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The Role of Soft Human Resource Management in Improving Production Efficiency: An Exploratory Study in the Maysan Oil Company

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Abstract

The study aims to know the role of soft human resources management to improve production efficiency, as the study problem revolves around the lack of awareness of the management of the Maysan Oil Company of the philosophy of soft human resources management and its role in improving production efficiency. The study sample included (205) officials in the Maysan Oil Company, and for the purpose of achieving the goal of the study, the questionnaire was adopted to collect data related to the study, and the questionnaire collected was analyzed using the statistical programs (SPSS. V. 25), (Amos V. 23) and the results are shown. Organizations that treat their employees well and care about employee well-being perform better than those that are concerned only with organized profitability and provide a good work environment along with soft leadership, participation, training and development and organizational culture to a conducive environment in which employees can exercise their creativity and innovation, which enhances their motivation cycle to work and this plays a beneficial role to improve production efficiency.

Keywords: Soft Human Resource Management, Productive Efficiency.

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Introduction

The oil sector in Iraq is one of the most important sectors that achieve sustainable economic development for the country, as the oil sector in Iraq needs oil institutions and companies that keep pace with environmental complexities and technological developments and make changes in order to achieve leadership and productive efficiency. Perhaps the presence of a distinguished human resources management encourages the approach of best management practices Human resources to meet developmental and economic organizations, where human resources are gaining increasing importance day by day, that is, they are the soul and heart of modern management. The soft approach is one of the most common human resources approaches because the soft approach to human resources focuses on treating workers as valuable assets and a source of competitive advantage through their loyalty and ability. On adaptation, experience and high-quality results to improve the productive efficiency of the company under study.

The Study Problem

The successive global developments witnessed by the countries of the world affected various economic, social, political, and cultural aspects, which led to significant and wide developments in the areas of technological innovation, and thus led to the transformation of human resources within organizations from human resources with limited disposition to empowered human resources. They possess high and distinguished talents and capabilities that qualify them to perform the best work and adapt to all circumstances and variables, which leads to facing many difficulties in order to build the capabilities and skills of human resources in them, given that human energies are the basis for their launch towards providing the best various services. Where the problem of the study lies in the lack of awareness of the management of the Maysan Oil Company of the philosophy of soft human resource management and its role in improving the efficiency and productivity. In light of the specific problem, the current study seeks to answer the following questions.

1. Does Maysan Oil Company adopt a soft human resource management philosophy?
2. Does soft human resource management contribute to improving production efficiency?
3. What is the relationship between soft human resource management and productive efficiency?
4. Does the soft human resources management in the company contribute to raising the capabilities of the employees and qualifying them towards providing better performance?

The Importance of Studying

The importance of the current study lies in the theoretical and practical aspects:

1. The theoretical importance of the study stems from the importance of soft human resource management, as it is a recent trend in the human resource management literature.
2. It serves as guidelines for researchers who conduct experimental research in the future and is of paramount importance in being the first of its kind in the oil industry in Iraq to the knowledge of the researcher, especially in the Maysan Oil Company as an extractive company.
3. The importance of the applied study is highlighted in that it can make contributions that help draw attention to the importance of the dimensions of management.

Objectives of the Study

The study seeks to achieve a number of goals in light of the field problem, which is essentially related to revealing the nature of soft human resources management and its impact on the productive efficiency in the Maysan Oil Company. Accordingly, the research seeks to improve the goals through:-

1. Knowing and determining the nature of the work philosophy of the Human Resources Department in the Maysan Oil Company.
2. Knowing the extent to which soft human resource management contributes to improving productive efficiency.
3. Determine the relationship between soft human resource management and productivity efficiency.
4. Knowing the extent to which the soft human resources management in the company contributes to raising the capabilities of employees and qualifies them towards providing better performance.

Study Hypotheses

Key Correlation Hypothesis

(There is a significant correlation between soft human resource management and productive efficiency) from which the following sub-hypotheses are branched:

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1. There is a significant correlation between participation and production efficiency.
2. There is a significant correlation between the work environment and production efficiency.
3. There is a significant correlation between soft leadership and productive efficiency.
4. There is a significant correlation between training, development and productivity efficiency.
5. There is a significant correlation between organizational culture and production efficiency.

Main Impact Hypothesis

(There is a significant effect between soft human resource management and productive efficiency) from which the following sub-hypotheses derive:

1. There is a significant effect between participation and production efficiency.
2. There is a significant effect between the work environment and production efficiency.
3. There is a significant effect between soft leadership and productive efficiency.
4. There is a significant effect between training, development and productivity efficiency.
5. There is a significant effect between organizational culture and production efficiency.

Theoretical Side

First Axis: Soft Human Resource Management

First: The Concept of Soft Human Resource Management

Soft Human Resource Management places greater emphasis on the human relations aspect of people management, with an emphasis on continuous development, communication, engagement, employment security, quality of work life and work-life balance. Ethical considerations will be important.

The soft human resources model explains that human resources are the most valuable asset to the organization. The model is also called the "developmental humanity," since it focuses on the "human" aspect of human resource management of the model. Human resources are more valuable and more costly than other sources. (Rüzgar, & Ülgen, 2017).

"Soft" human resource management focuses on the human side and demonstrates commitment to developing human resources in terms of training and personal care. Any human resource management strategy must include both the human side and the resource side. However in the company environment investigated. The lack of focus on soft human resource management would pose a number of challenges to the management. A critical challenge is the complexity of social inclusion in the human resource environment from diverse cultural backgrounds (Dao, 2012).

Second: The Dimensions of Soft Human Resources

1. Training and Development

There are many factors that improve employee work such as flexible scheduling, training, etc. And it is very essential that the organization design the training very carefully Designing the training according to the needs of human resources those organizations that develop a good design of the training according to the needs of the human resources and also the organization always gets good results (Khan, 2011) That training and development is an activity that improves Skills, knowledge, behaviour, training and development are critically important to organizations.

2. Organizational Culture

In general, organizational culture can be described as a way of life in an existing organization for the long term. "Lifestyle" includes everything that has been happening in the organization for a long time. On the specified date in attending the office or performing a certain task and adherence to certain rules (such as uniforms) and placing the company's logo on human resources clothes, the behavior of the boss with the subordinate, the behavior of human resources towards customers, clarity in the rules, laws and procedures, strict adherence to them, the management's attitude towards workers' welfare and openness in the system Communication in the organization or anything else one can think of in the work of the organization. It is defined (Oberföl et al, 2018) that organizational culture is the main characteristic that distinguishes successful companies, and when a company shows a high level of culture, its organizational performance increases as well.

3. Sharing

Mutuku & Mathooko (2014) describe sharing that helps individuals and groups coordinate activities to achieve goals, and is vital in socialization, decision-making, problem-solving, and change management processes. Sharing also provides employees with important information about their jobs, organization, and environment, and relates to

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one another. Sharing can help motivate, build trust, create a shared identity, and stimulate participation. It provides a way for people to express feelings, share hopes and aspirations, celebrate and remember accomplishments. Sharing serves two basic functions in every organisation. It disseminates the information employees need to get things done and builds relationships of trust and commitment. Without it, HR ends up working in isolation without clear direction, vague goals, and little opportunity for improvement.

4. Work Environment

The work environment is such an important component of the working life of employees that HR spends a significant portion of their time at work, and affects them significantly. And that human resources who are satisfied with their work environment can lead to more positive work results and it can be determined that the work environment in the organization is important and has a significant impact on human resources from various aspects. If the environment of the organization does not attract human resources and they have a negative perception of the various elements of the work environment such as absenteeism, performance, stress-related diseases and productivity, then their commitment may eventually drop to the lowest level, which in turn affects the productivity of the organization, and if the environment of the organization is safe, it affects human resources positively their performance, creativity, productivity, commitment and financial health lead to a rise, which also affects the strengthening processes in the organization. That the workplace environment enhanced consequences by motivating HR (Hafeez et al, 2019).

5. Soft Leadership

(Sadq, Z.M. 2019) explains that leadership is one of the most important organizational elements that contemporary organizations need to survive and continue in light of current developments and dynamic changes. These circumstances have led to an increase in the need for leadership styles with personal skills, in addition to the ability to employ their potential to work in order to build positive relationships between human resources to meet contemporary challenges and to transform from a hierarchical leadership model to a soft leadership model that focuses on collaborative work and positive interaction with subordinates. And soft skills are vital for effective performance in the twenty-first century (Hussein & Taher, 2021). That is, leaders use non-coercive means of influence to direct the activities of their members and not to bring about change in the organization. They exercise influencing individuals through a set of soft leadership skills that leaders use from the organization to achieve goals efficiently and effectively.

The Second Axis is Production Efficiency

First, The Concept of Production Efficiency

Efficiency is defined as one of the important measures commonly used by business organizations in measuring their performance as a result of the great trends of the management of these organizations towards achieving the largest possible return from the use of available material, human and financial resources, as well as the scarcity of these resources. It means achieving the best results from the relationship. Between inputs and outputs, it is measured by the input-output ratio (Evans, et. al., 2007).

Production efficiency is a concept that is difficult to define. Efficiency can generally be defined as a measurement (usually expressed as a percentage) of actual output to expected standard output. Efficiency measures how well something performs compared to current standards; In contrast, productivity measures output in relation to a given input, for example, ton/hour worked. Efficiency is the ratio of actual units produced to the expected standard rate of production in a period of time, standard hours produced to actual labor hours (takes longer means less efficient), and the actual volume of production in value to standard volume in a period of time in value terms. In the economic aspect, efficiency is the result of the company's activity, and it is a percentage of the effect achieved by incurring expenditure (Kolinski, A. 2013).

Second, Improving Production Efficiency

Productivity at the human resource level depends on the analysis, measurement and improvement of the productivity of human resources as a direct workforce. On the one hand the productivity of human resources leads to the improvement of their condition and on the other hand by increasing the volume of products and services can bring about significant changes in their mobility and this direction helps to achieve the overall organizational goals. If the employees and members of the organization believe that their efforts are accurately valued and if their remuneration is consistent with their mission, then we can say that the organization is in the best condition in terms of creating motivation. Some components of HR productivity are investigation in relation to workplace spirituality as an ability: one's ability to do business in an organizational position. In other words, ability is the evaluation of the work or

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action that a person performs (Balouch 2016).

It can be said that in order to improve productivity and effectively achieve organizational goals, efficiency must be increased. At the same time, the efficiency of the performance of human resources depends, to some extent, on their knowledge, skills and abilities as well as their mental conditions, and the most frequently occurring causes of low productivity are, dilution of supervision, increase in staffing level without increase in supervision, alternation of work schedules, mismatch Skill sets and delays on site packing. Most of these issues can be resolved through on-the-job training transfer (OJT), improvement of technical knowledge, and development of sound HRM information. To add this aspect, judicial use of available resources and improvement of working conditions can increase productivity levels. As far as improving the financial position of companies is concerned, it can be the direct product of good turnover and better productivity of the workforce. Corporate investing for profits that can only be achieved if companies have high-performing teams that believe in thinking in the system rather than focusing on individual performance (Pirzada et al, 2013).

- **Practical Side**

First: Testing the Correlation Hypotheses

The purpose of testing the main and sub-correlation hypotheses between the main study variables and their sub-dimensions and the interpretation of its field results requires that inference with the values of the simple correlation coefficient (Pearson), which turned out to be possible to use because the data were subject to a normal distribution as it was previously tested, and for this purpose the statistical program (SPSS V) was used..23). In order to judge the strength of the correlation coefficient, the evaluation will be adopted by dividing it into five categories, as shown in Table (1).

Table 1: Interpretation of the Value of the Correlation

Interpretation of the correlation	Correlation coefficient value
There is no correlation	r = 0
complete positive or negative	r = ±1
weak positive or negative	(0.30 - 0.00) ±
strong positive or negative	(0.31 - 0.70) ±
Very strong, positive or negative	(0.71 - 0.99) ±

Source: Saunders, M., Lewis, P., & Thornhill, A. (2009). "***Research methods for business students***" 5th ed, Pearson Education Limited: Prentice Hall, England.

Based on the foregoing, the correlation hypotheses can be tested as follows:

Test the Main Correlation Hypothesis: (There is a Significant Correlation between Soft Human Resource Management and Productive Efficiency)

It is evident from Table (2) that there is a strong and significant positive correlation between soft human resource management and productive efficiency, as the value of the correlation coefficient between them was (0.688**), which is a significant value at a level of significance (1%), i.e. with a confidence percentage (99%).

This result indicates that the company's management, the study sample, pays attention to the dimensions of soft human resource management in terms of employees sharing their information and knowledge in order to achieve the maximum benefit from it, improve the work environment, provide the necessary requirements for it, train and develop employees, improve the internal organizational culture, and how employees' behaviors are adapted to engage within the prevailing culture. In turn, it enhances the level of production efficiency achieved.

Based on the foregoing, the third main hypothesis can be accepted.

Table 2: The Relationship between Soft Human Resource Management in its Dimensions and Productive Efficiency

Independent variable Second Dependent variable	Soft human resource management	Dimensions of soft human resource management				
		Sharing	**Work environment**	Soft Leadership	**Training and development**	Organizational culture
Production efficiency	**.688****	**.540****	**.609****	**.564****	**.629****	.620**
Sig. (2-tailed)	**.000**	**.000**	**.000**	**.000**	**.000**	.000
result (resolution)	There is a very strong and significant positive correlation relationship at the 0.01 level between soft human resource management with its dimensions and productive efficiency.					

Source: Prepared by the researcher in light of the outputs of the statistical program (SPSS V.23) N=205, P ≥ 0.01

Depending on the results of Table (2), the sub-hypotheses of association that emanated from the main association hypothesis can be tested, as follows.

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A. Testing the First Sub-hypothesis: (There is a Significant Correlation between the Sharing Dimension and Productive Efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the sharing dimension and the productive efficiency, as the value of the correlation coefficient between them was (0.540**), which is a significant value at the level of significance (1%), i.e. with a confidence percentage (99%).
This result indicates that the management of the study sample company seeks to encourage employees to share their strengths (explicit and implicit skills and knowledge) with their colleagues, cooperate with each other in accomplishing the tasks assigned to them, adopt a helping behavior in all daily dealings, and provide advice on a continuous basis regarding rationalizing steps Production, handling errors, and providing solutions to problems that obstruct the workflow will maximize the level of productive efficiency.
Based on the foregoing, it is possible to accept the first sub-hypothesis emanating from the main correlation hypothesis.

B. The Second Sub-hypothesis Test: (There is a Significant Correlation between the Work Environment Dimension and Production Efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the dimension of the work environment and production efficiency, as the value of the correlation coefficient between them was (0.609**), which is a significant value at the level of significance (1%), i.e. with a confidence percentage (99%).
This result indicates that the company management's interest in the study sample is to provide means of security and prevention in the workplace and encourage employees to adopt the updated standards procedures that help them increase job commitment and maximize belonging to the company and provide a comfortable, spacious and appropriately conditioned work environment to do the work and establish a positive and supportive work environment that enhances The knowledge of the employees and supports the departments' orientations in achieving high levels of productive efficiency.
Based on the foregoing, the second sub-hypothesis emanating from the main correlation hypothesis can be accepted.

C. The Third Sub-hypothesis Test: (There is a Significant Correlation between the Soft Leadership Dimension and Productive Efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the dimension of soft leadership and productive efficiency, as the value of the correlation coefficient between them was (0.564**), which is a significant value at a level of significance (1%), i.e. with a confidence percentage (99%).
This result indicates that the company's management, the study sample, is interested in flexible handling in complex and difficult situations and adopting humility and simplicity in dealing with employees in order to enhance their affiliation and association with the job, simplify organizational rules, reduce administrative procedures, reduce levels of authority and scope of supervision, motivate and inspire employees and make them able to achieve the set goals. It would enhance production efficiency.
Based on the foregoing, it is possible to accept the third sub-hypothesis emanating from the main correlation hypothesis.

D. Fourth Sub-hypothesis Test: (There is a Significant Correlation between the Training and Development Dimension and Production Efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the training and development dimension and production efficiency, as the value of the correlation coefficient between them was (0.629**), which is a significant value at the level of significance (1%), i.e. with a confidence percentage (99%).
This result indicates that the company's management, the sample of the study, is interested in building and designing intensive training and development programs to improve employees' skills so that it is consistent with their potential and their own capabilities according to a realistic vision of their skills, encouraging them to increase their learning opportunities, adopting new methods of work and mastering the use of new technology in order to enhance performance in a way. Year and achieve advanced levels of production efficiency.
Based on the foregoing, it is possible to accept the fourth sub-hypothesis emanating from the main correlation hypothesis.

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E. The Fifth Sub-hypothesis Test: (There is a Significant Correlation between the Dimension of Organizational Culture and Productive Efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the dimension of organizational culture and production efficiency, as the value of the correlation coefficient between them was (0.620**), which is a significant value at a level of significance (1%), i.e. with a confidence percentage (99%).

This result indicates that the management of the study sample company's interest in the factors of organizational culture and urging employees to engage within the prevailing organizational values and beliefs, especially those that correspond to future trends and seeking to harness positive organizational norms within the general appearance of employees and in their daily behaviors and emphasizing the specialization in work and the division of roles and tasks Compliance with rules and regulations would enhance production efficiency.

Based on the foregoing, it is possible to accept the fifth sub-hypothesis emanating from the main correlation hypothesis.

Second: Testing the Direct Effect Hypothesis

Testing the Main Impact Hypothesis: (There is a Direct and Significant Effect of Soft Human Resource Management on Productive Efficiency)

It is evident from Table (3) that there is a significant effect of the soft human resources management variable on productive efficiency. We also note that the value of the effect coefficient is a significant value, because the value of the critical ratio (C.R.) of (13.549) is a significant value at the level of significance (P-Value) shown in the same table.

Based on the foregoing, the fifth main hypothesis can be accepted.

Table 3: Paths and Parameters of Testing the Impact of Soft Human Resource Management on Productive Efficiency

Tracks			Standard gliding weights	Non-standard assessment	standard error	critical ratio	Significance
production efficiency	<---	**Soft human resource management**	**.688**	**.732**	**.054**	**13.549**	***
SL	<---	**Soft human resource management**	**.871**	**1.027**	**.041**	**25.351**	***
DT	<---	**Soft human resource management**	**.897**	**1.059**	**.036**	**29.067**	***
OC	<---	**Soft human resource management**	**.884**	**.953**	**.035**	**27.066**	***
WE	<---	**Soft human resource management**	**.855**	**.909**	**.039**	**23.587**	***
SH	<---	**Soft human resource management**	**.792**	**1.052**	**.057**	**18.500**	***
CC	<---	production efficiency	**.944**	**.953**	**.023**	**40.859**	***
FL	<---	production efficiency	**.924**	**.977**	**.028**	**34.448**	***
QU	<---	production efficiency	**.939**	**1.070**	**.027**	**39.081**	***

Source: Amos V.23 program output.

Based on the foregoing, the sub-hypothesis that emanated from the main hypothesis can be tested as follows:

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A. The First Sub-hypothesis Test: (There is a Direct Effect Relationship with a Significant Significance for the Dimension of Sharing in Productive Efficiency)

It is evident from Table (4) that there is a positive and significant effect of the sharing dimension in production efficiency, because the critical ratio (C.R.) value of (2.518) is a significant value at a significant level (0.012).
Based on the foregoing, the first sub-hypothesis emanating from the main effect hypothesis can be accepted.

B. The Second Sub-hypothesis Test: (There is a Direct Effect Relationship with a Significant Significance for the Dimension of the Work Environment in Productive Efficiency)

It is evident from Table (4) that there is a positive and significant effect of the dimension of the work environment on production efficiency, because the critical ratio (C.R.) value of (2.590) is a significant value at the level of significance (0.010).
Based on the foregoing, the second sub-hypothesis emanating from the main effect hypothesis can be accepted.

C. The Third Sub-hypothesis Test: (There is a Direct Effect Relationship with a Significant Significance for the Dimension of Soft Leadership in Productive Efficiency)

It is evident from Table (4) that there is a positive and significant effect of the soft leadership dimension on production efficiency, because the value of the critical ratio (C.R.) of (.285) is not significant at the level of significance (0.05). This result was contrary to the expectations of the study, and this requires attention to the soft behaviors followed by the leaders in the study sample company.
Based on the foregoing, the third sub-hypothesis emanating from the main effect hypothesis is rejected.

D. Fourth Sub-hypothesis Test: (There is a Direct Effect Relationship with a Significant Significance for the Dimension of Training and Development in Productive Efficiency)

It is evident from Table (4) that there is a positive and significant effect of the training and development dimension on productive efficiency, because the critical ratio (C.R.) value of (2.123) is a significant value at a significant level (0.034).
Based on the foregoing, it is possible to accept the fourth sub-hypothesis emanating from the main effect hypothesis.

E. The Fifth Sub-hypothesis Test: (There is a Direct Effect Relationship with a Significant Significance for the Dimension of Organizational Culture in Productive Efficiency)

It is evident from Table (4) that there is a positive and significant effect of the dimension of organizational culture on production efficiency, because the critical ratio (C.R.) value of (2.082) is a significant value at a significant level (0.037).
Based on the foregoing, it is possible to accept the fifth sub-hypothesis emanating from the fifth main hypothesis.

Table 4: Paths and Parameters of Testing the Impact of Soft Human Resource Management Dimensions on Productive Efficiency

Tracks			Standard gliding weights	Non-standard assessment	Standard error	Critical ratio	Significance
Production efficiency	<---	**Sharing**	**.172**	**.138**	**.055**	**2.518**	**.012**
Production efficiency	<---	**Work environment**	**.224**	**.224**	**.087**	**2.590**	**.010**
Production efficiency	<---	**Leadership soft**	**.024**	**.022**	**.077**	**.285**	**.776**
Production efficiency	<---	**training and development**	**.195**	**.176**	**.083**	**2.123**	**.034**
Production efficiency	<---	**organizational culture**	**.185**	**.182**	**.088**	**2.082**	**.037**

Source: Program output (Amos V. 23)

Conclusions

The results of the statistical analysis of the study concluded that there is an impact relationship for soft human resources management with its dimensions (participation, work environment, soft leadership, training and

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development, organizational culture) on productive efficiency. Productive efficiency and this confirms that the company is the field of study that allows employees to take many decisions, but below the required level, and this is evident through its simple interest in the suggestions made by employees and the extent to which the management is able to flow open communications between them and involve them to some extent in formulating strategies to solve problems that obstruct the workflow Every now and then. In addition, the company in the field of study seeks to provide means of security and prevention in the workplace, and it adopts a set of procedures and steps that encourage employees to commit to work and make the work environment comfortable in terms of providing positive and supportive climates and providing the necessary material requirements for work and to develop the capabilities of employees. The results also indicate that the leaders in the company in the field of study seek, without the level of ambition, to deal with employees in comfortable ways without pressure or complication at work, through their simple interest in the diversity of leadership styles followed to encourage them to increase their affiliation and loyalty to the company, reduce administrative procedures, reduce levels of authority and scope of supervision, and motivate them. Employees financially and morally and eliminate unnecessary bureaucratic procedures.

In fact, the company in the field of study offers training and development programs to improve the skills of employees in a way below the level of ambition, and this is commensurate with the level of simple training they receive within the company, and this in turn achieves results without expectations in improving productive efficiency and how employees contribute to the introduction of new ways of working for their work. In addition, the company in the field of study is somewhat concerned with the values and beliefs held by employees, especially those that correspond to its future orientations, and seeks to urge employees at all organizational levels to deal well with customers and improve their mental image about the company. This is achieved by dividing roles and tasks and adhering to the rules and systems.

Recommendations

1. Expanding the granting of employees to make decisions, pay attention to the new proposals and initiatives of employees, work on the flow of open communications between them, and involve them in formulating strategies to solve problems that obstruct the workflow. Giving employees an opportunity to participate will increase job satisfaction and develop their skills.
2. Work to provide a healthy and comfortable work environment and provide means of security and prevention in the workplace that encourage employees to commit to work and make the work environment comfortable in terms of providing positive and supportive climates and providing the necessary material requirements for work.
3. The importance of leaders and managers of Maysan Oil Company working to deal with employees in comfortable ways without pressure or complication at work, reducing administrative procedures, reducing authority levels, deleting bureaucratic procedures, paying attention to bilateral personal work relationships between the leader and subordinate and enhancing trust between them.
4. The management of the Maysan Oil Company should pay attention to training and development programs that enhance the readiness of employees to gain new knowledge and skills and introduce new ways of working for their work that will enable them to improve their production efficiency.
5. Paying attention to strengthening the employees' belonging to the company and raising the spirit of organizational loyalty, as well as paying attention to the values and beliefs that employees hold, especially those that are compatible with its future directions, and urging employees at all organizational levels to deal well with customers and improving their mental image around the company.

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