



**T.C**

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**GRADUATE OF SOCIAL SCIENCES**

**BUSINESS ADMINISTRATION DEPARTMENT**

**INNOVATION AND ITS IMPACT ON THE ORGANIZATIONAL  
REPUTATION / FIELD STUDY FOR THE VIEWS OF THE  
EMPLOYEES OF OIL COMPANIES IN THE PROVINCE OF  
DOHUK**

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**İŞLETME ANABİLİM DALI**

**DUHOK PETROL ŞİRKETLERİ ÇALIŞANLARI ÜZERİNDE BİR  
SAHA ÇALIŞMASIYLA İŞLETME İTİBARININ İNOVASYON VE  
ETKİSİNİN BELİRLENMESİ**

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## CONTENTS

Contents	I
List of Tables	III
List of Figures	IV
Acknowledgement	VII
Önsöz	VIII
Özet	IX
Abstract	X
Chapter 1	1
1.1. Introduction	1
1.2. Research Problem	3
1.3. The Importance of the Study	4
1.4. The Aims of the Study	4
1.5. The Model of the Study	5
1.6. Research Design	6
1.7. The Hypotheses of the Study	7
1.8. The Society of The Study and Its Sample	7
1.9. Research Framework	8
1.10. Data Collection	8
1.10.1. Primary Data	8
1.10.2. Secondary Data	8
Chapter 2	9
2.1. Innovation Is Theoretical	10
2.2. Concept of Innovation Value	11
2.3. Difference Between The Added Value and Creative Value	15
2.4. Important of Innovation Value	16
2.5. The Creation of Innovation Value	18
2.6. The Concept Corporate Reputation	23
2.7. Important Organization Reputation	27
2.8. Different Between Reputation and Certain	29
2.9. Reputation Value for an Organization	30
2.10. Build The Organization Reputation	31

2.11. Models Measuring The Reputation of the Organization	35
2.12. Consequences of Organizational Image	39
Chapter 3	50
3.1. Field Frame of the Study	50
3.2. Analysis of Correlation Between Study Variables	60
3.3. Study of The Effect of Analysis of Relations Between Variables (Sample Study )	63
3.4. Analysis of Variance	66
3.5. Conclusions and Recommendations	74
References	81

## LIST OF TABLES

s	Name of tables	S
1	Innovative Value Concepts	17
2	illustrates the differences in institutional reputational concepts	28
3	Frequency distribution and percentages of the characteristics of the respondents of individuals in the study sample	57
4	Frequency distributions and percentages, standard deviations of innovative value dimensions	59
5	Frequency distributions and percentages, standard deviations of corporate reputation	63
6	The association between the dimensions of the innovative and the dimensions of the organization's reputation at the micro level in the study sample	67
7	correlations between the innovative value and reputation of the company at the level of the companies sample study	68
8	The effect of innovative value in the corporate reputation at the macro level of the study sample	69
9	The effect between each dimension of the innovative value dimensions and the company's reputation at the macro level for sample study	70
10	refers to the dramatic relationship between the creative and reputation value of each group of oil companies	71
11	Different companies sample study according to innovative value	72
12	The sample companies are included in the variance according to their innovative values	73
13	Different companies sample study according to the company's reputation	74
14	The sample companies are included in the variance according to their reputation	75
15	The extent of variance in the sample companies by basic variables	76

## LIST OF FIGURES

<b>NO</b>	<b>Name of figure</b>	<b>NO</b>
<b>1</b>	Model of Study	<b>6</b>
<b>2</b>	Innovative Value Scheme	<b>22</b>
<b>3</b>	The Four Actions Framework	<b>25</b>
<b>4</b>	Rep Trak Dimensions	<b>41</b>
<b>5</b>	The Driving Forces of Financial Performance Towards Reputation	<b>54</b>
<b>6</b>	Innovative Value in Total oil Companies	<b>73</b>
<b>7</b>	Differentiation of The Company 'S Reputation By Companies Sample Study	<b>75</b>
<b>8</b>	The Variation Shows Both The Value of The Integer and The Reputation of The Company for Sample Study	<b>76</b>

## **BİLİMSEL ETİK BİLDİRİMİ**

Yüksek Lisans tezi olarak hazırladığım **Duhok Petrol Şirketleri Çalışanları Üzerinde Bir Saha Çalışmasıyla İşletme İtibarının İnovasyon Ve Etkisinin Belirlenmesi** adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

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**BİNGÖL ÜNİVERSİTESİ**  
**SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜNE**

KARWAN FATHELDEEN HASSAN tarafından hazırlanan INNOVATION AND ITS IMPACT ON THE ORGANIZATIONAL REPUTATION / FIELD STUDY FOR THE VIEWS OF THE EMPLOYEES OF OIL COMPANIES IN THE PROVINCE OF DOHUK. Başlıklı bu çalışma, 27.06.2019 tarihinde yapılan tez savunma sınavı sonucunda oybirliğiyle başarılı bulunarak jürimiz tarafından İşletme Anabilim Dalı'nda Yüksek Lisans Tezi olarak kabul edilmiştir.

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## ÖZET

Akaryakıt şirketleri, hizmetlerini ve ürünlerini herhangi bir ülkedeki insanlara sağlamada hayati bir role sahiptir, diğer taraftan o kuruluş arasında yoğun bir rekabet söz konusudur, bu nedenle onların ürünlerini ve hizmetlerini çok çeşitli yakıt türleriyle çeşitlendirmelerini gerektirir. Araştırmada iki konu arasındaki ilişki incelenmeye çalışılmıştır: değer inovasyonu ve kurumsal itibar.

Araştırma, değer inovasyonunun kurumsal itibar üzerindeki etkisini araştırmaya çalışmaktadır. Araştırma Dohuk Valiliği'nde bulunan bir Akaryakıt Şirketi örneğine verilen anket aracılığıyla gerçekleştirildi. Bu nedenle araştırmadan elde edilen sonuç, özel akaryakıt sektöründe çalışan şirketler arasında tahmin edilebilir ve uygulanabilir.

Araştırma anketinden elde edilen veriler, değer inovasyonunun kurumsal itibar üzerindeki etkisini anlamak için araştırma değişkenleri ve regresyon analizi arasındaki korelasyonları kullanarak sonuçları elde etmek için SPSS programı ile analiz edilecektir. Araştırma, çalışmanın problemini ve hedeflerini yorumlayan bir takım sonuca varacak, bunun yanında araştırmanın sonuç olarak neye ulaştığı üzerine bir takım öneriler sunacaktır.

Araştırma fikrimize göre, bu çalışma Dohuk Valiliği'ndeki özel akaryakıt şirketlerinin operasyonlarını geliştirmeye katılacak ve araştırma sonuçlarından ve önerilerinden fayda sağlayacaktır.

**Anahtar kelimeler:** Değer inovasyonu, şirket itibarı, yakıt şirketi, pazarlama yakıt ürünleri.

## ABSTRACT

The fuel corporations have a vital role in providing its services and products to the people in any country, from other side there is an intense competition between that corporation, so this require from them to diversification their products and services with a wide range of fuel types and other service that accompanying with it. In order to accomplish this researcher vision to solve this problem is depend on studying the relationship between two subjects: value innovation and corporate reputation.

The research attempts to investigate the influence of value innovation on corporate reputation. The research was carried out through questionnaire issued to a sample of fuel Corporation at Dohuk Governorate. The result obtained from the research therefore could be extrapolated and applied to among the corporations that work in private fuel sector.

The data obtained from the study survey will analyze by SPSS program in order to get the results by using correlations between the research variables and regression analysis to understand the influence of value innovation on corporate reputation. The research will reach a number of conclusions that interpret the problem and objectives of the study, beside that the research will introduce a number of suggestions that build on what the research have reach as conclusions.

In our research opinion, the present study will participate in developing the operations for the private fuel corporations in Dohuk Governorate and make get useful benefits from the research conclusions and suggestions.

**Key words:** Value innovation, Corporation reputation, Fuel corporation, Marketing, Fuel products.

# CHAPTER ONE

## RESEARCH METHODOLOGY

### 1. 1. Introduction

The focus of most companies at the competition by relying on similar strategies of dimensions and this is reflected by those companies to the value of the introduction of important improvements by them within the scope of quality and cost or both to continue the competition, and here in this regard, both researchers (Sinan) In their studies on the blind, companies are freed by defining areas in the new market based on value by creating products or services where competition is not difficult. In order to achieve that goal, innovation requires new ways of competition that are not known by the competitors. This is the change in the cost of the basic package and giving the companies a net to reduce their costs and thus the market is owned by them away from the competition. There are many experiments and examples of this, including what the French chain of hotels (AQUO) has done as most customers wanted and excluded the money they want At the same time, it has become a low cost and a good competitor(Kim and Mauborgne, 2004).

We note that after the reduction that took place within the current competition between companies, the growth and profitability of these companies face the enormous challenge in the exhortation of some of them and this makes the question is the same, why do companies achieve sustainable growth in both revenues and profits? In order to answer this question, we find in the study lasted for five years for companies that achieve continuous growth and high among its competitors who are less successful and found (Kim and Moporn, 2004) the answer categorically and returned in the way followed by those groups in strategic transactions, as it was not only differences in the curriculum Which was followed by the adliins of the analytical options of the analytical environment, but the difference in the strategies of the company about how to consider the costs and attempts to reduce them with the aim of rapid nuclear by them and this is the value of innovation as an attempt to meet in adapting to growth and raise the value of the company (Kim and Mauborgne, 2004).

On the other hand came the reputation of the company (cr) in many concepts associated with or resulting from that innovative value referred to by many administrative

and scientific disciplines and marketing in some cases, because through the impotence of that ability in the competition in the costs, which improves the value of the company, which in turn certainly will raise the reputation of the company within the competitors, but may make them without competitors (Century, 2013)

In many studies, reputation is undoubtedly a relevant subject within SME companies for these multi-national companies (Helm, 2011; Garnefeld, Tolsdorf, 2009; Sarstedt, Wilczynski and Melewar, 2013)

And that the reputation of companies from the concepts that are in the process of formation by scientists at the present time as research indicates that the reputation of companies, which may be used by some within the concepts of the company's image is what the customer thinks or believes about those companies through his experiences with them, (Fombrun, 1996; Milgrom and Roberts, 1982), enhanced customer retention (Fombrun, 1996; Fombrun, 1996); and one of the intangible assets that can be sold and inherited among generations and Pan, 2006), and the promotion of competitive advantages (Barney, 1991; Roberts and Dowling, 1997). The concept of CR itself is lively discussed by business professionals and scientists.

Corporate reputation is vitally important. The importance of corporate reputation as one of intangible assets has grown rapidly within the last two decades. A favorable corporate reputation can lead to numerous strategic benefits to a company, such as creating market entry barriers (Deep house, 2000; Fombrun, 1996; Milgrom and Roberts, 1982), fostering customer retention (Fombrun, 1996; Fombrun and Pan, 2006), and strengthening competitive advantages (Barney, 1991; Roberts and Dowling, 1997).

Creating and exploiting corporate reputation allows companies to drive markets, rather than to be market driven (Schwaiger, 2004). At the present time, there is no general agreement on the measurement of corporate reputation. However, its condition is generally acknowledged by many researchers in the area of corporate reputation measurement (Brady, 2003; Craven et al., 2003; Schwaiger, 2004; Fombrun et al., 2000; Gabbioneta et al., 2007; Gardberg, 2006; Groenland, 2002; Helm, 2005).

Thus, the present study attempts to link the two very important variables which are: marketing products based upon value innovation and corporate reputation. Therefore, the current study is designed to include four chapters where the first chapter is devoted to presenting the study methodology in terms of the problem statement, objectives, importance and hypothesis as well as the methodology, while the second chapter covers

the theoretical aspects of the study variables and reviewing the literature pertinent to its subject. The third chapter includes the framework of the field aspect of the study and based on results discussion, and this chapter is dedicating to provide the most important conclusions and provides a number of appropriate recommendations as well as proposals of a number of related future studies relevant to the current study.

## **1.2 . Research Problem**

The intense competition attempts between the fuel corporation at Dohuk governorate and their efforts to develop their corporation reputation through depending on value innovation to get the satisfaction of the customers and offer for them a wide range of services combining with the fuel this lead the researcher to study this problem and contribute to solving itby achieving the harmony between introducing products and services that receive the satisfaction of customers and achieve good reputation among their competitors.

According to the above problem, a core question of the study is represented by following:  
Is there any contribute for marketing products and services based upon value innovation in establishing and building a good reputation for the fuel corporations at Dohuk governorate?

Also, the present study stand upon a number of questions that focused on the approaches which deal with research problem, and they are as following:

- 1.What are the levels of views agreement between sample respondents in the respondent corporations at Dohuk Governorate?
- 2.Is there any significant correlation between the marketing products based upon value innovation variable and corporate reputation variable?
- 3.What are the levels of the influence reflections of marketing products based upon value innovation variable on corporate reputation variable?

## **1.3. The Importance of the Study**

The significance of the present study stems from the importance of its investigated variables and the importance of the study sample through several views namely:

- Academic View: The present study get its importance in the academic view by investigating two important variables in management literature which concern

with value innovation and corporation reputation. As the variables are dynamic in their nature and need continues development ,the study attempts to present a theoretical framework for these variables and to enrich the subject with available scientific references.

- Field view: The importance of the field view of the study stems from the importance of the approaches it explores the role value innovation in building a corporation reputation, and the importance of these areas in the success of the private fuel corporations working at the governorate of Dohuk.

#### **1.4. The Aims of the Study**

The main objective of the present study is to examine the influence of the value innovation on corporation reputation among a sample of fuel corporations chosen for the purpose of the study at Dohuk governorate in North Iraq Region of Iraq. The other objectives included are as follows:

1. Providing a theoretical framework for the variables of the study that view the contributions of a number of researchers to the subjects of these variables with references from scientific sources to enrich the academic aspect of the study.
2. Attempting to answer the formulated questions that reflect the study's problem statement through the results obtained from analyzing the field data of the study.
3. Investigate if there is agreement among the views of the study's sample towards the variables of the study represented by the value innovation and corporation reputation.
3. Identify the importance focused by the study's sample on the variables of the study and the dimensions for each variable.
4. Determine the nature of the correlation between value innovation and corporation reputation.
5. Determine the influence of marketing products based upon value innovation on corporation reputation



## 1.5. The Model of the Study

The researcher, based on the formation of a model for his study, an attempt to interpret the research relationships between the variables of study, which will depend on the composition of basic and secondary research hypotheses in terms of independent variables and adopted, which is (Value Innovation On Corporate) which referred to the model which: Value Innovation Corporate.

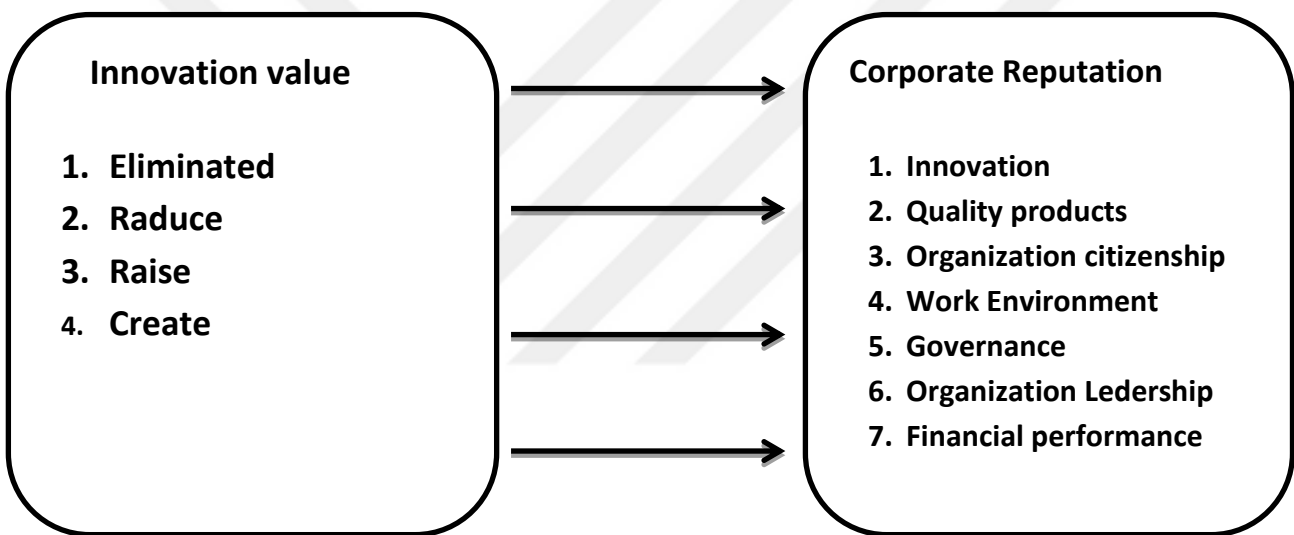


Figure 1. Mode of Study

## **1.6. Research Design**

Research design is a useful tool for the researcher in planning and implementing his research, and helping him in obtaining the results and findings. Questionnaire was used to collect the data from the respondents in the fuel corporations at Dohuk Governorate. Design design is important because it determines the success or failure of the study we are studying, which in turn will determine the design of the research in a good way within a detailed plan to help the researcher and researchers receiving their research.

In this part of the study we find that it gives the researcher the first possibility to determine the direction by which the researcher will be able to carry out the research and he can conduct future research later on the part and on the other hand will give him qualitative or quantitative methods on how to correctly understand the research that will distinguish him From other researchers and will lead the researcher to the right direction, since both methodologies have advantages and disadvantages, the choice of the ideal methodology is necessary for the success of research.

The quantitative approach to research is a methodology involving the use, analysis and collection of data through which the data collected from the questionnaire will be analyzed by SPSS (Statistical Package for Social Sciences) is a suitable software package available to survey authoring, data mining, text analytics, statistical analysis, and collaboration and deployment. The following statistical methods will be used:

1. Cranach's alpha used to measure the reliability and credibility of the research variables.
2. Descriptive statistics involve means, standard deviation, and Differences coefficient.
3. The multi correlation analysis used for examine the relationship between the research variables and their dimensions.
4. Linear regression analysis in stepwise method used to analysis the expected effect of the independent variable on dependent variable in our research.

## **1.7. The Hypotheses of the Study**

In order to answer the questions of the problem of the study, the researcher formulated a number of hypotheses based on the questionnaires and plan for the purpose of linking to the objectives of the search and the assumptions are as follows:

H1: There are any clear differences between the study sample and its current variables within the current study?

H2: There is a significant positive correlation between organizational reputation and innovative value at the macro level for sample study.

H3: There is a moral impact of positive significance between the innovative value and reputation of the company?

H4: There is a big significant correlation between each of the innovative value areas and reputation?

### **1.8. The Society of the Study and its Sample**

The population of this study is all the managers working in the private fuel corporation at Dohuk Governorate. As indicated earlier, this study will depend on questionnaire, and interview to collect data. A sample of this population in Duhok will be selected to participate in this study. A simple random sampling design will be used to choose the sample of this study, this means will give an equal chance for each member of the population to be a part of the study sample.

The researcher will distribute 400 copies of the questionnaire to individuals working in the private fuel corporations in Dohuk Governorate in order to collect data related to the field side in the current study, which will be based on the statistical analysis required and then reach and discuss the results.

## **1.9. Research Framework**

The research framework of the present study will include two variables only with their dimensions, and they are:

1. Independent variable in this study is value innovation.
2. Dependent variable will be the corporation reputation.

## **1.10. Data Collection**

### **1.10.1. Primary Data**

The first data are important subjects that the researchers in general and the researcher rely on in particular in the collection of primary data using different tools such as questionnaires, observations and interviews. These data are intended for the current study through which preliminary research can be conducted; .The researcher will meet all participants and let them know how to fill the questionnaire. Moreover, the researcher will have interviews with a number of fuel corporation's managers.

### **1.10.2. Secondary Data**

For This study will rely on the collection of secondary data mostly from books, press articles, magazines and the Internet, which were submitted in the review of the literature, so the results will be based on previous research conducted in the same area, which served as the basis of support for the current research.

## **CHAPTER TWO**

### **Innovative Value**

The current section includes the conceptual framework of the innovative value and the research and studies concerned with this subject and the concepts that the researchers touched on the innovative and important value borne by these in relation to the organization and its customers and how to form this value through two axes:

- The first axis: What is the innovative value?
- The second axis: The creation of innovative value?

## **The first axis what is the innovative value**

### **2.1. Innovation is Theoretical**

The concept of product innovation comes with a radical change in the product classification through the value that contributes to achieving that innovation and making it the center of the strong competitor within the existing products, as the innovative value of the products is the basis of the success of the products currently within the business sector (Markides, 2006).

Innovation and innovation in the value of the product does not take into consideration the technological aspects that make up the product as much as focusing on the aspects that reduce the costs of that product within the current industry, from the rules of the game Is that the barriers of the costs are broken down to minimize them as much as possible which makes the companies race within the competition (Matthyssens, 2006).

Kim and Mauborgne (1999a) also stated that innovation within value is not only limited to competitors in the market or by segmenting the market and meeting the needs of that market, but also goes further by stating that we must try to prepare customers (Customers) and attract new ones by finding the value that the customer is looking for and working on their application so that it becomes a common matter between the customer and the companies about the good innovation of those values and finding the product attributes in terms of important quality which is necessary for the creation and value creation (Setijono, 2007).

Value innovators are “...*characterized by cultures that promote experimentation and risk taking, loose and decentralized structure with limited hierarchy...*” (Markides, 2004; 37) to this value through the system practiced by Toyota Motors in its production system, which has achieved success and fame through which the great improvements in production that enable them to reduce costs through which certainly the customer will be satisfied through. Thus, good thinking may be thought of by the underlying philosophy of innovation (Womack and Jones, 1996) as the value to be expressed through the

possibilities of the current product at a specific price, However it was necessary to focus on education and think about the possibility The establishment and delivery of a product at a certain price to be an investigator for the objectives of business companies and acceptable at the same time from customers and is sought by the client.

Womack and Jones (2005) noted that, in order to ensure that problems are resolved without any hassle, this is done by taking account of customers who have improved their production processes by streamlining activities that cause Eliminating or reducing them, which will ultimately lead to the realization of the advantages of time and lower cost, which in turn will achieve the value of those companies, meaning that the innovation value requires new views towards the markets and focus on customers, which should be oriented towards the market not only by meeting the needs of current customers, Also the (Krinsky and Jenkins, 1997). On the other hand, not only does it create the value to satisfy existing customers or customers, but also goes beyond that. By winning new customers and discovering new markets that open up creative fields within contemporary quality concepts.

The concept of innovation is broad and comprehensive, as it is all what is new, innovative and different from the other, which gives it a competitive position and improves performance whether innovation in the field of marketing or product or methods of performance or financial use of the method of dealing with the materials involved in the manufacture of the product is to invent or use a new way Providing the service to the customer is to innovate or to carry out any new organizational activity is a creative innovation that is linked to everything new and modern provided by the organization, which is in a new form (Mohammad Qasim, 2013; 28)

## **2.2. The concept of Innovative Value**

In this regard (value) is the expression of the relationship between utility and adaptation, where the benefit is classified as the positive side of the customer, which receives the benefits when using the products provided by the organization. The costs are described by the negative side, ie the cost of the customer whether it is monetary or non-monetary to obtain those products, that the value is the result of the relative relationship

between what the customer gets and what he pays, the more benefits the customer receives and the lower the costs incurred, Which will get higher( Mediroset *al*, 2016, 4).

And when linking the value and innovation consist of our innovative value, which is considered as the cornerstone of the Blue Ocean strategy followed by the organizations to move away from the competition in the existing markets, which is called the red ocean, where the competition among the organizations to grab a larger share of the current demand where these markets are busy with organizations, The probability of achieving profits, growth and survival in relation to the organization in these markets is decreasing and its exposure to disappearance is called red because the competition is severe( Kim and Mauborgne, 2005, 4).

The concept of innovative value suggests that stakeholders need to rethink their focus on customers in terms of quality and attractiveness, by attracting existing customers and delivering them at the same time, ultimately creating value for existing shareholders and business partners (creating values Stakeholders).

The EFQM model, which describes quality management as a business-oriented approach, is characterized by excellence by combining excellence with work and value creation in order to develop a knowledge map to improve the quality of stakeholders, thus creating value creation and discovering markets and destinations. Towards a future and guiding the supply chain to achieve those events, it is here and based on the cognitive map provided for the management of quality-oriented stakeholders requires the creation of a value integration between marketing and operations which is the result of the management of external forces in a healthy manner represented by To Tweed and characteristics of the market) and internal forces of the other side is (leadership, people, policy and strategies), (Djoko 2009, 2)

According to ( Kim and Mauborgne, 2005) their article (**Value Innovation :A leap into the Blue Ocean**), the movement of the organization and its transformation from the Red Ocean to the Blue Ocean is followed by a strategic logic different from the others, or the so-called innovative value, which distances the organization from the limits of the market and the current competition and work in a new space and market free of it (Kim and Mauborgne, 2005, 22).



on the other hand, the cognitive map of the quality management, which is directed to the alfalfa interests, suggests that the establishment of value requires the forces of many internal and external forces, which can embody internal forces in companies under the good leadership and good strategic performance of individuals. At the same time, the external forces represented by the external environment The company (for example, the values of the customer, the market conditions and the characteristics of the supply chain) are important things to be relied upon to create value for the stakeholders( Conti, 2006. 3, pp).

Within the 20 years that have passed, the competition in strategic thinking has become a good place in reality and one has to take this into consideration by relying on the vocabulary of strategic competition by adding to the benchmarking, competitive advantage or competitive superiority. In fact, most of the strategic recipes are rebuilt for all the methods adopted by companies as a competitive advantage, which is considered at the same time the goal of many companies as we find here that companies need some advantages to maintain themselves within the market in which it operates, especially when it is built to build a competitive advantage new neighborhood Managers tend to underestimate what competitors do and seek to achieve in all ways, through which companies achieve more than gradual improvement as a fundamental innovation rather than a tradition (Kim and RMauborgne, 1997a, 22).

For example, IBM and many companies in the same sector in the computer hardware market when it launched in 1983 Compaq devices with high technical quality but less than the cost of 15% less than the previous price, which worked to win the sale of large quantities of devices The computer on the one hand and the other increased the value of the company by another.

This has caused many companies to try to compete with the company, but it did not succeed because the secret Catlies in reducing costs and raising value and not increasing sales within the current market, which is considered the strategies adopted within the current time within many companies and is the basis of strong competition.

The main objective is to create value through innovation strategies that help companies retain existing customers and focus more on their well-being for fear of losing them in the future (Bower and CM Christensen 1995, 43-53). The focus is to attract a large number of new buyers while maintaining existing customers as value creators work closely to keep current customers current and follow the market to acquire and retain new customers.

Value innovation is the strategic essence of the knowledge economy. It must be supported by the appropriate tactics to maximize and maximize the potential for profit-taking to innovate. It can also increase continuous improvements in profitability before innovation is launched. However, continuous improvements within the business and operational sectors are important tactics. To create value.

Value creation strategies create a balance between innovation and the industrial landscape.

The researcher placed within the table (1) a set of concepts of innovative value, which was addressed by interested researchers on this subject

Table 1: Innovative Value Concepts

search	year	page	Concepts
<b>Kim&amp;mauborgne</b>	<b>2005</b>	<b>13</b>	A new way of thinking and strategic implementation that leads to the formation of the Blue Ocean and away from the competition
<b>Matthyssens et al</b>	<b>2008</b>	<b>145</b>	Re - conceptual conceptualization of the work model of the organization by designing and delivering value to customers
<b>Nicolas</b>	<b>2011</b>	<b>20</b>	s strategy is to create a blue ocean through differentiation and low cost at a time
<b>Ngaruiya</b>	<b>2013</b>	<b>18</b>	The art of making the competition does not exist for the organization in the market in which it operates by creating a unique poverty in the value it offers to customers and create a new space and market without rival
<b>Chakrabrt</b>	<b>2014</b>	<b>71</b>	All the activities are trying through which to configure and deliver a new value for their products
<b>Karamil&amp;Torabi</b>	<b>2015</b>	<b>57</b>	Doing business and activities that maximize value to customers while minimizing costs
<b>Eskandari et al</b>	<b>2015</b>	<b>7</b>	The strategy used by organizations is no longer a competition as a criterion and basis in their business model but rather trying to stay away from competition by establishing a new market of their own that depends on differentiation and cost reduction at the same time

In the end, innovative value can be defined as a strategy of thinking about moving away from the competition and offering products that contain new and unprecedented value, the lowest costs and the greatest amount of profit.

### **2.3. The Difference between the Added Value and the Creative Value**

The innovative value is directly and equally related to innovation and value, where it is not possible to separate them in the Blue Ocean because innovation without value tends to focus on technology, market profitability and development of product profiles which the customer may not be willing to buy unless the value is achieved ( Chakrabarti ,2014,71).

As for the value without innovation tends to create and gradually increase the value to the current value or value added, which belong to the Red Ocean and the organization focuses here on the benefits of the products provided to the customer without focusing on reducing costs and reduce the price because it tries to distinguish their offers through The added value is not the price even if this added value is present in the interviewers.

### **2.4. Importance of innovative value**

Comes the importance of the innovative value of being the corner stone in the preparation of the strategy of the Blue Ocean, which focuses on making the rival is not available and neglected through the continuous jumps achieved by the organization in the value with the reduction of costs, which enables the opening of the new market, which does not contain the competition (Kim and Mauborgne, 2005, 12)

The importance of innovative value according to the point of view (Setijono,2008,4)

1. The ability to change the organization drastically when practicing for its business and business activities which works to gain organizational satisfaction of customers.
2. Attracts customers to the market that the organization has created through its products, which are considered to be very important for customers by providing unexpected benefits at a cost less than other organizations.
3. As a barrier to all other organizations that monitor the success of the organization and try to enter into its surroundings and dreamed through the implementation of strategies innovative and non-replicable
4. Absolute value works to improve the flexibility of the organization through the ability to solve problems and respond quickly to their problems in an exceptional manner

5. Value is the source that defines the organization's customary method of how to provide products with high quality with the requirements of the times.

He added that the innovative value is working to discover the new strategies of the organization and the businessmen that are working to enhance their capabilities on how to display products and delivery to customers and using the latest innovative technology by combining differentiation and structure of cost, as we find that differentiation by increasing the value For customers and reduce costs and in turn to reduce prices and win customers (Ngaruiya, 2013, 4).

Based on the above, the researcher believes that the organizations, if they want to grow, stay and continue, they have to work on the adoption of innovative value strategies because this enables them to hedge from the souls by making the perimeter works as a barrier between them and the competitors, making it difficult to compete against Creating value through which prices and costs are reduced, raising the demand for them

## THE SECOND AXIS

### 2.5. The Creation of Innovative Value

We find that there are many forces behind the need for the establishment of the so-called blue oceans as the technological development has accelerated the improvement in productivity significantly, allowing suppliers to produce products and provide services that did not exist in advance, which led to a high level of competition between companies, and at the same time came globalization. In terms of modern concepts through the abolition of trade barriers between countries and regions and provided all information on all products and prices within the global level was the result of that acceleration of the provision of products and services, which led to price wars and reduce profit margins to a minimum and became a distinction in the. To his mother brand of Alamo is very hard for.

We note that the business environment in which most of the strategic concepts have developed and that the management approach within the 20th century began gradually disappearing as the red ocean became bloodier so administrations will need the blue oceans at the time and attention to them more than ever before. The future of the current companies enables the establishment and implementation of the so-called Blue Ocean, which is similar to war and competition. It depends on the assumption that there is a lot of existing land, and that this region should be divided by competing against the flaming for the best Winner and loser.

But through the current study we can say that it is not a game of zero, but can create a new land, any marketing space through which to create new industries enable us to compete and get the innovative value within those industries and achieve permanent success and continuously.

One of the first theories to come up with the concept of the blue ocean is to create value within the strategic thrust of high growth. This has been in line with the article published by Kim and Marbonne in which he referred to the blue ocean strategies through High strategy of the Blue Ocean.

Accepted theories persist in the compilation of evidence and over time and strongly supported evidence (NA of Science, 1999). It is also expected that blue ocean strategies will also be improved over a specific period of time by the creators themselves or other researchers.

It is also noted that the innovative value focuses on two important aspects: value and innovation. Concentration within value is not a profitable factor for companies or it may achieve profits but within the short term because without innovation it will not provide a strong position for the company in the market within the range on the other hand, the reason for innovation may be without technological value or innovation in the market only because it focused on the aspects that are concerned by consumers only, so it was necessary to distinguish between the value and technological innovation as it is very rare to establish companies blue oceans through the development of Modern techniques or through entering the market as the value is created only when the company succeeds from the combination of value and innovation with each other and innovation while reducing the unnecessary costs for the customer and the company at the same time, but if the company failed to combine innovation and value, it will be late Within the sector in which it operates.(Stan Abraham, 2006, 52-57)

We find that the process of creating the innovative value as explained (kim&Mauborgne,2005,16), which depends on the adoption of the strategy of differentiation and leadership cost together, as the organization to have a positive impact on the value provided to the customer as well as the cost borne by, in other words, they maximize the value provided to them while at the same time reducing costs Contributes to access to innovative value

Figure (2) shows the common area between the value and the cost, which represent the innovative value:

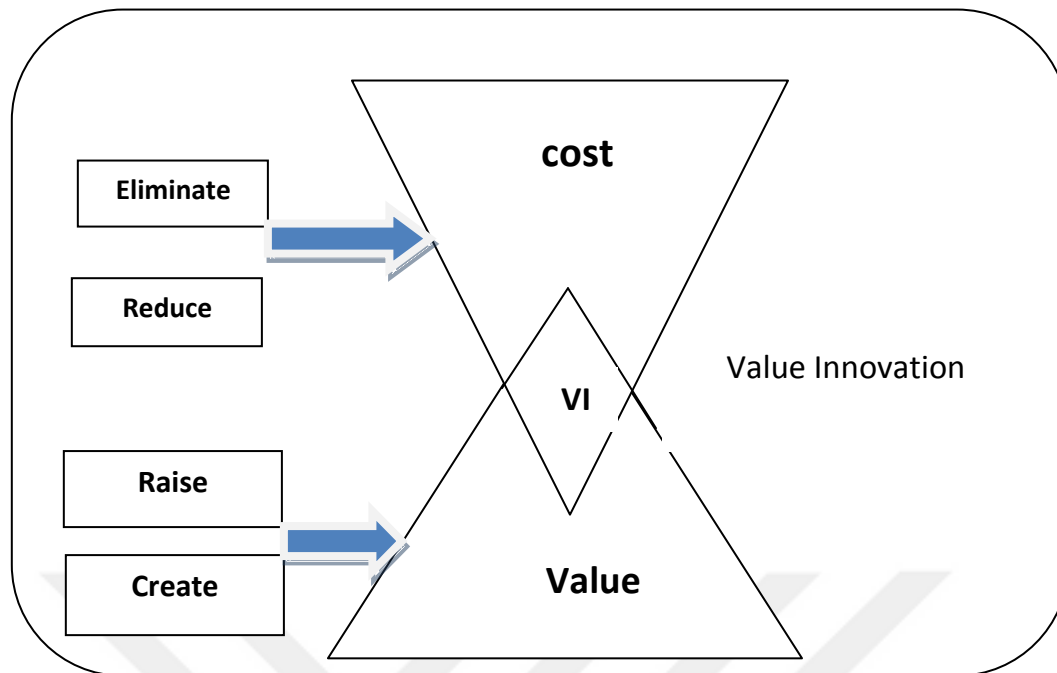


Figure 2. Innovative value scheme

Source: Kim, W. C., Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Boston, MA: Harvard Business School. p 16

It was agreed that (Chakrabait, 2011, 20 & Zolfit, 2014, 71) that the access to the innovative value will be through four activities and strategic movements model of innovative value necessary for the organization, which was prepared by (Kim and Mauborgne, 2005, 36) that it works as a network combined with each other and the events of the mix between differentiation and leadership strategy cost through the impact In the value provided to the customer as well as the cost and at the end of the creation of the innovative value, and that shall be through the following activities:

1. **Eliminated:** The organization works through this dimension to exclude all non-essential elements which do not add any value to the product which is less than the required quality standards which may cause the increase in costs. The exclusion of these elements reduces the costs, but not to affect the level of quality or Selling level , model eliminated the intermediate steps between the consumer and manufacturing factory. (Kim and Mauborgne, 2005, 22), Such as excluding the evaluation of the performance of some

workers who negatively affect the work of the organization and get high wages, or exclude some of the large expenses that can be avoided, and here the organization when the creation of value away from those elements that the organizations competed in previous periods or working to develop for excellence on competitors

1. **Reduce:** Reduction or reduction is sometimes meant by companies reducing unnecessary production costs to the minimum extent that would improve the value of the product and make it at a price acceptable to customers, the cost would be zero storage or reduce the role of the product which thus reduce the costs of others It is essential that we do not clean any value for the product from here. We have encouraged the concept of innovation to value ( Kim and Mauborgne,2005,22)

This dimension also refers to the reduction of all unnecessary measures and activities, as well as the lack of exaggeration in the provision of services, which can cause increased costs as well as the reduction of ideas, as not all ideas are measurable or executable, it is not possible to convert them into products. Including economic, technological or social, so it is better to reduce the dimensions that cannot get any benefit (Zolfit, 2014, 96).

2. **Rasie:** We intend here to add some procedures and materials that will increase the benefit provided to the customer and that works to increase the value of him with the improvement of the quality of the products we offer to customers within the current products with increasing activities that maintain the environment in addition to accepting these products socially, To search for the necessary services and factors that meet the needs of the customers, and here the organization that works to achieve value should increase the benefits within its products more than competitors to increase the volume of sales and profit and growth and continuity (**Kim and Mauborgne, 2005, 22**)

3. **Create:** This means that the innovation within the model RC, which is a comprehensive model to achieve specialization within the smart systems, through the integration of the existential attempts to this dimension of the establishment of institutions to access or create new advantages can be provided to customers which certainly not available to competitors and working to raise the highest value of the client and the ability of the organization While at the same time finding solutions and ideas that would develop these practices and make them race within the business sector (Al Attar, 2010, 320)



It also considers the steps by which companies try to eliminate the intermediate steps between the consumer and the factory by reducing the cost of the inventory and the cost of the management and production cycle by making the allocated price low. This makes the company different from others in improving productivity and creating a comprehensive allocation to achieve the intelligent system which is innovation in value

The establishment of the Blue Ocean is one of the things that companies try to break the barriers of differentiation and cost because they are trying to search for the model that achieves the best profits at the lowest costs and sustainability within the business sector (Kim and Mauborgn, 2005) do not clean any value for the product and raise costs that add value to the product to achieve the value of innovation.

Figure 3. also asks the four questions about the activities that the organization must answer to reach the innovative value

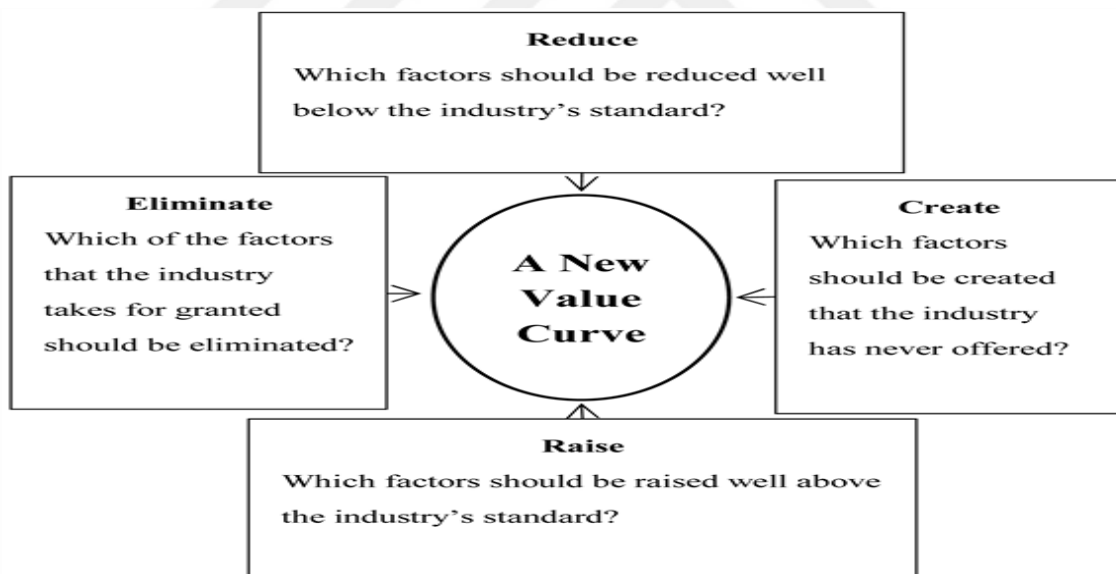


Figure 3. The four actions framework Source: Kim, W. C., &Mauborgne, R. (2005, p. 4). Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant. Boston, MA: Harvard Business School.

## **2.6. The Concept Corporate Reputation**

The reputed word is used today a lot and is seen as a general look at a particular thing or is a personal look at the organization or the business sector. It is a reflection of the behavior and what they have done in previous situations and situations and what can be expected to do in future situations (Chun, 2005:93).

In (Webster's) dictionary, the concept of corporate reputation is expressed in the sense of appreciation achieved by the company through its dealings with the public or any other person, while we find that there are many researchers who agreed with the concept and some who did not agree with this concept but within the concept of the standard reputation The company's ability to leave a positive mark on the consumer's mind and the extent to which consumers are attracted to those companies according to their reputation (Webster's , 2004), The importance of the organization's reputation is therefore essential for organizations that want to have a privileged position within the market, where the organization has a good reputation when customers prefer the goods and services provided by other organizations which are similar in terms of price and quality to those previously identified The value of the organization, although it may be intangible, makes it an advantage to that organization (Colleoni *et al* ,2011:4), We find that (Sabat and Puente, 2003:162) defined as a good or bad emotional reaction to customers, investors and employees towards the organization and as indicated (Cha, 2004:263) that it is an evaluation of the organization which is formed over a long period of time between individuals on a different basis including philosophy organization.

We find that the great and rapid attention that has been received during the past decades the reputation of companies led to many studies to know the scientific implications of this concept and the extent of the impact of this concept on the consumer, for example the brand and that was associated with a large and direct reputation of the company, hence the company's reputation includes all aspects The strategy used by the company to enhance its current reputation within marketing programs.

However, we find it hard to give a comprehensive concept to the company's reputation as there is no consensus about what it really means in the writers who sought to define the term, for example, the company's reputation refers to appreciation or

"mental status" and refers to the good intentions of the organization towards the market in which it operates (Wartick , 2002; Iwu-Egwonwu, 2011).

The vocabulary used to determine the company's reputation, attitudes and perceptions is sometimes similar to the extent to which conformity may occur, and the company's perception of the feelings, sensibilities and good intentions of companies towards individuals and willingness to work on individuals (Shifman and Kanook, 2010), Cognition is defined as a process through which the individual interprets and organizes the sensations of the individual in meaningful images of the world, (Buchanan and Huziniski, 2010) noted that the reputation is the understanding of the brand in which the company operates through a series of beliefs at the social level The visual perception indicates The impression that managers have an incentive Ajtmaiaao total of stimuli conditional experience that individual follow through three stages, exposure, motivation, interpretation (Schiffman and Kanook, 2010).

Table (2) clarifies the concepts of the relationship with the company's reputation, and we try to clarify the diversity of concepts related to the most assured researchers, and has been based on chronological order to reveal the evolution of the nature of the company's reputation. The agreement on the meaning is specific, clear or commonly used by the researchers as shown below.

Table 2: Illustrates the differences in institutional reputational concepts

Definition	Conceptualization	Source
Reputation is the consumer's beliefs about the quality of the firm's products.	Beliefs – individual	Shapiro, (1983: 659)
Reputation is a characteristic or attribute ascribed to one firm by another.	Signal	Wilson (1985: 27)
A corporate reputation is a set of attributes ascribed to a firm, inferred from the firm's past behaviour.	Signal	Weigelt and Camerer (1988: 443)
Reputations represent public's cumulative judgments of firms over time	Evaluation – collective	Fombrun and Shanley (1990: 235)
Reputation reflects what stakeholders think and feel about a firm.	Belief – collective Evaluation – collective	Ferguson et al. (2000: 1196)
Reputation is a collective representation of a firm's past behavior and outcomes that depicts the firm's ability to render valued results to multiple stakeholders	Belief – collective Evaluation – collective	Fombrun et al (2000: 243)
Reputation is the enduring perception of an organization by an individual, group or network.	Beliefs – individual, collective	Balmer (2001: 257)
Reputation refers to a summary categorization of real or perceived historical differences in product or service quality among organizations, given imperfect information.	Belief	Washington and Zajac (2005: 284)
Corporate reputation is the cumulative impressions of internal and external stakeholders.	Belief – collective	Chun (2005: 105)
Corporate reputation is observers' collective judgments of a corporation based on assessments of the financial, social, and environmental impacts attributed to the corporation over time	Belief –collective Evaluation –collective	Barnett et al.(2006: 34)
A firm's reputation reflects stakeholder impressions of the firm's disposition to behave in a certain manner, incorporating information about how a firm compares to its competitors.	Belief – collective Status	Basdeo et al. (2006: 1206)
The consumer's subjective evaluation of the perceived quality of the	Evaluation – individual	Rhee and

producer.		Haunschild (2006: 102)
Corporate reputation is the mental associations about the organization actually held by others outside the organization.	Belief – individual	Brown et al. (2006: 102)
Reputation is the collective knowledge about and regard for the firm in its organizational field.	Belief – collective Evaluation – collective	Rindova et al. (2007: 32)
Reputation means how positively or negatively a company or similar institution is perceived by its stakeholders	Evaluation – collective	Gaines-Ross (2008: 6)
Corporate reputation is a global, temporally stable, evaluative judgment about a firm that is shared by multiple constituencies.	Evaluation – collective	Highhouse et al. (2009: 783)
Organizational reputation is a firm-specific evaluation used by organizational audiences as a signal of quality and likely behaviour when more specific information is unavailable or too costly.	Evaluation – collectiveSignal	Devers et al. (2009: 156)
A firm's reputation may be best understood as an intangible asset based on broad public recognition of the high quality of its capabilities and outputs.	Evaluation - collective	Pfarrer et al. (2010: 1133)
Corporate reputation is a relatively stable, issue specific aggregate perceptual representation of a company's past actions and future prospects compared against some standard.	Belief – collective	Walker (2010: 370)
Reputation is the collective perception of a company or institution through its stakeholders.	Evaluation – collective	Liehr-Gobbers and Storck (2011: 18)
Reputation designates a positive image that is acquired and conferred for a limited time and for a specific quality of achievement.	Belief	Voswinkel (2011: 35)
Corporate reputations reflect socially accepted standards about what counts as quality for a given type of organization.	Evaluation - collective	Kennedy et al. (2012: 71)
Reputation is a prediction of future behaviors that is based on an assessment of how past behaviors meet the role expectations that follow occupying a particular social status.	Belief – unspecifiedStatus	Jensen et al. (2012: 148)
Reputation is stakeholders' perceptions about a firm's ability to deliver value.	Belief – collective	Petkova (2012: 383)
Reputation is a prediction of future behaviors that is based on an assessment of how past behaviors meet the role expectations that follow occupying a particular social status.	Belief – unspecifiedStatus	Jensen et al. (2012: 148)
A corporate reputation is a collective assessment of a company's attractiveness to a specific group of stakeholders relative to a reference group of companies with which the company competes for resources.	Evaluation – collectiveStatus	Fombrun (2012: 100)

Reputation is the mental associations about the organization held by others outside the organization.	Belief	De Roeck et al. (2013): Figure 1)
Corporate reputation represents the knowledge and feelings held by individuals about a corporation	Belief – individual	Hardeck and Hertl (2014: 313)
Corporate reputation is the collective assessment that all stakeholders make about the trustworthiness of an organization, of its character, which Influences their decision to trust and support it.	Evaluation - collective	Van der Merwe and Puth (2014: 147-148)

## 2.7. Important organizational reputation

Good reputation is an effective tool for organizations to achieve their strategic objectives, which represent the creation of value, the growth of profitability, and the achievement of good value that contribute to the survival of the organization as believed that the positive reputation of the organization has a set of advantages:

1. The possibility of achieving a distinct profit  
Attract new customers
- 2 . Give the product or service an additional value
3. Attract customers
4. Give the product or service an additional value
5. Increase employee satisfaction and loyalty
6. Easy access to the best professional service providers such as advertising agencies and others.

The tangible assets are only the driving force behind the organization gaining good value among the organizations, but the reputation as an intangible is the factor of success or failure in any organization so it is important to study the effects that can be lost by the reputation (Bourke, 2009:46) to identify the characteristics and features of intangible assets as less flexible and difficult to transfer (Pollock and Rindova, 2003:633) .

It is a small organization that was a large governmental or private entity with a legal personality of its own. This personality is very similar to the personality of the thousands. Therefore, all of its work and its activities contribute to building a good external

perspective in the environment in which it operates. It is one of the best indicators of the success or failure of this organization because this impression is a measure of the ability of the administration to achieve its capacity. To society the group you work with (Carmeli, etal, 2006:101).

We find that the organization's reputation is of great importance now more than ever, due to the turbulence in the business environment and the increasing expectations of customers and increased pressures by various stakeholders, which contributed to the increase in the importance of study and management of the organization's reputation (Ljubojevic&Ljubojevic,2008:224)and thus the reputation of the organization without doubt With important aspects of any organization, whether small or large or medium and even multi-national organizations (Nakra, 2000:38)

The organization's reputation is an important and fundamental issue for all organizations and needs to be considered in conjunction with all other aspects of the organization such as operational, strategic, financial and marketing. This means that organizations need to minimize the impact of their reputation as they need to be looking for scenarios and opportunities to enhance their reputation and realize their importance. Its goal is to achieve its objectives and to preserve the value within the society (Dowling, 2004:24).

Klein (1999: 32), Grupp and Gaines-Ross (2002: 20) noted that the reputation of the leader of the company is an integral part of the company's reputation and success in it as research showed that the reputation of the leader by the influential people in the business represents 48% of the company's reputation in which they work The leader's reputation requires continuous investment, development, management, and long-term benefit to attract more investors, partners, customers and job applicants. The leader's reputation depends mainly on a range of key elements (credibility, Integrity, communication (Klein, 1999, 32) In this regard, financial executives believe that the reputation of the leader or the president will affect them in buying the shares of the organization especially that that reputation good, which may raise the values of those shares within the market in which it operates, and (Nakra 2000: 3) noted that successful global leaders are renowned for their credibility among investors by showing profitability to shareholders, individuals and

institutions and maintaining the return on investment while maintaining the prospects for financial growth.

(Ettorre, 1996, 36) refers to the reputation of smart organizations by portraying the upper management system, which may give their mouth greater resonance to the companies and what may ensue. In the same context, (Schreiber 2002: 210) argues that executive managers are often opposed to achieving reputation. The preservation and result are therefore heavily dependent on advertisements that will improve the reputation of the company while not doing enough about building up reputable activities with stakeholders.

## **2.8. The Difference between Institutional Reputation and Certain Terminology**

We find that there is some ambiguity and confusion with the concept of image and organizational identity as these terms are treated as one case synonymous with some, and until now there is no shared vision of academic work to differentiate between the terms (Smaiziene&, Jusevicius, 2009:92). The differences between the organization's reputation and a number of related ambitions are as follows:

### **2.8.1. Reputable and Photo**

He pointed (Jackson, 2004:37) out that in the event of damage to the reputation of the organization, it requires a long effort by the organization to restore the organization's reputation towards the desired destination, and that the image may be of importance to the usual for customers while the reputation is of importance to many parties such as customers, Public mediation.

On the other hand, it is possible to distinguish between the reputation and the image in that there is the possibility of creating a picture of the organization, while the reputation should be gained, and therefore there is no importance to exert efforts to convince the outside parties of the good reputation of the organization. On the other hand, the image does not need to be believed by them, Special attention to the couple about the organization (Saunders *et al.*, 2007:149.)



### **2.8.2. Reputation and Identity**

The identity is represented by perceptions and perceptions of managers and employees within (Watrack, 2002:176,) either from the point of view (Balkema, 2012:16) the identity of the organization refers to the views shared about the organization among all individuals within the organization; the identity is relevant only to the stakeholders involved. It also distinguishes between the reputation and the identity of the organization by considering that the disciplined image is the mental and direct mental image carried by individuals working towards the organization so it can be considered as a set of feelings, impressions, beliefs and ideas that the individual has about the organization in a particular period of time, The organization's reputation usually develops over time due to its outstanding performance. It is the general perception of the individual that is built over time and includes the past and present images through the interactions and experiences that have taken place in the past with that organization.

### **2.9. Reputation Value for an Organization**

Daniel M. Cable pointed out through his study of (339) individuals about the company's reputation and how it affects the function. He concluded that there are two types characterized by the first type, using the known as the main function traits, while the second type went to The impact of hearing through the position that may be obtained by the individual belonging to that organization and become a member, moreover, that there is a section of individuals had been willing to pay the amounts of money may be wages in order to join companies with good reputation and positive and this and that knowledge of individuals The organization stems from the House information is owned by individuals about the function and organization.(Daniel M. Cable , 2006).

We find that good reputation has a great influence on the value of the strategic organization that it owns and is important to achieve its value and place of organization, as well as organizations that have good reputation to excel others financially.( Graham and Bansal , 2007,191).

Each of the (Balkema, 2012:19) ( Kanto *et al.*, 2013:732) agreed that the hearing of the organization achieves its operational value and financial value to the organization agencies:

### **2.9.1. The Value of the Organization**

The operational value provides additional value to the goods and services provided by the organization, which is the trust in the products of that organization through its reputation. In addition, it is a helpful factor for customers when they wish to choose between their goods and others or between the services provided and similar ones. On the other hand, when the need arises for the workers, the good reputation of the organization can get the workers with high competencies, and it increases the effectiveness of advertising and its impact on the sales of the organization, and that the good reputation is the starting point of the organization to Its value is within the community and organizations that operate during the competition.

### **2.9.2. Financial Value**

The financial value of the organization's reputation is that, through the organization's good reputation, there will be a growing demand for the products it offers, which leads to increased sales and thus increased profits, and the good reputation of the organization works on the long term to win customers or profits. There is a positive relationship between reputation and financial performance as organizations that have a relatively good reputation have more ability to maintain high profits within the passage of time and the reputation of the nation that allows the organization to achieve profits to add value to the good among competitors.

## **2.10. Build the Organization's Reputation**

The company achieves its competitive advantage when it succeeds in implementing value-creating strategy that its competitors do not have in the market or in industry. The competitive advantage can be achieved by eliminating the mechanisms that protect its competitive advantage from the tradition and the stable competitive advantage established is the basis for achieving superior organizational performance and survival and development The strategic management theory that a positive reputation may create a competitive advantage and affect the performance of the company and determine the efficiency of the market role of the reputation of the company and in the market is effective reputation plays the role of strategic property and at the same time there is a problem in the challenge Strategic Resources Compared to Non-Strategic Resources It is

therefore best to say that strategic resources contribute significantly to the creation of sustainable competitive advantages (Fombrun 1996) in accordance with Fimbrun's institutional reputation of four characteristics (credibility, reliability, responsibility and trustworthiness) (Fombrun 1996). The reputation of the company is one of the intangible assets of many companies. Companies that lack this important asset may face difficulties in which the operating income is less than the operational cost, and sometimes it may face the loss of customers due to the problem of low profits. (Weiwei, 2007) noted that reputation is an intangible asset that can only be built through advertisements and to build a strong reputation the company must have a strong connection to communicate with stakeholders to convince them to believe in the company and without the need for strong communication. The amount of effort you make And many stakeholders have shown that improving corporate reputation leads to improved communication between companies. However, a growing number of researchers have realized that communication between Companies are the most important factors to form a corporate reputation in order to describe the relationship between corporate communication and the reputation of the company and its impact on the success of the company.

He pointed (Moleleki, 2011:24) out that the organizations in order to build their reputation well must have two basic characteristics namely the hands of a worker with distinct talent, strong financial performance and the positive relationship working contribute to access to a better financial and thus build a good reputation, as vary to hear different opinions of the stakeholders It follows from this that there is no single reputation for the organization. The two stakeholders (two years, customers, shareholders, suppliers, investors ).

The image building and managing square measure coupled to many main areas Of image usage:

- Strategic positioning;
- flourishing market penetration;
- handiness of various resources and price reduction;
- specialise in the behavior that will increase motivation and productivity;
- Easier achievement of employees;
- attracting artistic employees;
- increasing the corporate value;

- Higher profits.

Besides that, the image is extremely vital within the method of shaping

Consumers' expectations and for higher perception of service quality.

The image could be a filter that affects the perception of company service Operations  
Positive image of a corporation with an ideal service  
that communicates clear values ends up in positive attitudes of staff this allows an  
organization to draw in such force that may be short provide on the labour market  
(Ljubojevic and Ljubojevic, 2008:223).

We find that the good image can be identified by chance to build it requires the  
procedure creativity and firm determination to manage the company's image and  
management of the reputation of the company has two main goals are the first is to create  
a "deliberate image" in the minds of all the main components of the company and this  
means creating name recognition on a broad range of target stakeholders is accompanied  
by an automatic definition of the second objective of the management process is to create  
a positive reputation in the minds of key stakeholders. The company's profile may be  
developed by coordinating the image-building campaign, R Declaration companies and  
public relations on the other side requires building a good reputation more effective  
communication efforts it requires an exceptional identity cannot be designed only through  
consistent performance over many years, however, programs can promote coordinated  
communication and improve the company's reputation. (Schwaiger, 2004:56).

Therefore, building a good reputation in an organization requires that it have the  
following priorities and characteristics ( Kim and Cha, 2013:111).

- 1. Credibility as a priority:** We find the importance of reputation for the  
organization as the largest engine of value in any organization. Therefore, there  
are two priorities that the management body and the executive managers should  
put within their strategies, which are the allocation of resources to create a  
sustainable value for the stakeholders and the continuity of the organization. The  
administration must participate directly in the organization's reputation.

2. **Business culture:** Here the consolidation of the goals within the organization and make it a pervasive culture supports to achieve and help to achieve the desired results of the organization either by the individual or processes.
3. **Assessment of reputation building:** There must be a clear vision about the basic dimensions of reputation that drive the reputation of the organization, which may be vision and leadership, quality goods and services, social and environmental responsibility, financial performance, quality management and others.
4. **Risk Management:** In order to enhance the management and protection of the organization's reputation, it is important to have tools and processes developed specifically to manage the basic dimensions of the organization's reputation.
5. **Prediction:** Many methods have been identified and tested for predicting the severity and impact of audible risks through intuition or expectation of individuals.
6. **Crisis management:** Organizations generally operate within the framework of crisis management when they occur. The existing crises are well under way. However, few organizations have emergency management operations to deal with the consequences of crises. They are considered as a basic system for rebuilding the organization's reputation.

### **2.11. Models measuring the reputation of the organization**

We find that measuring the reputation of companies increases the confusion about the definition of methods and methods used to measure the reputation as a number of measures are available, which reflects the number of possible strategies that measure the reputation of the company and can ask respondents to assess the reputation of the company (Goldberg and Hartwick 1990, 172). However, such one-dimensional measures do not explain why one company has a better or lesser reputation. The researcher here can use a semi-temporary approach or develop empirical measures based on Durgee 1988 (Hanby 1999) Here compare the reputation of another or the opinion of one of the participants And other measurement standards that can be used to compare or have been relied upon as models for measuring the institutional reputation of companies. It can be said that there are many researchers who have had deep attempts to measure the organizational reputation through the models that they invented and we will try here to

refer to these models in brief: (Pihlstedt, 2012:11, Sanders *et al.*, 2009:2, Schwaiger,2004:51, Sala, 2011:2)

### **2.11.1. America's Most Admired Companies (AMAC)**

This model was based on numerous interviews conducted regularly by its magazine with (800) people and they were executives, financial managers and sales and purchasing analysts. They were asked to identify the leading organizations within the economic sectors according to their financial results and outstanding performance. The questions were about a group of Characteristics (creativity, quality management, long investment value, social mobility, ability to attract, quality goods and services) was considered a good measure until (1997.), This is because there are many criticisms of this model because it did not take into account the concept of reputation and financial considerations were not appropriate to measure the reputation of the organization and on the basis that the people who were interviewed by Kamo only experts or managers and their perceptions were very different from the perceptions of other stakeholders .

### **2.11.2 . Global Most Admired Companies (GMAC)**

This model was developed in 1997 by a group of advisors. The data were analyzed from (1000) of the leading organizations in North America and (500) from multi-national organizations, and the respondents were the chief executives and analysts who worked within the evaluation of organizations, and that this model was based on the dimensions of the previous model, adding to it after the organizational performance at the global level, and criticism of this model that places emphasis on financial results only, the same criticisms of the previous model.

### **2.11.3. Gesamt Reputation**

This model was based on a study conducted by the director of the German Society for measuring the organization's reputation. A sample of (2500) managers was selected and asked to evaluate the best (100 )organizations based on the criteria of quality management, creativity, ability to communicate, environmental responsibility, financial stability, Quality of products, value for money, employee attitudes, growth rates, attracting individuals, internationalization).

### **2.11.4. Reputation Quotient (RQ)**

This model was developed in 1998 by the Institute of Certification in collaboration with (Harris ,Charles Fombrun,1998). This questionnaire uses a scale consisting of (20) features collected within six dimensions.

This model was considered a comprehensive measure of the organization's reputation as both of those who worked on the development of this measure tried to define the organization's reputation as the collective values of the organization's ability to provide valuable results to the stakeholders

This measure is considered an important measure of the organization reputation and is most suitable for measurement and is considered one of the most important criteria for being comprehensive and can be applied to the stakeholders' promise of the most widely used standard .

### Fifth model: Pulse Rep Trak™

This model was developed by the Institute of Certification in (2006) as an alternative model of the previous model, whose emergence was the result of global research aimed at analyzing cognitive development in the field of reputation over the past decades around the world. The model is based on a sense of passion and the main objective of the model is to follow and analyze Hear the organization on a number of dimensions as shown in the figure below

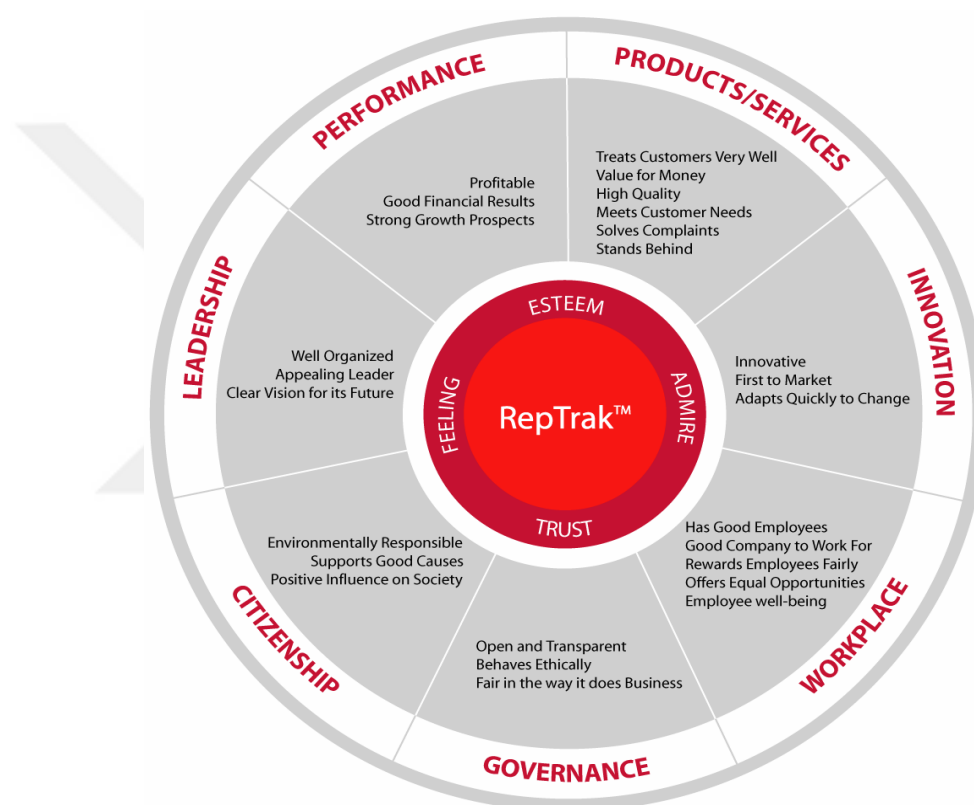


Figure 4. Rep Trak dimensions

**Source:** Pihlstedt, Teresa, 2012, **Reputation Management – A Study Of Leading Finnish Companies**, Bachelor's thesis ,DegreeProgramme In International Business Management , Turku University of Applied Sciences,P,13.

The above figure refers to the seven basic dimensions through which the company's reputation can be measured or through which the company's reputation is built. The reliance on the basic and secondary dimensions within the above model will strongly



enhance the building of the good reputation of the organization and the organization regardless of the size of the type of activity in which it operates. It wants to achieve competition within this field. It has to rely on the following model to build and measure the company's reputation, and thus it gives the ability to retain the customer and the ability to innovate at the same time, which is a minimum value requirements at the same time, For working outside the system with friends and family without knowing that they are publishing the image of the company so they must take care of the workers well because they are considered the basis in the transfer of reputation in good or negative form to the outside world, therefore must be characterized within the business organizations transparency and integrity in the practice of business, The employee is then reflected in the reputation of the company. The form also includes the concepts of citizenship and social responsibility to support the good methods and create a positive impact in the community on business companies and all these effects aim to make the company looks like a good citizen takes care of his colleagues, and on the other comes the leadership through the focus of the company's operations and operations that must be attractive to the leader It should be clear to identify the vision of the company in the future.

Here we must say that all these dimensions must be implemented by companies within their strategies of reputation and equally focus on one and negligence of the other in order to achieve success in those dimensions and then achieve success in building the reputation of the company.

(Rep-Trak) provides managers with concrete tools to take into account and improve each division of their operations in order to improve their reputation The system also highlights areas that the company may not be experiencing but can benefit from (Fombrun& van Riel, 2007), Therefore the system is also valid regardless of the country and cultural aspects as the 23 performance indicators can be applied anywhere in any company place and activity. As for the current study and the importance of the model (Rep Trak) and its adoption of many dimensions, it will be adopted within the current study as well as in line with the concepts of value and value creation for organizations that wish to provide a product with a reputation and high value that can survive and continue

## **2.12. Consequences of Organizational Image**

One of the main obstacles and important to his image first there may be effects on investment decisions in particular and companies that have good images can be competitive in terms of attracting new investors and preserve them Secondly shows that the image of the institution exert effects on the choices of consumer products and in this context may be Thirdly, the image of the organization seems to affect people's attraction to the institution as a place of business. This is especially the case in early employment stages where prospective applicants only have The main impact is on the general impression of the company when deciding to apply for a job. The general effect found is that the employer's image affects the quantity and quality of the group of applicants to the institution in those institutions that have Good images are able to attract more and more applicants regardless of these general effects on the quantity and quality of the applicant. The applicants' view of the employer's image also has long-term effects on other recruitment stages. Specifically, the organization's impressions as an employer In the early stages of employment, strong predictions for attracting applicants are measured in later stages of employment (for example after a campus interview), which in turn are related to the applicant's career acceptance decisions.

A fourth group of studies examined the consequences of the organizational picture on employees 'attitudes and attitudes toward their institutions. For example, the employee also uses the image of the organization as a mirror of how others appreciate it. Moreover, the image of the organization is important to the employees' sense of self. Proud to belong to that institution and finally, there is evidence that the companies listed in the top 100 enjoy the advantages of regulatory performance on the broad market and a similar sample of companies In other words, the regulatory image seems to enhance the competitiveness of the company.

Within the current study, the measurement and identification of the sound of the organization will be based on the model (Rep-Trak), which indicated that it can measure the sound of the system through seven dimensions, which are in line with the study environment through which it is expected to prove or invent the innovative value of the organization. These dimensions will be addressed here in detail:

## 1. Quality Products

Quality as well as cost is one of the most important factors of success at present. Failure in quality will lead to additional costs incurred by the establishment due to the poor quality of its products, which is reflected in the satisfaction of the consumer. Therefore, the modern approach to quality management focuses on improving the quality of products and processes and in the way that leads to obtaining products Intact without defects from the first time, which is reflected in the reduction of the cost of quality as a whole in general and the cost of poor quality in particular due to the absence of defects in the products provided, The quality aims to describe the characteristics required to distinguish a specific product or package of a product designed to show the overall qualities of the product, which allows to lead, as expected, to satisfy the needs and desires of the consumer [Khatib: 2008]. No lack of specific meaning for the dimensions and the concept of quality in general, Because the quality from the point of view of the consumer related to the price of the product and its ability to meet the needs and desires and the benefit obtained by the procedure of its use. From a product's point of view, quality is usually associated with defining specifications to manufacture a product that meets the needs of the consumer and meets his wishes. A number of definitions have been received for the most famous quality specialists, which Joran has defined as appropriate Product for use (Fitness for use) (Vinay, et al: 2009), Dr. Īshikawa is defined as the development, design and production of the product and the provision of the most economical, useful and consumer-friendly service [Donna: 2009, Ishikawa: 1985]. Feigenbaum defined it as the total product or service product by combining the characteristics of marketing, engineering, Which enables the product or service to meet the consumer's needs and desires [Feigenbaum: 1986]. Deming defines quality as achieving customer satisfaction and exceeding expectations rather than reaching these needs, if it is a philosophy that begins and ends with the customer [Janakiraman, et al: 2008]. Quality according to the definition of (Besterfeld) is the characteristics of the product that meet consumer expectations [Khatib: 2008]. And we find that attention to the quality of the product is important for the organization and the customer or both, it is an effective tool to retain existing customers and win other customers in the circle of competition, especially in the current era filled with economic blocs and large organizations and investments ( Steponaviciute and Zvirblis, 2011, 28), and that there is a strong correlation between the

quality of the goods and the service and the reputation of the company so it considers the quality of the product as an important element of the organization's reputation, as the organization provides the goods and services of high quality leads to the satisfaction of the customer and this strengthens the reputation of the organization, considering that the reputation of the assets Which the organization has the opportunity to distinguish it from other organizations within the market environment and competition in order to maximize its market share and to attract customers better and continue with the organization (Kim, 2010,49). the moment, rapid changes in the tastes and desires of customers must organizations to respond to these changes and quickly if they want to maintain their competitive position must find a way to adapt and permanently and with these changes, therefore, quality is the source of strength and relative strength of organizations and competitive advantage of the reputation The organization is prepared to attract and retain the customer through the good reputation owned by those organizations. (Topla, 2012, 25)

## **2. Innovation**

Creativity has been strongly associated with individuals, since the individual is the source of creativity. The concept of creativity or creative ability in psychology has been used to refer to a property enjoyed by individuals without each other for reasons that may be due to innate or acquired factors in these individuals. The concept of creativity in the individual does not mean that it is easy to interpret this phenomenon or to identify all the internal variables in it (Hijan, 1999, 125). On the other hand, Abu Tayeh (2003) indicated that the individual is prepared to provide information and basic assistance to those with new ideas in his workplace, He pointed out (Mustafa, 1998, 28) to Creativity as the flexibility that enables the individual to get out of the known contexts and break barriers and everything that is known and provide everything that is new and that can not be made or successful unless there is an organizational climate that promotes creativity in individuals, which is an important motivation elements in individuals who The success of organizational change depends on adapting it without resistance. Hareem (2003, 305) notes that contemporary organizations and individuals face many challenges and difficulties resulting from the troubled and complex environment. Therefore, in order to meet these challenges, creative capabilities and innovative efforts of individuals N Organization continue and individuals of creativity, so creativity has become a

competitive advantage very important, especially in light of the rapid changes imposed by globalization.

It is thus possible to say that creativity can be encouraged and developed based on the following aspects (Abdel Fattah, 1995, 18):

1. Improve the general atmosphere of the Organization and make it more open and exchange experiences and accept the opinion and opinion of the other.
2. Encourage creative performance, support creators and adopt their ideas and study them seriously even if they seem strange.
3. Dispose of complex routine procedures that prevent the start of ideas and creativity.
4. Putting the right man in the right place and assigning him work that presents challenges to his thought and abilities in order to reward the spirit of creativity, development and challenge of the unknown.

Emphasis should be placed on the need for an appropriate organizational culture whose values help to promote and encourage creativity by creating an internal environment of creative thinking in which individual confidence and flexibility should be emphasized, as well as open channels of communication that enable executive leaders to learn about the main activities of the Organization and to obtain the information necessary to perform and facilitate the transfer, management and development of creative ideas within the culture of the Organization.

In the end we find that the issue of creativity of the important things that must be taken into consideration for the multiplicity of concepts and dimensions and characteristics and is one of the things that can not be forgotten when the desire to develop any organization through the introduction of creative practices in the organization (Nogueria and Marques, 2008, 237).

### **3. Work Environment**

Within the current century, organizations are facing many challenges due to the dynamic nature of the environment in which business organizations operate and which are considered great challenges facing the organizations at the present time, thus ensuring the satisfaction of employees within the business sector of the important and difficult things at the same time in order to increase efficiency and effective productivity. and the commitment of the job must be addressed by the companies all the needs of the staff and work to create a work environment or working conditions characterized by good quality and good conditions through which the employee can work and acclimatization in a good manner that may reflect the company's reputation in a good and effective manner for now and in the future.

The business environment in general consists of two main dimensions (work and context). The work includes all the different characteristics of the job in which the task is accomplished and completed, including training on activities and tasks and controlling all the activities related to the job, adding to the sense of accomplishment and diversity in the tasks and values The essence.

We find that many of the research focused on the fundamental aspect of job satisfaction, pointing out that the positive side of the work lies in the positive relationship between the employee and the party to which he belongs or work, which is called job satisfaction so they described the second dimension of job satisfaction, which is known as the context of any circumstances Social work (Souza Boza and Susa Boza, 2000; Gazoglu and Tancelb, 2006; Scali, Theodosio and Vasilio, 2008).

(Spector ) pointed out that most companies ignore the work environment within their organization, which leads to a negative impact on the performance of employees and the division of the work environment consists of peace of staff and security of the job and good relations with colleagues and recognize the performance of good, and on the other indicated that employees once the company recognizes them Mahim will have a high level of commitment and sense of ownership in relation to their organization. The various factors within the work environment such as work hours, employee autonomy, organizational structure, and communication among employees have contributed to increased job satisfaction and thus reversal of poison Its good companies through the satisfaction of individual employees (Lin, Isere, Holte, Ann, 2010).

The work environment also represents all the variables surrounding the organization and the organizational variables that are represented by organizational structure, culture, resources and current or prevailing conditions and the surrounding individuals in the course of their functional duties and affect their behavior and attitudes toward work. It defines the structure of the organization through which the roles, powers and responsibilities are divided and divided. While individuals prepare the organizational culture of the system of the leader and the expectations and values shared by the members of the organization ( Jain and Kar, 2014, 11), For this we find that Successful organizations of ten exhibit work environments that appear to stimulate creative behaviors in highly engaged employees. Employee engagement is described as the multiple emotional, rational and behavioral dimensions of an employee's consistent level of effort, commitment and connection to their job. To understand the link between creative behaviors and employee engagement, some authors have called for more research into the drivers of employee engagement in the workplace and the actions that organizations can take to improve this engagement (Saks, 2006; Shuck and Wollard, 2010).

#### **4. Governance**

"Governance" is simply the process of decision-making and the process by which decisions are implemented (or not implemented) Governance can be used in many contexts, such as governance Corporate governance international governance, national governance and local governance. Since governance is the decision-making process and process in which decisions are implemented governance analysis focuses on formal and informal actors involved in decision-making and implementation of decisions taken and formal and informal structures developed in a place to reach and implement decision The government is one of the actors in governance other actors involved in governance differ depending on the level of government under discussion In rural areas for example other actors may include influential land princes farmers' farmer associations, cooperatives NGOs and research one of the common uses of governance known as good governance is that international organizations and schools have adopted many definitions of governance that (Kiefer, 2009, 439) pointed out that there is no comprehensive definition of governance explained by an appropriate method of organizing literature (Weiss, 2000) The United Nations Development Program (UNDP, 1997, 2-3) defined the law as an

exercise of economic, political and administrative authority to manage the affairs of the country at all levels, which accompanies the mechanisms and processes of institutions through which citizens and groups express their as for the concept of the fund for the criticism of the definition of governance was considered by the process through which the management of the public organizations of the State for financial affairs and management of public resources, either the United Nations Development Program, the other side of the Court as the use of Policy and power together and exercise control in a society related to the management of their resources for the community.

## **5. Organization Citizenship**

The behavior of organizational citizenship has been subjected to rigorous tariff revisions since the term was formulated in the late 1980s, but the basic structure has remained essentially the same. The concept of citizenship refers to anything that employees choose to do spontaneously and spontaneously, which often falls outside their basic obligations. In other words, my appreciation may not be recognized or rewarded directly and permanently by the company through increased salaries or promotions. For example, although citizenship is the literature that may be reflected in supervisor and colleague assessments or better performance assessment and This method can make it easier to earn rewards in the future are not Mbackro finally decisively must OCB "promote the effective functioning of the organization" (Organ, 1988, p. 4). It is considered by another citizen behavior that can not be observed by the formal incentive system which in turn leads to the achievement of the goals and interests of the organization (Maroczy, 2004, 3), It is considered as the most important element to perform the functions of the individual and the most effective. The individual's sense of responsibility and independence in work and job satisfaction in the appropriate organizational climate supports effective administrative leadership that motivates individuals to behave positively and helps to create a sense of belonging to the society and culture in which he works.

The behavior of organizational citizenship is one of contemporary concepts that have been of interest in the past two decades. In view of the fact that contemporary organizations operate under highly complex competitive conditions, their success in this competitive field depends on the enthusiasm of their employees to achieve performance



levels that go beyond the goals and targets set, This course focuses on the behavior of workers that go beyond the requirements of formal work, but at the same time important and vital to the success and survival of organizations, which is known as the behavior of organizational citizenship. (Al-Bashabsha, Al-Harashah, 2011, p. 647), Al-Qahtani defined him as the positive positive behavior of what is officially described in the organization, which is characterized by optional nature, which is non-direct and not subject to direct rewards, and is recognized in the administrative incentive system of the organization and is of great importance to the effectiveness and success of the organization. RAR its performance. ] Al-Qahtani, 2014, p),It is therefore possible to say that the organizational behavior cannot be obtained among the individual employees. It is necessary to work to win the satisfaction of the individual in order to be loyal to the organization and belong to it so that he works on his own to establish the standards of good behavior within the organization and thus increase his organizational reputation and reach the stages that cannot be rivaled For their location, their status and their high value, if their reputation is linked from a distance and is close to the individual employee and to the extent of their belief in the activities of the organization .

## **6. Organizational Leadership**

It can be said here that organizations can measure their success through the leadership style that they use in their dealings with individuals and the extent to which they can distinguish between the best skills, abilities and methods that they possess and which are used to motivate them and delegate the lives to accomplish the tasks assigned to them freely. So, directly on the organization's performance and reputation among the organization with the rival organizations (Mosaed, 2016, 266), We find that the concept of leadership is not the same but changed with the change in the behavior of the leadership themselves and according to the situations faced by the leadership and the conditions in which he works (Vroom and Yetton's 1973) studied the standard model in leadership and decision-making and found that the leaders use different decision-making systems when they face Various problems as presented (Henry, 1969) model the situational leadership by analyzing the proper leadership style of the application through a constant model enabling the leadership position of adapting their style to the needs of the subordinates.

In the same context, he and Mitchell developed their well-known theory of leadership based on expectation by constructing their theory by understanding the power of motivation needed to determine the relationship between goal, participant and expectation values (Sumer Avila, 2016, 49) to explain the relationship between leadership styles and rewards Through his theory that the leadership or the good leader is the one who works on the equalization between the organization and the working people and thus the consolidation of the concepts of the organization within the community, ie building its reputation within the organizations within the community.

9 The vision of leadership in the future always, since the vision of leadership in essence is wherever the organization begins in the future, it expresses the aspirations of the leader and others with whom they share the vision to achieve and find them thanks to hard work and as long as most people do not take time to think systematically about the future, The leaders who do this, who base their strategies and actions on their visions, possess a capacity or an extraordinary ability to shape the future. The leader's vision is the attractive, realistic and trustworthy future of the organization. It is an articulation of the leader's question about the purpose or purpose of which the organization should aim. E and therefore the future means and how important or be the best and most successful or most desire in the organization as it is at the present time (Khudair et al., 2012.68), Here the researcher can say that the leadership is the basis for the success of organizations regardless of size. Leadership or leadership style adopted by the manager is the basis in the establishment of relations between management and personnel personnel and strive to aspire to achieve plans by the management.

## **7. Financial Performance**

The financial performance is one of the most advanced topics in the fields of management because it is considered to be the extent to which the success of the plans made by the management or the leaders is one of the most stable and stable fields, and therefore the achievement of financial performance is one of the most important indicators of the success of organizations and vice versa and the importance of financial performance of organizations Regardless of its size, is the main goal of the organization, thanks to which it can reach the achievement of the remaining goals (Eccles, 1991, 134),The financial performance of an economic institution is the specific area for its success. It is used as a basic approachNot only in achieving the financial objectives of the

institution, but also beyond the general objectives and the strategy. (Wael Mohammed, 2009, 42). Some focus on the goals as "a reflection of the company's ability to achieve its objectives" (Ie, the final outcome of the activity of the institution) (Nazem Hassan Abdel-Sayed, 2009, 131 Others also believe that financial performance reflects "the extent to which an economic institution can exploit Optimizing their financial resources in short and long-term use in order to shape the wealth of (Daden Abdul Ghani, 2005, 304, 8) The financial performance of the institution provides the necessary financial resources suitable for the exploitation of investment opportunities, also helps to meet the wishes of investors and shareholders and achieve their objectives. (Wael Mohammed 2009, 135) Despite the many definitions of the term financial performance Result to use the continuous application to him, but there is a common denominator that combines all of them, namely the extent of the economic organization's ability to achieve the financial objectives of the ruler and the optimal use of resources. On the other hand, financial performance is the narrow concept of corporate performance, where it focuses on the use of financial indicators to measure the achievement of objectives, and the financial performance reflects the performance of companies as it is the main supporter of the various work carried out by the company and contributes to the availability of resources Finance and provide the company with investment opportunities in different fields of performance that help to meet the needs of stakeholders and achieve their goals. (Mohammad Mahmoud Al-Khatib, 2010, 46), and through the talk about the importance of the role of financial performance and its role in strengthening and support the reputation of the Organization as we find that the economic level represents the capital of one of the most important elements involved in production, which may lead to investment in the best way to raise the rates of net income, which reflected positively on the level of performance of business organizations and this requires direct management support, and confirmed studies that there is a positive relationship between the financial performance and the reputation of the organization in that organizations that have good reputation will certainly accumulate the ability to achieve profits in the sense that good reputation for enterprises are the basis for the achievement of profits (Roberts and Dowling, 2002, 177) as illustrated below figure (5):

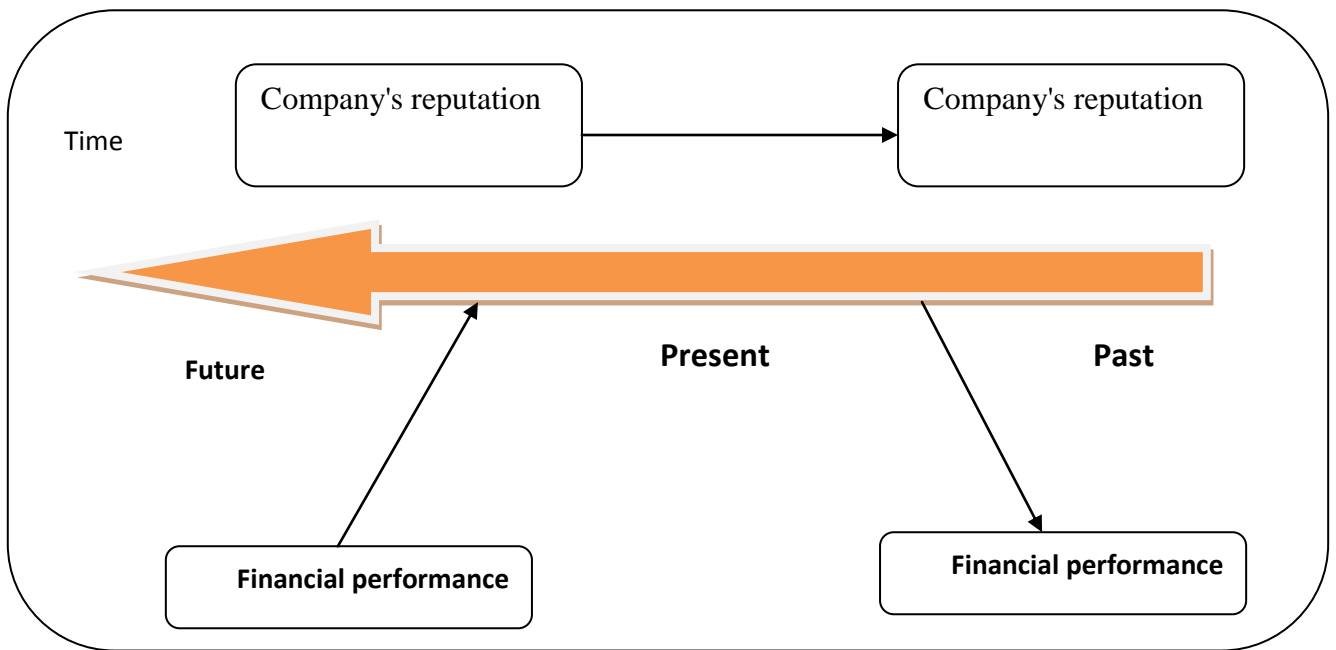


Figure 5. The driving forces of financial performance towards reputation Source: Robetsp.w. and Dowling, G.R. (2002) , Corporate reputation and sustained superior financial performance . Strategic journal,Vol. 23, No. 12

## **CHAPTER THREE**

### **SAMPLE APPLICATION**

#### **3.1. Field Frame of the Study**

This chapter aims to show the results achieved by the study sample answers and analyzed through the presentation of frequencies and percentages and circles, standard deviations, standard to verify the validity of the default model for the study. Therefore, this chapter has been divided into the following detective

Section 1: Description of the study community and individuals appointed by the respondent.

Section II: Description of the variables of study for oil companies.

##### **3.1.1. Description study population and individual respondents and appointed**

This section will be devoted to describe the study sample and the rationale for their selection, and the limits of the study respondents described the individuals, with an explanation for it comes.

##### **3.1.2. Description of the study sample and the rationale for their selection**

To achieve the objectives of the study and to prove its hypotheses, the oil companies were selected (in the province of Dohuk). The respondents represented the employees of the oil companies. The selection of these companies was for the following reasons:

- Oil companies occupy a prominent position in the construction and development that we are witnessing today.
- The great responsibility that these companies have to provide job opportunities in addition to improving the reputation of the region in which they are preparing the human cadres qualified to work in different fields of knowledge and fields of work, and then the great role in self-determination and the future of the people and hopes as it depends on the rise and progress,

- The output of the practical outputs that may be the basis of the economic process and the vital nerve sometimes in the economy of the country

The sample of the research was selected according to the class random method. The questionnaire forms referred to in Appendix 2 were distributed to a sample of the employees of the oil companies in addition to the oil products in the governorate of Dohuk. In accordance with the directions of the study, (329), of which (296) were returned for analysis.

and to describe the study population, the data was obtained by a researcher from the induction part of the questionnaire form unloading as it is shown in the table (3)

Table 3: Frequency distribution and percentages of the characteristics of the respondents of individuals in the study sample

Gender	Male				Female	
	S		%		S	%
	193		65.2		103	34
Age	31 – 40		41 – 50		50 and over	
	S	%	S	%	S	%
	190	64.1	59	19.9	47	15.8
Job location titl	Director of the Department		Engineer		Technical	
	S	%	S	%	S	%
	75	25.33	85	28.7	90	30.4
	Administrative		Accountant			
	S	%	S	%		

	16	5.4	30	10.1				
Education attainment	Higher Diploma		Master		Bachelors		prepared	
	S	%	S	%	S	%	S	%
	11	3.7	59	19.9	138	46.6	88	29.7
Length of service	5 – 15 Years		16 – 21 Years		22 and over			
	S	%	S	%	S	%		
	175	59.12	79	26.6	42	14.1		

The table indicates the frequencies and percentages of individual characteristics of the study sample as follows:

1. Gender : The percentage of males (65%) of the respondents at the sector level and the percentage of females (34%). This indicates that the majority of employees are male.
2. Age: The most obvious age groups are the age group (31-40) years, followed by the narrow category (41-50), indicating that the majority of cadres working within the oil sector are of the average groups.
3. Qualification: It is clear that the majority of respondents hold bachelor's degrees (46%) while the percentage of holders of preparatory certificates (29%). This confirms the availability of opportunities for young cadres within the oil sectors.
4. The scientific address: It is deduced from the data table that 30% of the respondents are members of a scientific (technical) campaign, while the lowest percentage was for the trainers (5%).

at that time, the percentage of the department manager was 25% and the percentage of holders of the accountant's certificate was 10% and this refers to the concerned bodies within the oil sector focused on the specialization in work and considered a condition of success.

5. Years of service: Clearly (59%) of respondents have a total service ranging from (5 - 15) years, indicating the accumulation of knowledge they have.

### 3.1.3. Description of study variables and diagnosis of the research sample

In this topic, the first question will be answered within the hypotheses of the research regarding whether there are clear differences by the sample of the study on the variables of basic and secondary research and at the level of variables of study

#### Firstly. Describe and diagnose variables of innovative value

This section describes the innovative value of b (Eliminated, Reduce, Raise, and Create) at the macro level of the study sample as shown in Table (4) below.

Table 4: Frequency distributions and percentages, standard deviations of innovative value dimensions

Variables	The main factors	Symbol	Response scale										mean	standard deviation
			Strongly agreed		Agreed		Neutral		I do not agree		I do not agree strongly			
			S	%	S	%	S	%	S	%	s	%		
innovative value	Eliminated	X1	112	29.2	117	30.5	67	17.4	-	-	-	-	4.1520	0.7639
		X2	77	20.1	190	49.5	29	7.6	-	-	-	-	4.1622	0.5770
		X3	87	22.7	129	33.6	58	15.1	22	5.7	-	-	3.9223	0.8461
		X4	73	19.0	14	38.8	5	13.	2	5.7	-	-	3.922	0.846



				9		2	5	2				3	1
	X5	62	16.1	14 8	38.5	5 3	13. 8	2 2	5.7	1 1	2. 9	3.777	0.985 2
	X6	90	23.4	12 2	31.8	7 1	18. 5	1 3	3.4	-	-	3.976	0.849 4
	<b>Average</b>		<b>21.7</b>		<b>37.1</b>		<b>14. 2</b>		<b>3.4</b>		<b>0. 4</b>	<b>23.91 18</b>	<b>4.867 7</b>
	<b>Total</b>		<b>58.8</b>				<b>14.2</b>				<b>3.8</b>	<b>3.985</b>	<b>0.811 2</b>
<b>Reduce</b>	X1	17 5	45.6	70	18.2	1 8	4.7	1 9	4.9	14	3.6	4.260	1.127 4
	X2	97	25.3	11 9	31.0	4 7	12. 2	3 3	8.6	-	-	3.945	0.965 7
	X3	90	23.4	13 3	34.6	4 2	10. 9	1 8	4.7	13	3.4	3.908	1.039 1
	X4	96	25.0	15 6	40.6	4 4	11. 5	-	-	-	-	4.175	0.666
	X5	12 5	32.6	92	24.0	3 3	8.6	1 7	4.4	29	7.6	3.902	1.281 1
	X6	17 3	45.1	11 7	30.5	-	-	6	1.6	-	-	4.543	0.609 0
	<b>Average</b>		<b>32.8</b>		<b>29.8</b>		<b>7.9</b>		<b>4.0 3</b>		<b>2.4</b>	<b>24.733</b>	<b>5.688 3</b>
	<b>Total</b>		<b>62.6</b>				<b>7.9</b>		<b>6.43</b>			<b>4.1226</b>	<b>0.948 0</b>
<b>se Rai</b>	X1	17	44.5	10	27.3	2	5.2	-	-	-	-	4.5101	0.621

			1		5		0						5	
		X2	16 2	42.2	10 1	26.3	3 3	8.6	-	-	-	-	4.435	0.685 8
		X3	10 5	27.3	18 0	46.9	1 1	2.9	-	-	-	-	4.317	0.540 4
		X4	12 8	33.3	11 0	28.6	-	-	2 9	7.6	-	-	4.138	0.951 9
		X5	18 9	49.2	66	17.2	1 9	4.9	2 2	5.7	-	-	4.4257	<b>0.906</b> <b>4</b>
		X6	15 9	41.4	12 3	32.0	7	1.8	7	1.8	-	-	4.4189	0.907 6
		<b>Average</b>		<b>39.6</b> <b>5</b>		<b>29.7</b>		<b>3.9</b>		<b>2.5</b>			<b>26.244</b> <b>7</b>	<b>4.613</b> <b>6</b>
		<b>Total</b>		<b>69.35</b>			<b>3.9</b>		<b>2.5</b>				<b>4.3741</b>	<b>0.768</b> <b>9</b>
	<b>Create</b>	X1	15 9	41.4	91	23.7	2 4	6.2	2 2	5.7	-	-	4.307	0.907 6
		X2	12 9	33.6	12 3	32.0	3 7	9.6	-	-	7	1.8	4.239	0.847 6
		X3	14 8	38.5	13 5	35.2	1 3	3.4	-	-	-	-	4.456	0.580 5
		X4	14 1	36.7	11 0	28.6	3 2	8.3	1 3	3.4	-	-	4.280	0.826 9
		X5	11 2	29.2	11 7	30.5	6 7	17. 4	-	-	-	-	4.152	0.763 9
		X6	77	20.1	19 0	49.5	2 9	7.6	-	-	-	-	4.162 2	0.577 0

	<b>Average</b>		33.2		33.2		8.7		1.5		0.	25.59	4.503
			5		5		5		1		3	62	5
	<b>Total</b>	<b>66.5</b>				<b>8.75</b>		<b>1.81</b>			<b>4.266</b>	<b>0.755</b>	<b>8</b>

1. **Eliminated:** The results indicate that the responses of the respondents at the level of all the sample of this study specifically through the indicators (X1-X5) tend towards the agreement rate (58%) for those responses with a mean (3.985) and a standard deviation of (0.8112) Agreement on indicators of this dimension ( 3.8%).

2. **Reduce:** :Data Indicates distributions repetitive circles, standard deviations for answers to the study sample paragraphs (X6-X10) on the complex, recalling that (62%) of the respondents agree that these phrases vs. (6.4%) do not agree with the terms of this dimension and (25.8%) are neutral, that was a mean value of (4.1226) and standard deviation (0.9480).

3. **Raise:** The results showed that the responses of the respondents at the level of general indicator of this dimension through the indicators (X1-X5) tend towards agreement (69.35%) with an average of (4.371) and the standard deviation (0.7689%).

4. **Create:** The data indicate that there is agreement between the majority of the sample of the study and the rate of (66.5%) on the finding or composition in the work mechanisms and is available to determine whether this is due to the nature of the work or not, although the percentage (1.81%) of respondents does not mean That the through phrases (X1-X5) averaged (4.266) and the standard deviation of (0.7558), while the ratio of atheists to the amount (8.75%) of the sample study.

### 3.1.4. Description and diagnosis of organizational reputation

This section describes the quality of the indicators of reputation referred to in the theoretical model based on the side in the study. The table shows the frequency distributions, percentages and standard deviations at the macro level in the study sample.

1. **Innovation:** Results indicate that respondents' answers and at the level of all the sample of the study sample about this specific through indicators (X1-X6) tend toward the agreement by ( 58.9) of those answers with a mean of (3.984) and a standard deviation of (0.8244), while the percentage of lack of agreement on indicators of this dimension was (3.7%).

2. **Quality produce:** : Indicates data distributions repetitive circles, standard deviations for answers to the study sample paragraphs (X1-X6) related complex, recalling that (56.22%) of the respondents agree that these phrases vs. (6.66%)do not agree with the terms of this dimension and (14.3%) are neutral, and that was a mean value of (3.880) and standard deviation (0.906).

3. **Organization citizenship:** The results indicated that respondents' answers and at the level of the overall index for this dimension through indicators (X1-X6) tend towards an agreement by (61.71%) with a mean (3.141) and standard deviation (0.9523), while the percentage of non-agreement reached (5.98%) .

4. **Work environment:** data indicated that there is agreement among the majority of the study sample and rate (64.95%)about the measurement, be by the nature of the work or not, although the percentage (4.47%) of the respondents did not mean them measurement, through phrases (X1-X6) reached a mean (4.221) and standard deviation of (0.748), while the ratio of the amount of neutral (7.68%) of the study sample.

5. **Governance:** The results of the distributions repetitive circles, standard deviations for the variables of this dimension (X1 -X6), as the results indicate that (67.58%) of the respondents agree on these terms Vs. (1.95%) I do not agree with a mean power (4.297) and standard deviation ability (0.7554) on the contribution of the terms of this dimension in the studied case.

6. **Organization Leadership:** Results Answers respondents indicated the level of of the study sample on this dimension through indicators (X1-X6) tend towards an agreement by (62.93%) compared to the proportion of non-adult agreement (4.06%), a large proportion, and that was a mean value of (4.055) and a standard deviation of (0.8645).

7. **Financial performance:** Data indicate distributions repeatability and standard deviations of the responses to the phrases (X1-X6 ) for this dimension, as the results indicated that the percentage (61.31%) of the respondents agree that these phrases vs. (4.31%) do not agree with the terms of this dimension, and (11.41%) are neutral, with a mean of (4.0684) and standard deviation (0.8459).

Table 5: Frequency distributions and percentages, standard deviations of corporate reputation

Variables	The main factors	Symbol	Response scale										mean	standard deviation
			Strongly agreed		Agreed		Neutral		I do not agree		I do not agree strongly			
			S	%	S	%	S	%	S	%	s	%		
corporate reputation	Innovation	X1	87	22.7	129	33.6	58	15.1	22	5.7	-	-	3.949	0.8872
		X2	73	19	149	38.3	52	13.5	22	5.7	-	-	3.922	0.8461
		X3	62	16.1	148	38.5	53	13.8	22	2.7	11	2.9	3.770	0.9852
		X4	112	29.2	117	30.5	67	17.4	-	-	-	-	4.1520	0.7639
		X5	77	20.1	190	49.5	29	7.6	-	-	-	-	4.1622	0.5770
		X6	87	22.7	129	33.6	58	15.1	22	5.7	-	-	3.949	0.8872
	<b>Average</b>		<b>21.6</b>		<b>37.3</b>		<b>13.75</b>		<b>3.3</b>		<b>0.4</b>		<b>23.9042</b>	<b>4.9466</b>

	<b>Total</b>	<b>58.9</b>				<b>13.75</b>		<b>3.7</b>				<b>3.9840</b>	<b>0.82443</b>
Quality produce	X1	73	19	149	38.8	52	13.5	22	5.7	-	-	3.922	0.8461
	X2	62	16.1	148	38.5	53	13.8	22	5.7	11	2.9	3.770	0.9852
	X3	87	22.7	129	33.6	58	15.1	22	5.7	-	-	3.949	0.8872
	X4	87	22.7	129	33.6	58	15.1	-	-	22	5.7	3.949	0.8872
	X5	73	19	149	38.8	52	13.5	22	5.7	-	-	3.922	0.8461
	X6	62	16.1	148	38.5	53	13.8	22	5.7	11	2.9	3.770	0.9852
	<b>Average</b>		<b>19.26</b>		<b>36.96</b>		<b>14.13</b>		<b>4.75</b>		<b>1.91</b>	<b>23.282</b>	<b>5.437</b>
<b>Total</b>		<b>56.22</b>				<b>14.3</b>		<b>6.66</b>				<b>3.880</b>	<b>0.9061</b>
Organization citizenship	X1	175	45.6	70	18.2	18	4.7	19	4.9	14	3.6	4.260	1.1274
	X2	97	25.3	119	31.0	47	12.2	33	8.6	-	-	3.945	0.9657
	X3	90	23.4	133	34.6	42	10.9	18	4.7	13	3.4	3.908	1.0391
	X4	104	27.1	137	35.7	55	14.3	-	-	-	-	4.1665	0.7151
	X5	108	28.1	127	33.1	32	8.3	11	2.9	18	4.7	4	1.0830
	X6	143	37.2	119	31	22	5.7	12	3.1	-	-	4.327	0.7837
<b>Average</b>		<b>31.11</b>		<b>30.6</b>		<b>9.35</b>		<b>4.03</b>		<b>1.95</b>	<b>24.6065</b>	<b>5.714</b>	
<b>Total</b>		<b>61.71</b>				<b>9.35</b>		<b>5.98</b>				<b>3.141</b>	<b>0.9523</b>
Work environment	X1	135	35.2	118	30.7	35	9.1	8	2.1	-	-	4.283	0.777
	X2	124	32.3	119	31.0	41	10.7	8	2.1	4	1.0	4.1858	.08690
	X3	100	26	159	41.4	32	8.3	5	1.3	-	-	4.195	0.6904
	X4	147	38.3	92	24.0	25	6.5	26	6.8	6	1.6	4.175	1.0429

		X5	156	40.6	86	22.4	28	7.3	26	6.8	-	-	4.256	0.9540
		X6	135	35.2	125	32.6	16	4.2	11	2.9	9	2.3	4.236	0.9378
		<b>Average</b>		<b>34.6</b>		<b>30.35</b>		<b>7.68</b>		<b>3.66</b>		<b>0.816</b>	<b>25.3308</b>	<b>4.489</b>
		<b>Total</b>	<b>64.95</b>				<b>7.68</b>		<b>4.476</b>				<b>4.221</b>	<b>0.748</b>
	<b>Governance</b>	X1	135	35.2	115	29.9	32	8.3	14	3.6	-	-	4.253	0.8315
		X2	128	33.3	113	29.4	34	8.9	6	1.6	15	3.9	4.125	1.0356
		X3	162	42.2	124	32.3	8	2.1	2	0.5	-	-	4.506	0.5879
		X4	157	40.9	105	27.3	26	6.8	8	2.1	-	-	4.388	0.7598
		X5	135	35.2	109	28.4	52	13.5	-	-	-	-	4.280	0.7449
		X6	91	23.7	183	47.7	22	5.7	-	-	-	-	4.233	0.5731
		<b>Average</b>		<b>35.08</b>		<b>32.5</b>		<b>7.55</b>		<b>1.3</b>		<b>0.65</b>	<b>25.785</b>	<b>4.5328</b>
	<b>Total</b>	<b>67.58</b>				<b>7.55</b>		<b>1.95</b>				<b>4.297</b>	<b>0.7554</b>	
		X1	107	27.9	120	31.2	44	11.5	25	6.5	-	-	4.0439	0.9213
	<b>Organization Leadership</b>	X2	118	30.7	121	31.5	38	9.9	19	4.9	-	-	4.141	0.8753
		X3	100	26	140	36.5	29	7.9	17	4.4	10	2.6	4.023	0.9860
		X4	131	34.1	109	28.4	48	12.5	8	2.1	-	-	4.226	0.8147
		X5	98	25.5	162	42.2	33	8.6	-	-	3	0.8	4.189	0.7688
		X6	112	29.2	132	34.4	38	9.9	14	3.6	-	-	4.155	0.8210
		<b>Average</b>		<b>28.9</b>		<b>34.03</b>		<b>10.05</b>		<b>3.5</b>		<b>0.56</b>	<b>24.7779</b>	<b>5.1871</b>
	<b>Total</b>	<b>62.93</b>				<b>10.05</b>		<b>4.06</b>				<b>4.1296</b>	<b>0.8645</b>	
	<b>for per</b>	X1	99	25.8	138	35.9	43	11.2	16	4.2	-	-	4.0811	0.8316

	X2	80	20.8	138	35.9	57	14.8	14	3.6	7	1.8	3.9122	0.9273
	X3	84	21.9	154	40.1	44	11.5	14	3.6	-	-	4.0405	0.7887
	X4	112	29.2	132	34.4	38	9.9	14	3.6	-	-	4.155	0.8210
	X5	99	25.8	138	35.9	43	11.2	16	4.2	-	-	4.0811	0.8316
	X6	118	30.7	121	31.5	38	9.9	19	4.9	-	-	4.141	0.8753
	<b>Average</b>		<b>25.7</b>		<b>35.61</b>		<b>11.41</b>		<b>4.01</b>		<b>0.3</b>	<b>24.4109</b>	<b>5.0755</b>
	<b>Total</b>		<b>61.31</b>				<b>11.41</b>		<b>4.31</b>			<b>4.0684</b>	<b>0.8459</b>

### 3.2. Analysis of correlations between Study Variables

To complete the description of the diagnostic processes and the analysis of the current metadata, the correlation between the study variables, especially the between innovative value and the organization's reputation, should be determined by using the spearman ( $P \leq 0.05$ ) and as follows:



### **3.2.1. Analyze the correlation between the innovative value and the reputation of the organization**

This topic will focus on the second question and the fifth question, and third question which came within the methodology of the hypothesis of correlation, which states that there is a significant correlation between the innovative value and the reputation of the organization in the study sample at the macro and micro level:

H1: There are any clear differences between the study sample and its current variables within the current study.

The relationship between the innovative value and reputation of the organization at the micro level in the study sample:

The total correlation coefficient (0.869), the moral value at the abstract level (0.01), and the total correlation coefficient (0.869) This hypothesis is acceptable at the level.

H2: There is a significant positive correlation between organizational reputation and innovative value at the macro level for sample study.

The relationship between the dimensions of the innovative value after all dimensions of the organization's hearing at the micro level in the sample of the study:

Table (6) shows that there is a significant relationship between the innovative value and each of the dimensions of the organization 's reputation, even the strong moral relationship between (organizational citizenship) as a dimension of the organization' s reputation with the innovative value, where the correlation coefficient value was (0.897) The weakest was the ethical relationship between quality in the prouduce on the product, it reached the degree of correlation (0.364 \*\*), so the first hypothesis of the correlation was fully developed at the level of the general index and the level of sub-dimensions was achieved in part.

We also found that the strong relationship was between the corporate reputation and (Eliminated) as the correlation coefficient value (0.877 \*\*), while the weakest link between the corporate reputation amplitude and the( Raise) that reached the coefficient (0.561 \*\*) For the first hypothesis

Table 6: The association between the dimensions of the innovative and the dimensions of the organization's reputation at the micro level in the study sample

corporate reputation Innovation	Innovation	Quality produce	Organization citizenship	Work environment	Governance	Organization Leadership	Financial performance	Overall index
<b>Eliminated</b>	0.916**	0.782**	0.600**	0.439**	0.398**	0.590**	0.634**	0.877**
<b>Reduce</b>	0.285**	0.201**	0.915**	0.597**	0.733**	0.394**	0.298**	0.704**
<b>Raise</b>	0.174**	0.082	0.652**	0.611**	0.661**	0.434**	0.168**	0.561**
<b>Creat</b>	0.314**	0.132*	0.648**	0.453**	0.822**	0.511**	0.349**	0.649**
<b>Overall index</b>	<b>0.513**</b>	<b>0.364**</b>	<b>0.897**</b>	<b>0.660**</b>	<b>0.819**</b>	<b>0.590**</b>	<b>0.445**</b>	<b>0.869**</b>

Table prepared by the researcher in the light of the results of the electronic calculator

H4: There is a big significant correlation between each of the innovative value areas and reputation?

We find the level of the relationship between the innovative value and the reputation of the company on the companies sample study that the strongest relationship was between foreign companies and after the financial performance amounted to confusion (0.9409), which indicates that financial performance is supported by innovation value and improve the reputation of the company, The weak link was between the innovative value and reputation of the company was within the dimension of creativity in the local oil company if the link value (0.339) as shown in the table below figure (7):

Table 7: correlations between the innovative value and reputation of the company at the level of the companies sample study

		corporate reputation							Overall index
		Company	Innovation	Quality produce	Work environment	Organization citizenship	Governance	Organization Leadership	
Innovation value	Group of foreign companies	0.811**	0.801*	0.870**	0.880**	0.504**	0.757**	0.9409	0.940**
	Group of local companies	0.760*	0.894*	0.928*	0.894**	0.812**	0.586**	0.677**	0.856**
	Oil Company	0.339	0.934*	0.931**	0.938	0.849	0.923	0.748	0.598**

### 3.3. Study of the effect of analysis of relations between variables (sample study)

For the purpose of knowing and the possibility of answering the fourth question of study which states (Is there a significant impact and moral value is positive between the innovative value and the reputation of the Organization at the macro and micro level of the research sample, as shown below:

#### 1. Analyze the impact of innovative value and reputation regulation

This axis includes a secondary test of the hypothesis that there is an important impact of innovative value in the hearing organization in the sample study of oil companies

operating in Dohuk. and the test of subnets, which states that there is a significant impact between the innovative value in each dimension of the reputed organization as follows.

### **A. The impact of innovative value in the corporate reputation at the macro level of sample study**

Table (8) shows a significant effect of the innovative value in the corporate reputation, which is supported by the calculated (F) value of (910.956) Indicating that the regression curve is good in interpreting the relationship between the innovative value and the reputation of the organization and at the macro level. The coefficient of (R<sup>2</sup>) has a value of (0.756) which refers to The ability of the independent variable to interpret the effect of the organization on it was about (75%.) This value of the regression coefficient ( $\beta_1$ ) increased by (0.475). This result was agreed with the study of (Alnouz, 1999) and (Banai et al. 2004), which point out that the innovative value, even if it is in part, has a clear effect on the composition of the corporate reputation and this indicates the realization of the hypothesis .

Table 8: The effect of innovative value in the corporate reputation at the macro level of the study sample

Independent Certified	corporate reputation		R <sup>2</sup>	)F(Values	
	$\beta_0$	$\beta_1$		Calculated	Tabulated
Innovative Value	0.869	0.475 (30.182)*	0.756	910.956	3.84

### **B. The relationship between the innovative dimensions of the innovative value and the reputation of the company at the macro level for sample study**

The table( 9 ) shows that the most significant relationship of moral influence was (eliminated) after the corporate reputation in terms of the value of the coefficient of selection The value of ( $\beta$ ) is (0.877), which is a significant value in terms of the

calculated value of (t) (31.336). The calculated value (F) is (981.972) of their tertiary value of (3.84). While the lowest correlation was significant for the innovative value represented by the dimension (raise) after the corporate reputation as the coefficient of identification (R<sup>2</sup>) value (31%).

Table 9: The effect between each dimension of the innovative value dimensions and the company's reputation at the macro level for sample study

Innovative Value	corporate reputation		R <sup>2</sup>	)F(	
	β <sub>0</sub>	β <sub>1</sub>		Calculated	
<b>Eliminated</b>	0.877	0.336 (31.336*)	0.770	981.972	<b>3.84</b>
<b>Reduce</b>	0.704	0.596 (17.010*)	0.496	289.351	
<b>Raise</b>	0.561	1.666 (11.619*)	0.315	135.001	
<b>Creat</b>	0.649	1.168 (14.639*)	0.422	214.286	

Hence, it can be said that there is a great role for the innovative value, whether at the macro level or the level of dimensions in the realization and composition (corporate reputation) But that the reputation is influenced and markedly by the values created by the organization for itself.

H3: There is a moral impact of positive significance between the innovative value and reputation of the company?

Table (10) shows that the most influential relationship between the innovative value and the reputation of the company was among the foreign companies, with a specific factor of (92%). Indicates that foreign companies are interested in the value and reputation of them as rival companies within the oil sector in the North Iraq region, followed by local companies as the second competitor of foreign companies, which was at a rate of (77%).

Table 10: Refers to the dramatic relationship between the creative and reputation value of each group of oil companies

Innovation value	N	the sample	N,G	corporate reputation		R <sup>2</sup>	(F)	
				B1	B0		Calculated	
	40	Group of foreign companies	5	0.442	0.827	0.92	14.762	3.84
	107	Group of local companies	12	0.415	0.885	0.77	9.696	
	149	Oil Company	1	1.041	0.939	0.76	4.094	

### 3.4. Analysis of variance

In this analysis, we answer the sixth and seventh questions together, which focus on the variation of the study sample according to its dimensions and the time of the oil companies according to the dimensions and variables of the research. The second is by choosing the hypothesis of variance and the extent of variation between the sample companies in the scope of innovative value according to the dimensions of the company's reputation

#### A. Analysis of variance in sample study companies

##### 1. Companies vary according to the innovative value

The table ( 11 ) shows that there is a clear variance in the companies of the study sample according to the innovative value. This is what we see through the significance of the model represented by the value of (F) calculated (0.138) which is a significant value at the level (0.05). This was an indication that the companies sample study varies in the results of innovative value suffered by.

Table 11: Different companies sample study according to innovative value

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	0.39	2	0.20	0.138	0.871
W. G.	41.600	293	0.142		
Total	41.639	295			

$P \leq 0.05$

$N = 296$

Accordingly, the Duncan test was conducted to determine the degree of variation between the sample companies. Table (12)

There is a difference between the groups of companies according to their computational circles, as the highest percentage of innovative value in the total companies (oil company) and that the mean of (4.2035).and then the total (foreign companies), which was a mean of (4.1966). This is an indication that both groups have the value is very different from the innovative value followed by local companies as the extent of interest in innovative value relatively few other groups as shown in Figure (6).

Table 12: The sample companies are included in the variance according to their innovative values

Group	N	Subset for alpha = 0.05
		1
local companies	107	4.1785
foreign companies	40	4.1966
oil company	149	4.2035
Sig.		.709

Means for groups in homogeneous subsets are displayed.

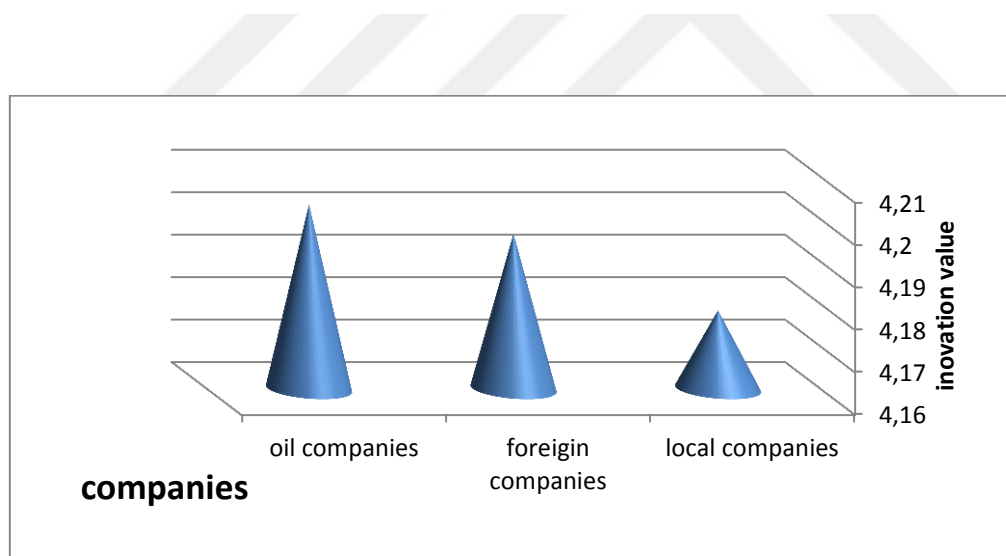


Figure 6: Innovative value in total oil companies



## 1. Variation of the total sample study companies according to the company's reputation

In line with the hypothesis of finding variation in the sample companies according to the company's reputation, the researcher adopted the use of a one-way ANOVA analysis, as shown in Table (13).

Table 13: Different companies sample study according to the company's reputation

S. O. V.	S. S.	D. F.	M. S.	F	Sig.
B. G	0.61	2	0.31	0.236	0.790
W. G.	38.105	293	0.130		
Total	38.166	296			

$P \leq 0.05$

$N = 296$

The above table shows that there is a clear variance in the sample companies according to their reputation. This is illustrated by the significance of the model represented by the value of (F) calculated as (0.236) which is a significant value at a significant level (0.05). The sample of the study varies according to its reputation. In order to determine the discrepancy among the sample companies, the Duncan test was conducted to prove the degree of this discrepancy between the sample companies. Table (1) shows that there is a difference between these companies according to their computation. Percentage of the sample among sample companies in (foreign companies), and was a mean of (4.1095). Followed by the General Company for oil products, which was a mean (4.1034), and the local companies with a percentage difference less than the rest of the mean (40.750) as indicated in the table (14) figure (5).

Table 14: The sample companies are included in the variance according to their reputation

Group	N	Subset for alpha = 0.05
		1
local companies	107	4.0750
oil comoany	149	4.1034
foreign companies	40	4.1095
Sig.		.590

Means for groups in homogeneous subsets are displayed.

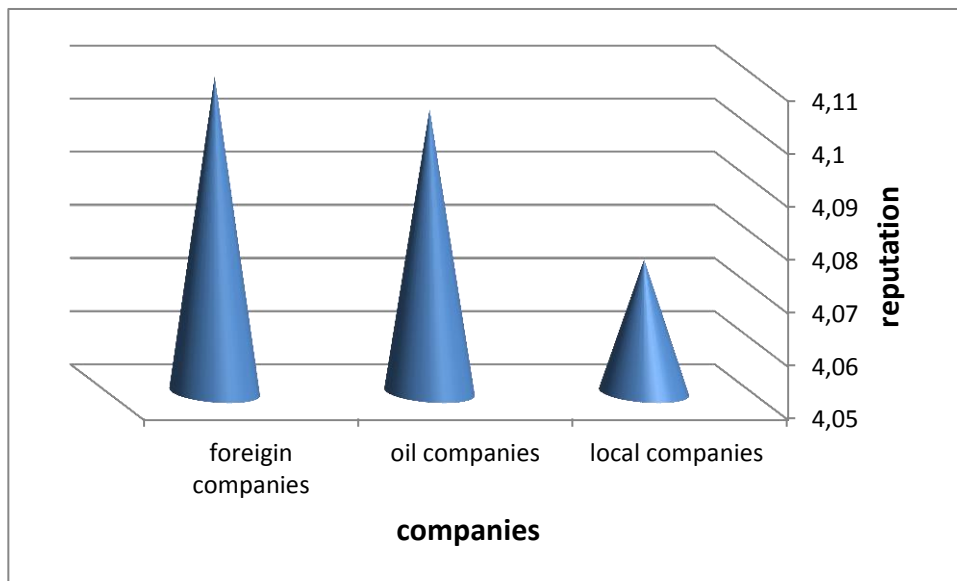


Figure 7: Differentiation of the company 's reputation by companies sample study

Hence, it is possible to point out in the analysis of variance that the companies of the sample of the study were varied by the extent of their impact on the innovative value and reputation. Here, we can clarify the variation in the classification of the sample companies on the percentage of innovative and reputable value according to their arithmetic mean as indicated in Table (16) figure(6 ).

Table 15: The extent of variance in the sample companies by basic variables

Impact	corporate reputation	<b>Innovation value</b>
least ↓ Biggest	Local companies	Foreign companies
	Foreign companies	Local companies
	Oil company	Oil company

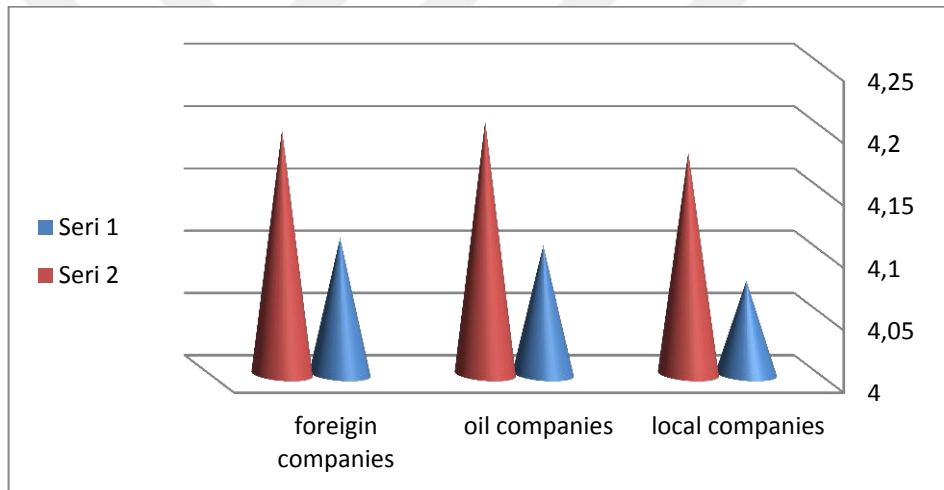


Figure 8. The variation shows both the value of the integer and the reputation of the company for sample study

Hence, through the table above, we can accept the validity of the hypothesis of variance at the macro and micro level about the variation of both companies' sample of the study on the extent of the innovative value they possess on the one hand and their organizational reputation on the other hand

### **3.5. Conclusions and Recommendations**

The results are based on the theoretical and field aspects of the results of the study, and then provide suggestions for the introduction and future visions for the management of the study sample in the companies, as well as proposals for researchers on some future studies complementary to the subject, as follows:

The sample of the study varies in its innovative value according to the strategies of reputation

The study found a number of conclusions that can be displayed according to each variable separately, as follows:

#### **3.5.1. Conclusions**

1. The reputation of the organization is described as one of the modern concepts that have gone away from the literature of marketing thought and the organizers in their studies and research, which explains the scarcity in the aspects and conceptual frameworks of this concept as it is in the stage of the theoretical foundation of its dimensions, as well as the differences in the views of researchers towards The reputation of the organization, which is explained by the multiplicity of models used to measure it, gave an impression The researcher has a state of disagreement about the existence of multiple visions towards the concept of measurement models.
2. It proved that there was a large agreement among the sample members about the description of the study variables (the innovative value and reputation of the organization) for the oil companies and it was agreed by a large percentage and this was a sample agreement with the opinion of the researcher on the variables of study.
3. The study agreed that the oil facilities must seek and be proactive in reducing all the unnecessary costs associated with their products in order to achieve its value added to distinguish them from others in the style of values innovative and known as the Blue Ocean.

4. The same agreement shows the trend of describing after (Raise) that on the structures should work to add some increases that increase the customer's benefit and thus achieve the innovative value
5. The sample study agreed by describing the following (Creat) that it adopts many fields to achieve efficiency and efficiency and create many benefits for the customer not found in other companies or organizations
6. The researcher concluded that in the past the organizations were focused on value added concepts as a competitive advantage because the organizations were working with little competition, but with the intensification of competition and change in the wishes of customers and technological development helped to succeed the superiority of organizations by moving towards achieving the innovative value which linked Between innovation and value. Hence, we find that organizations that will not be able to survive in the business environment because they continue to rely on the added value, which only achieves the best performance and sustainable growth, making them liable to fail. on the other hand, organizations that rely on innovative value have achieved long-term growth
7. It shows by describing the sample study to the extent that there is a great prospect between the sample study about the reputed company as one of the important things for them in particular within the marketing areas
8. Sample study indicated the agreement and good proportion that the basis in the composition of the reputation of the organization due to creativity in the work and this is what focused on the innovative value also
9. The study agreed that the quality of the work of the important things that could close the hearing is important for the organization within the business sector, which enables it to compete within that sector and excellence to value the value of other organizations
10. The study agreed to a large extent on the idea that the creation of the Eutokin J's reputation for the organization is not only through the possession of employees sense of responsibility towards their organization and expressed by the concept of organizational citizenship through which we encourage loyalty to individuals and through them to achieve the reputation of the material to achieve, Their organizations will close the atmosphere of outstanding work, which is reflected in good performance, which in turn raises the value and reputation of the organization

11. As stated in the descriptive analysis of the sample study on the dimension (work environment) and a large agreement by the sample on that dimension, the more competition may be difficult to form reputation, but it is important for companies to be able to stay and the nucleus and continue within the sector of that competition, Jean last consideration because of the distinctiveness of the environment in which these companies operate by changing in all aspects, the company must excel in a good reputation that enables it to survive all environmental changes
12. Note through the descriptive analysis of the dimension of the company's reputation that the sample study and agreed on a great deal about the dimension (governance) and the extent of its contribution to the formation of the company's reputation as the organizations within the current situation of competition between companies must be a clear competition without any side effects on customers except the cover will be reflected The company reputation
13. He agreed to study through the description of the sample leadership as one of the important things through which the composition of the company's reputation. The good leader is the one who motivates the individual staff to pay attention to the formation of a good reputation for the organization through which to compete within the business sector
14. The financial dimension of the dimensions important to the composition of the organization according to the description of the sample study, since without the financial side can not provide the oil sector companies to provide any services, which enables them to achieve the value and success of the company's reputation, considering that the sector is fully linked to the financial aspect of the success of all services on the other hand, it can be said that focusing on the concepts of reputation and value is in turn an organization can achieve good financial resources of profit.
15. The results of the statistical analysis of the sample data indicated that there is a strong and moral correlation between the variables of the study at the macro level and this is one of the important indicators as the composition of the company's reputation is valued among the competitors, and by innovating the value of the organization by excluding all of the higher cost of the organization Making it a leader in the competitive sector, creating a reputation for its continued growth within the business sector

16. The results of the statistical analysis indicated that the strongest correlation between the innovative value and reputation of the company was between innovation and exclusion, that is, whenever the company is able to exclude all costs and unnecessary things that would raise the costs of the company whenever it achieved that innovation in the value of the business
17. The results of the analysis at the level of oil companies as a whole, as foreign companies came in the forefront of other in terms of interest in the material aspect of the reliability and innovation value, while the General oil Company in the province of Dohuk through attention to the dimension of citizenship and loyalty in the personnel working to maintain reputation and innovative value, Finally, the local companies came through the surrounding environment was higher after it on the grounds that environmental changes have a role and influence on the relationship between study variables
18. The results of the statistical analysis indicated that there is a good correlation between the variables of the study and that the innovative value works significantly to innovate the reputation of the company, as it ended the higher the innovative value of the companies sample study whenever it is characterized by a good reputation distinguish them from the good organizations.
19. The results of the statistical analysis on the relationship between the effects of the dimensions of the dimension that the best dimension that contributes significantly to the composition of the organization is after the exclusion and this is similar in the relationship of correlation, that is, exclusion from the nation does not work values of the company and focus on the nation, which increases the value of companies and thus lift of her reputation
20. The results of the analysis on the level of companies totals showed that foreign companies had a much higher impact on their reputation than other local companies
21. The analysis of the variance of the study sample shows that the oil companies operating in the governorate of Dohuk vary according to the study variables (the innovative value and reputation of the company). This is considered acceptable because within the business sector and the different environment in which these companies operate, there must be a difference in the ability to own the reputation Or innovative value.

22. The results of the analysis of variance using the Duncan equation indicated that the oil companies were in a partial manner in proportion to the value as the General Company for oil Products occupied the largest proportion in terms of variance towards the innovative value
23. the results of the analysis of variance, using Duncan's equation, indicated that the oil companies were partially differentiated after the company's reputation. The General Company of Petroleum Products occupied the largest position in terms of variance towards the company's reputation. This came in line with the conclusion that the general company for oil products was different in reputation But more than the innovative value and more than other companies as working within the government sector, which takes into account the social dimension in consideration of other partnerships that care about the value of innovative because it works within the fierce competition.

### **3.5.2. Recommendations**

Based on the conclusions of the current study, the researcher sets a set of proposals which he deems appropriate to enhance the variables of the study and its dimensions and application in the organizations in question and benefit from them. The researcher also offers a number of future studies proposed and related to the current study variables:

1. The participation of employees in the organizations involved in training courses contribute to the upgrading and development of creative and cognitive skills and abilities. This has a great impact on improving the reputation of the company as one of the most valuable resources of the organization to contribute to the creation of creative products, which has a high sense of social and environmental responsibility and the ability to improve the quality of knowledge. The goods and services provided to the customers are compared to other resources of the organization.
2. The organizations concerned to achieve creativity in the financial characteristics of their products and treatment of weakness by adopting a number of organizational goals and organizations, such as obtaining certificates of creativity and quality granted by higher organizations to obtain market share and improve their reputation



- 3.** In order to enhance the company's reputation, the study suggests that the surveyed organizations conduct surveys to identify the reactions of customers towards the progress of the products as well as to identify the views of customers towards the competitors'
- 4.** The current study suggests that the organizations should consider the study taking into account the environment surrounding the organization because of its impact on the innovative value and improve the reputation of the company
- 5.** Investors should support the public sector and private sector organizations in Dahuk province as well as support the local product by the competent authorities so that the local product can rival the foreign producer at least in the North Iraq region or the province of Dohuk
- 6.** The necessity of the means of advertising to support local products by increasing the awareness of the citizen the need to adopt the local product because it meets the required conditions within the levels of quality available in them as well as follow-up of the regulatory bodies and the competent authorities constantly to work organizations or companies in the province of Dohuk

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**BINGOL University \ Turkey**  
**College of Administration and Economics**  
**Department of Business Administration \ Higher Studies**

**S\ Questionnaire form**

**Gentlemen...**

Peace and mercy of Allah and his blessings may be upon you...

We are pleased that we present you with the form prepared for the purposes of research in the study tagged (**Innovation And Its Impact On The Organizational Reputation / Field Study For The Views Of The Employees Of Oil Companies In The Province Of Dohuk**) and it is part of a master's degree in business management requirements. Thankful for your efforts, Note that the answers provided by you will be used only for the purposes of scientific research so you do not need to state your name please.

Please accept our profound thanks and respect

**Supervisor Researcher**

**Prof. Dr. Sait PATIR**

**Master's student**

**Karwan Fatheldeen HASSAN**

**First: Identifying information's:**

- **Gender:**

Male  Female

- **Age:**

25 – 30 Years  31 – 40 Years

41 – 50 Years  51 years and over

- **Educational attainment:**

Higher Diploma

Master

Doctorate

Bachelor's degree

Prepared

- **Job LocationTitle:**

- **Years of Service:**

5-15 Years and Less  16 – 21 Years

22 and over years and over

## Second Innovation: Value

### 1. Eliminated

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1	The company owns all the full checks for all of his property resources and unnecessary work					
2	The company excludes the unnecessary elements without prejudice to the quality of the product.					
3	Our company outperforms competitors by excluding some processes that do not add any value to the customer.					
4	The company is working to reduce marketing costs by excluding channels of distribution unnecessary and non-efficient.					
5	The company works to reduce unnecessary work stoppages and raise costs					
6	The company works on the continuous maintenance of equipment and machinery, which reduces costs in the long run.					

**2. Reduce:**

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The company constantly seeks to reduce mistakes, which enhances the quality of its products					
2.	The company adopts a policy of flexible change, which contributes to the development of its products					
3.	The company has specific plans to reduce costs by reducing unnecessary costs					
4.	The company seeks to reduce the risks and opportunities lost when supplying raw materials and during use					
5.	Our company is working on the controls on the details of product cost					
6.	The company promotes community responsibility by reducing the harmful elements of the environment					

### 3. Raise

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The company seeks to introduce new means in the product					
2.	The company seeks to increase the quality of its products continuously to win the satisfaction of its customers and profits					
3.	The company seeks to increase its sales by opening new branches					
4.	The company is constantly looking for elements that work to achieve increased acceptance of its products socially					
5.	The company strives to increase the activities that lead to the preservation of the environment					
6.	The company follows new ways in offering its products to attract customers					

#### 4. Create

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The company's innovations contribute to creating new markets and winning new customers					
2.	The company applies innovation to its operations					
3.	Our company cares about reverse feeding as a source of learning and developing appropriate solutions for customers' problems					
4.	Adopts the company's policy to provide new ideas and in line with the needs and desires of customers					
5.	The company has the ability to transform creative creative ideas into useful outputs					
6.	The company achieves innovative strategies that help it achieve competitive advantage					



## Corporate Reputation

### 1. Innovation

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The company works on the cost of modifications in its operations according to customers' suggestions					
2.	The company is making comprehensive changes in the process of offering its products					
3.	The management of the company seeks to find new ways to determine how to use the existing equipment in it					
4.	The company possesses marketing skills and distinct sales					
5.	Employees of the company have the merit and credibility in performance					
6.	Our employees are specialized in business					

## 2. Quality products

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	Our products enjoy a good reputation in the market in which you operate and can be trusted					
2.	There is accuracy in the products provided by our company and are accomplished by times					
3.	The company develops innovations according to the latest innovations					
4.	The company offers products with financial value suitable for customers					
5.	The company is keen to provide products according to the expected specifications of customers	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
6.	The company offers high quality products					

### 3 Organization Citizenship:

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	All employees working in the company to provide support and support for their colleagues at work					
2.	Individuals working in the workplace are committed to respecting the rights of their co-workers.					
3.	The company is committed to ethical standards within the community in which it operates					
4.	The company is committed to providing the necessary services to improve the quality of life workers					
5.	Employees committed to carry out the tasks assigned to them without complaining					
6.	Employees interested in the general objectives of the company and waiting for them in the performance of work					

**4 : Work Environment**

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The company participates in conferences and seminars that serve the community					
2.	The company is committed to all standards that will preserve the environment					
3.	Company training is one of the most important strategic choices in the preparation of human resources					
4.	The incentive system in the company is directly related to the performance results					
5.	The company provides security and safety conditions for all personnel working					
6.	The company provides all the needs of individuals working to accomplish their work					

5- . **Governance:**

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The responsibilities are distributed in the company according to the laws and procedures that serve the public interest					
2.	Stakeholders, including working individuals, are entitled to appropriate compensation in case of violation of their rights					
3.	The financial position of the company and its performance shall be disclosed in due course					
4.	The company relies on the idea that the shareholder the right to receive compensation in the event of violation of rights and exposure to risk and accountant defaulters					
5.	The management of the company to develop strategies in line with the direction of individuals and society and to achieve the objectives of the company					
6.	The management of the company is committed to accounting for the defaulters within the work regardless of his position within the company					

## 6 : Organization Leadership

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	Management of the company depends on participation with the staff when making decisions					
2.	Management within the company depends on giving the field to all operators to express their views clearly					
3.	Management of the company depends on the development of staff skills to raise the level of performance					
4.	Company management encourages employees to innovate, innovate and innovate within the working mechanisms					
5.	Leadership sets the needs of customers in the priority of their interests					
6.	Secure leadership in transparency in internal and external policies					

**7 . Financial performance:**

S	Paragraphs	Strongly agree	Agree	Natural	Disagree	Strongly Disagree
1.	The profits achieved by the company is good compared to the profits of the previous year					
2.	The company has a high market share compared to the main competitors					
3.	Our company takes decisions that achieve the best financial performance					
4.	The factory management assesses its financial performance on an ongoing basis to achieve its objectives					
5.	The financial system of the company is characterized by its ability to cope with rapid and modern technological developments					
6.	Financial performance helps to develop the company's capabilities on proper planning which leads to increased efficiency and productivity					



جامعة بينغول / تركيا  
كلية الادارة والاقتصاد  
قسم إدارة الأعمال/ الدراسات العليا

م/ استثمارة استبانة

السادة المحترمون ...

السلام عليكم ورحمة الله وبركاته ...

يسعدنا أن نضع بين أيديكم الاستثمار المعدة لأغراض البحث في الدراسة الموسومة "تأثير القيمة المبتكرة على سمعة الشركات - دراسة ميدانية لآراء عينه من أعضاء الهيئة الإدارية والموظفين في شركات النفط في محافظة دهوك " وهي جزء من متطلبات نيل شهادة الماجستير في إدارة الأعمال.

شاكرين لجهودك ، لاحظ أن الإجابات التي قدمتها ستستخدم فقط لأغراض البحث العلمي حتى لا تحتاج إلى ذكر اسمك من فضلك.

يرجى قبول شكرنا العميق والاحترام

الباحث المشرف

البروفيسور الدكتور سايت ب

طالب الماجستير

كاروان فضل الدين حسن



وتقبلوا فائق الشكر والاحترام

أولاً : المعلومات التعريفية:

1. الجنس

ذكر ( ) انثى ( )

2. العمر

30-25 ( ) 40 -31 ( ) 50 -41 ( ) 51 – فاكثر ( )

3. المستوى العلمي

دبلوم عالي ( ) ماجستير ( ) دكتوراه ( ) بكالوريوس ( )

اعداديه ( )

4. العنوان الوظيفي : ( )

5. عدد سنوات خدمه

15-5 ( ) 21-16 ( ) 22- فاكثر ( )

ثانياً. ابعاد القيمة المبتكرة

1. الاستبعاد

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تمتلك الشركة جميع الطاقات الكاملة لجميع موارد ممتلكاته وأعماله غير الضرورية					
2	تستبعد الشركة العناصر غير الضرورية دون المساس بجودة المنتج.					
3	تتفوق شركتنا على المنافسين من خلال استبعاد بعض العمليات التي لا تضيف أي قيمة إلى العميل.					
4	تعمل الشركة على تقليل تكاليف التسويق من خلال استبعاد قنوات التوزيع غير الضرورية وغير الفعالة.					
5	تعمل الشركة على تقليل توقف العمل غير الضروري ورفع التكاليف					
6	تعمل الشركة على الصيانة المستمرة للمعدات والآلات ، مما يقلل التكاليف على المدى الطويل					

## 2.التخفيض

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تسعى الشركة باستمرار للحد من الأخطاء ، مما يعزز جودة منتجاتها					
2	تتبنى الشركة سياسة التغيير المرن ، والتي تساهم في تطوير منتجاتها					
3	لدى الشركة خطط محددة لخفض التكاليف عن طريق تقليل التكاليف غير الضرورية					
4	سعى الشركة إلى تقليل المخاطر والفرص الضائعة عند توريد المواد الخام وأثناء الاستخدام					
5	تعمل شركتنا على التحكم في تفاصيل تكلفة المنتج					
6	تعزز الشركة مسؤولية المجتمع من خلال الحد من العناصر الضارة للبيئة					

## 3. الزيادة

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تسعى الشركة لإدخال وسائل جديدة في المنتج					
2	تسعى الشركة إلى زيادة جودة منتجاتها بشكل مستمر لكسب رضا العملاء والأرباح					
3	تسعى الشركة إلى زيادة مبيعاتها من خلال فتح فروع جديدة					
4	تبحث الشركة باستمرار عن العناصر التي تعمل على تحقيق قبول متزايد لمنتجاتها اجتماعياً					
5	تسعى الشركة لزيادة الأنشطة التي تؤدي إلى الحفاظ على البيئة					
6	تتبع الشركة طرقاً جديدة في تقديم منتجاتها لجذب العملاء					

4. الأيجادار او التكوين

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تساهم ابتكارات الشركة في إنشاء أسواق جديدة وكسب عملاء جدد					
2	تطبق الشركة الابتكار على عملياتها					
3	تهتم شركتنا بالتغذية العكسية كمصدر للتعلم وتطوير الحلول المناسبة لمشاكل العملاء					
4	تعتمد سياسة الشركة لتوفير أفكار جديدة وتمشيا مع احتياجات ورغبات العملاء					
5	لدى الشركة القدرة على تحويل الأفكار الإبداعية الإبداعية إلى مخرجات مفيدة					
6	تحقق الشركة استراتيجيات مبتكرة تساعد في تحقيق ميزة تنافسية					

## 1. الابتكار

ت	الفقرات	أنتفق بشدة	أنتفق	محايد	لا أنتفق	لا أنتفق بشدة
1	تعمل الشركة على تكلفة التعديلات في عملياتها وفقاً لاقتراحات العملاء					
2	تقوم الشركة بإجراء تغييرات شاملة في عملية تقديم منتجاتها					
3	تسعى إدارة الشركة إلى إيجاد طرق جديدة لتحديد كيفية استخدام المعدات الموجودة فيها					
4	تمتلك الشركة مهارات تسويقية ومبيعات متميزة					
5	وظفي الشركة لديهم الجدارة والمصداقية في الأداء					
6	موظفونا متخصصون في الأعمال					

## 2. نوعيه المنتج

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تتمتع منتجاتنا بسمعة طيبة في السوق الذي تعمل فيه ويمكن الوثوق بها					
2	هناك دقة في المنتجات التي تقدمها شركتنا ويتم تحقيقها من خلال الأوقات					
3	يقوم بتطوير الابتكارات وفقاً لأحدث الابتكارات					
4	تقدم الشركة منتجات ذات قيمة مالية مناسبة للعملاء					
5	تحرص الشركة على توفير المنتجات وفقاً للمواصفات المتوقعة للعملاء					
6	تقدم الشركة منتجات عالية الجودة					

### 3. المواطنه التنظيميه

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	جميع الموظفين العاملين في الشركة لتقديم الدعم والدعم لزملائهم في العمل					
2	تلتزم الشركة بتوفير الخدمات اللازمة لتحسين نوعية العاملين في الحياة					
3	الأفراد العاملون في مكان العمل ملتزمون باحترام حقوق زملائهم في العمل.					
4	تلتزم الشركة بالمعايير الأخلاقية داخل المجتمع الذي تعمل فيه					
5	الموظفون الملتزمون بتنفيذ المهام الموكلة إليهم دون شكوى					
6	الموظفون المهتمون بالأهداف العامة للشركة وانتظارهم في أداء العمل					

### 4. بينه العمل

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تشارك الشركة في المؤتمرات والندوات التي تخدم المجتمع					
2	تلتزم الشركة بجميع المعايير التي ستحافظ على البيئة					
3	يعد تدريب الشركة أحد أهم الخيارات الإستراتيجية في إعداد الموارد البشرية					
4	يرتبط نظام الحوافز في الشركة مباشرة بنتائج الأداء					



ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
5	توفر الشركة شروط الأمن والسلامة لجميع العاملين					
6	توفر الشركة جميع احتياجات الأفراد الذين يعملون لإنجاز أعمالهم					

### 5. الحوكمة

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	يتم توزيع المسؤوليات في الشركة وفقاً للتوازنين والإجراءات التي تخدم المصلحة العامة					
2	يحق لأصحاب المصلحة ، بمن فيهم الأفراد العاملون ، الحصول على تعويض مناسب في حالة انتهاك حقوقهم					
3	يتم الكشف عن المركز المالي للشركة وأدائها في الوقت المناسب					
4	تعتمد الشركة على فكرة أن المساهم لديه الحق في الحصول على تعويض في حالة انتهاك الحقوق والتعرض للمخاطر والإخفاقات في المحاسب					
5	تقوم إدارة الشركة بوضع الاستراتيجيات بما يتماشى مع اتجاه الأفراد والمجتمع وتحقيق أهداف الشركة					
6	تلتزم إدارة الشركة بمحاسبة المتعثرين في العمل بغض النظر عن مركزه داخل الشركة					

## 6. قياده المنظمه

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	تعتمد إدارة الشركة على المشاركة مع الموظفين عند اتخاذ القرارات					
2	تعتمد الإدارة داخل الشركة على إعطاء المجال لجميع المشغلين للتعبير عن آرائهم بوضوح					
3	عتمد إدارة الشركة على تطوير مهارات الموظفين لرفع مستوى الأداء					
4	تشجع إدارة الشركة الموظفين على الابتكار والابتكار والعمل والابتكار ضمن آليات العمل					
5	تحدد القيادة احتياجات العملاء في أولوية اهتماماتهم					
6	تسأمن القيادة فسي الشفافية فسي السياسات الداخلية والخارجية					

## 7. الاداء المالي

ت	الفقرات	أتفق بشدة	أتفق	محايد	لا أتفق	لا أتفق بشدة
1	الأرباح التي حققتها الشركة جيدة مقارنة بأرباح العام السابق					
2	تمتلك الشركة حصة سوقية عالية مقارنة بالمنافسين الرئيسيين					
3	تتخذ شركتنا القرارات التي تحقق أفضل أداء مالي					
4	تقوم إدارة المصنع بتقييم أدائها المالي بشكل مستمر لتحقيق أهدافها					
5	يتميز النظام المالي للشركة بقدرته على مواكبة التطورات التكنولوجية الحديثة والحديثة					
6	يساعد الأداء المالي في تطوير قدرات الشركة على التخطيط السليم مما يؤدي إلى زيادة الكفاءة والإنتاجية					

**APPENDIX :**

**CURRICULUM VITAE**

Name and Surname: Karwan Fatheldeen HASSAN

Date and Place of Birth: 17/03/1986-Dohuk-Iraq.

Nationality: Iraqi.

E-mail: [karwanbinavi95@gmail.com](mailto:karwanbinavi95@gmail.com)

**:Education Level**

- Bachelor's Degree: 2007, University of DUHOK- College of Administration and Economics.

- Master's Degree: 2019, Bingol University, Graduate School of Social Science, Business Administration Department.