responsibility activities?	Do employees participate in social responsibility initiatives, whether inside or outside the company?	The company works to give an idea of social responsibility to employees	Dimensions
.674 **	.570 **	.749 **	.618 **	1	The company works to give an idea of social responsibility to employees
.611 **	.699 **	.606 **	1	.618 **	Do employees participate in social responsibility initiatives, whether inside or outside the company?
.554 **	.596 **	1	.606 **	.749 **	Is the company working on developing advance plans for social responsibility activities?
.536 **	1	.596 **	.699 **	.570 **	Does the company's human resources department work to develop codes of conduct based on international standards?
1	.536 **	.554 **	.611 **	.674 **	Is senior management committed to implementing social responsibility work requirements and enhancing its role in the company?

Source : Prepared by the researcher based on the results of statistical analysis

\*\*Indicates correlation at a significance level of 0.01

The analysis results in Table ( 8 ) showed that there is a very strong correlation between dimensional variables Social responsibility is closely and strongly linked to the dimensions of the axis between them, as the correlation coefficient was Significantly at the level of

significance (0.01) and it is marked with a sign (\*\*) to indicate that it is a statistical function with an effective correlation, as shown at the bottom of the table. Therefore, we reject the null hypothesis.

**Testing the hypothesis of the influence between human resources strategies and social responsibility**

To measure the influence between the influence between human resources strategies and social responsibility in the research community, a simple linear regression test was used on the sum of the dimensions of the two axes, as shown in Table ( 9 ), considering human resources strategies as an independent variable and social responsibility as a dependent variable, and the results were as follows:

Table ( 9 ) Impact between human resources strategies and social responsibility

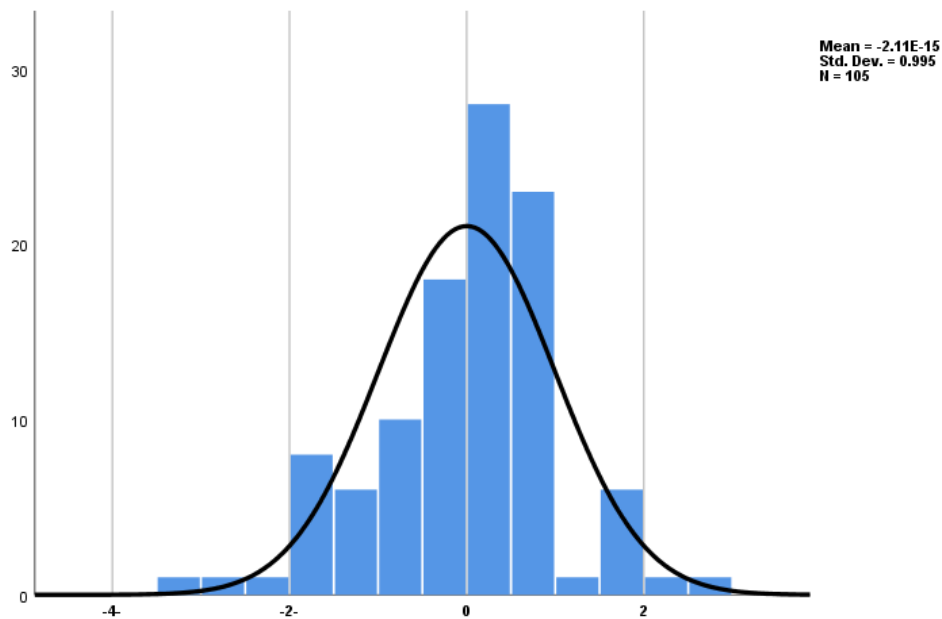
Sig(t)	t	Beta	Sig(F)	F	R2	R	Independent variable	Dependent variable
0.000	11.309	0.889	0.000	127.902	0.554	0.744	Human resources strategies	Social Responsibility

Source : Prepared by the researcher based on the results of statistical analysis.

The table above shows that the regression model was significant, and this is demonstrated by the value of ( F ) for the sum of the dimensions of the two axes ( human resources strategies and social responsibility ) amounting to ( 127.9022 ) with a significance level of (0.000), which is less than the level of significance (0.01). The value of ( R ) also shows (0.744 ) The correlation coefficient between the dependent and independent variables has a strong correlation between the two axes, and the square of the adjusted correlation coefficient ( R2 ) shows that human resources strategies explain the variance of (0.554 ) , and the value of ( t ) was equal to ( 11.309 with a significance level of (0.000), which is less than a significance level of (0.05), and it is statistically significant at a regression coefficient ( Beta ) equal to ( 0.889 ). Therefore, there is a very strong and statistically significant effect between human resources strategies and social responsibility, and therefore we reject it. Null hypothesis.

The explanation for this result is that human resources strategies affect the capabilities of employees. Through good treatment of employees, successful organizations are more respectful of their employees, regardless of their level of work. Through leadership that applies the organization’s standards, individual behavior is reflected in the employee’s ability in his work, and in turn. An organization that enhances the capabilities of its employees provides its employees with opportunities to develop their capabilities, learn new skills, and acquire new knowledge that helps in their ability to think creatively. Individuals who have a high level of capabilities will be interested and influential in increasing the organization’s productivity.

Histogram of the normal distribution of impact data between human resources and social responsibility strategies



## Section Four: Results and recommendations

### First - the results

The research reached a set of results, which were as follows:

1. The results of the analysis in Table ( 7 ) showed that there is a very strong correlation between the dimensions of the human resources strategy and that they are closely and strongly linked to each other, whether on the total sum of their dimensions or the correlation between them, as the correlation coefficient for the dimensions ranged between (1 - 0.464 ) at a significance level. (0.01) It is marked with a sign (\*\*) to indicate that it is statistically significant and has a significant correlation , as shown at the bottom of the table. The correlation coefficient (1) indicates the complete correlation between the same variables, respectively. Which indicates that there is a close and significant correlation between the above variables and that they have a strong (directly) impact on the human resources strategy. .
2. The results of the analysis showed that there is a very strong correlation between the variables of the dimensions of social responsibility, and that they are closely and strongly linked to the dimensions of the axis among themselves, as the correlation coefficient was significant at the significance level (0.01) and was marked with a sign (\*\*) to indicate that it is a statistical function with an effective correlation. .
3. Human resources strategies affect the capabilities of employees through good treatment of employees. Successful organizations are more respectful of their employees, regardless of their level of work. Through leadership that applies the organization's standards, individual behavior is reflected in the employee's ability in his work.
4. An organization that enhances the capabilities of its employees provides them with opportunities to develop their capabilities, learn new skills, and acquire new knowledge that



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helps them think creatively, which impacts this creativity in increasing the organization's productivity.

### **Second - Recommendations:**

1. Working to enhance the role of human resources management strategies and activating them correctly in the organization, which are ( attraction and polarization strategy, training and development strategy, performance evaluation strategy, compensation and reward strategy) while using modern and advanced methods in applying these strategies, taking into account that human resources are the basic pillar. On which the success or failure of the organization depends.
2. Activating the role of social responsibility of management towards employees while supporting effective participation in collective decisions and joint leadership by the organization's human resources. This enhances at the same time the full awareness among employees of providing a better level of performance.
3. Working to hold training courses, workshops, and introductory seminars to clarify the organization's role in adopting the concept and application of social responsibility at all administrative levels, and this reflects the good reputation of the organization, whether in its internal or external environment.
4. The researcher recommends conducting other studies or research that would enhance the application of social responsibility in all other sectors and not be limited to a specific sector because of its essential role in raising the level of performance of employees in the organization and also gaining their loyalty to it.

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