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## The role of evidence-based management in enhancing the reputation of the organization: An exploratory study of the opinions of a sample of employees at the Northern Technical University

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#### Abstract

The study aimed to test the role of management with evidence in enhancing the reputation of the organization at the Northern Technical University, and the descriptive approach corresponding to the theoretical study was followed by relying on office research, journals, the Internet, in order to provide clear concepts for the variables of the study, and the researcher also used the questionnaire as a tool for data collection, and the analytical statistical approach in testing hypotheses to reach the extent of their validity from Relying on the statistical program SPSS V.27, the study reached a set of conclusions, the most important of which is that the reputation of the Northern Technical University was evaluated positively in the dimensions of quality and attractiveness, with the need to improve efforts to continuously improve quality, and the participants in the study showed a good appreciation of research and experimental evidence, with a clear preference for experimental evidence over research in support of their management practices, and the study also found that There is a strong statistically significant impact of evidence-based management in its dimensions (Research evidence, empirical evidence) in enhancing the reputation of the organization.

**Keyword:** Management by evidence, reputation of the organization, Northern Technical University

#### Introduction

In light of the rapid changes taking place in the business world and academic institutions, enhancing the reputation of the organization has become one of the main pillars to ensure its sustainability and achieve its strategic goals, as the organizational reputation reflects the extent of the trust of the community and stakeholders in the institution, and directly affects its ability to attract students, employees, and effective partnerships, which makes its management scientifically and evidence-based is necessary to enhance the institutional image and ensure its competitiveness.

From this standpoint, evidence-based management has emerged as a modern methodology aimed at enhancing the decision-making process in organizations by relying on research evidence, empirical evidence, which contributes to reducing randomness in decisions and enhancing organizational reputation, as evidence-based management is based on employing scientific data and analyzes instead of relying on intuition or personal experience only, which allows organizations to build strategies based on accurate and thoughtful information. Universities and educational institutions play a vital role in achieving sustainable development, as their reputation depends on a range of factors, such as the quality of education, scientific research, the efficiency of administrative performance, and the extent of their commitment to academic and social responsibility, and universities face great challenges in improving their institutional image amid increasing competition, which makes the adoption of evidence-based management an essential tool to ensure excellence and enhance organizational reputation.

This study seeks to analyze the role of evidence-based management in enhancing the reputation of the organization, through an exploratory study of the opinions of employees at the Northern Technical University, as one of the important educational institutions in Iraq,

and the study focuses on exploring the extent to which employees are aware of the concept of evidence management, and the mechanisms of its application within the university, and its impact on its institutional reputation, and also aims to provide an analytical framework that clarifies the relationship between relying on scientific evidence in decision-making and improving organizational reputation, which helps in developing effective strategies to enhance Corporate image and ensuring its sustainability in a dynamic and competitive academic environment.

### **The first topic: the methodological framework**

#### **First: The problem of the study**

The reputation of the organization is an essential element in the success of academic institutions, as it reflects the confidence of the parties concerned in its performance, in a competitive environment, the role of evidence-based management emerges as a modern approach that relies on scientific and empirical evidence in supporting decisions, which contributes to enhancing the institutional image, however, academic institutions face challenges in adopting this approach due to limited awareness and poor use of evidence in decision-making, accordingly, the study seeks to explore the extent to which evidence-based management affects the reputation of the organization through An exploratory study of the opinions of the employees of the Northern Technical University, in order to answer the main question:

- Is there a statistically significant effect at a significant level (0.05) of evidence-based management in enhancing the reputation of the organization?

#### **The following questions arise**

Is there a statistically significant effect at a significant level (0.05) of research evidence in enhancing the reputation of the organization?

Is there a statistically significant effect at a significant level (0.05) of empirical evidence in enhancing the reputation of the organization?

#### **Second: The importance of the study**

The importance of this study stems from the need to understand the role of evidence-based management in enhancing the reputation of the organization, especially in academic institutions whose reputation depends on the quality of their administrative and academic decisions, and the importance of the study is reflected in the following:

1. The study illustrates how the application of evidence-based management contributes to building a strong organizational image and increasing the confidence of stakeholders in the organization.
2. The study contributes to supporting university decision-makers by adopting an evidence-based approach to enhance the quality of administrative decisions,
3. The study discusses the obstacles to the application of evidence-based management and proposes effective mechanisms to promote its use in academic institutions.

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

##### **The study aims to**

1. Analyze the role of evidence-based management in enhancing the reputation of the organization by

exploring the impact of the use of scientific and empirical evidence on the institutional image,

2. Evaluate the level of management adoption with evidence at the Northern Technical University and know the extent to which employees are aware of its importance in improving organizational reputation,
3. Identify challenges to the application of evidence-based management in academic institutions, and propose solutions to enhance their use in supporting administrative decisions.

#### **Fourth: Study hypotheses**

To answer the questions of the study and achieve its objectives, the following main hypothesis was adopted:

- There is a statistically significant effect at a significant level (0.05) of evidence-based management in enhancing the reputation of the organization.

#### **The following questions arise:**

1. There is a statistically significant effect at a significant level (0.05) of research evidence in enhancing the reputation of the organization.
2. There is a statistically significant effect at a significant level (0.05) of empirical evidence in enhancing the reputation of the organization.

### **The second topic: the theoretical framework**

#### **First Requirement: Management by Evidence**

##### **First: The concept of management by evidence**

The idea of evidence-based management in the medical field began in 1972 through a book by the British epidemiologist (Archie Cochrane), in which he evaluated the effectiveness and efficiency of medical care services, and criticized the medical profession for the lack of research Solid systematic reviews that collect, analyze, and effectively summarize the best findings and knowledge of primary research on many medical evidence. to improve the professional management of physicians and rationalize their patient decisions, especially as such research determines the effective management of their adoption and the ineffective management of their exclusion (Criado-Perez *et al.*, 2020: 3) <sup>[16]</sup>.

Armstrong *et al.* (2010: 13) <sup>[17]</sup> sees it as translating best-in-hand principles into management with organizational evidence, and through evidence-based management, practicing managers develop into experts who make organizational decisions in the social sciences and organizational research; Rousseau, 2012: 3) <sup>[18]</sup> sees it as a management practice that integrates scientific knowledge into content and decision-making, disseminating solid scientific findings regarding critical thinking, human judgment, and decision-making to help managers. In obtaining and using high-quality information, from the point of view of Sohrabi & Zarghi (2015: 1777) <sup>[19]</sup>, evidence management means translating principles based on the best evidence into management by organizational evidence.

(Pulakos *et al.*, 2019, 307) <sup>[20]</sup> Evidence-Based Management (EBM) is an empirical approach that helps organizations improve the quality of decision-making that leads to continuous knowledge of business outcome, organizational capabilities and business outcomes under uncertain conditions, and it provides a framework for organizations to

improve their activities. The ability to deliver value in an uncertain world, and to seek a path towards strategic goals, as defined by (Kerklaan *et al.* 2013:18) <sup>[21]</sup> as the systematic application of the best available evidence to evaluate management strategies.

### Second: Steps of the entrance to management with evidence

The approach to management by evidence has six steps that reflect the necessary skills that enable organizational leaders to manage their organizations according to the evidence management approach, and according to the following:

1. **Problem formulation and questioning:** Transforming administrative problems or challenges into clear and researchable questions in a scientific and accurate manner to ensure that sound answers are reached (Barends & Briner, 2014: 203) <sup>[22]</sup>.
2. **Evidence collection:** Systematic search for evidence from multiple sources, such as scientific and experimental research, to choose the most reliable and appropriate solutions to the problem (Barends & Rousseau, 2018: 17) <sup>[23]</sup>.
3. **Evaluation of evidence:** Analyze the quality of evidence and determine its reliability and relevance, taking into account statistical concepts to ensure the selection of the most accurate evidence (Criado-Perez *et al.*, 2020: 6) <sup>[16]</sup>.
4. **Balancing evidence and choosing the best:** Critical reflection on the advantages and disadvantages of different evidence, then combining selected evidence to maximize effectiveness in solving the problem (Barends & Rousseau, 2018: 17) <sup>[23]</sup>.
5. **Application of evidence:** Employing selected evidence in decision-making, discussing available alternatives and engaging stakeholders to ensure informed and effective decision-making (Criado-Perez *et al.*, 2020: 6) <sup>[16]</sup>.
6. **Evaluation of decision results:** Review the effectiveness of the decision made based on evidence, assessing the feedback of beneficiaries and their commitment to implementation to ensure continuous improvement (Barends & Briner, 2014: 203) <sup>[22]</sup>.

### Third: Removing the Administration with Evidence

The integration of research and empirical evidence in evidence-based management contributes to building a strong and balanced organizational reputation, as scientific evidence enhances credibility, and empirical evidence provides a practical dimension that reflects the quality of performance, which establishes the confidence of stakeholders and ensures the sustainability of institutional reputation.

#### 1. Research Evidence

The first dimension of evidence-based management represents research evidence published in academic journals, where the volume of research covering diverse management issues is increasing, which requires managers to know how to search for recent studies to ensure that the organization's reputation is enhanced and its credibility is improved (Briner *et al.*, 2009: 21) <sup>[24]</sup>, a (Terpstra & Rozell, 1997:42) <sup>[25]</sup> Human resources managers at more than 200

major U.S. institutions responded to a survey about their use of various sources, which included academic research journals, academic conferences, specialized books, academic advisors, workshops, interaction with universities, internal research, and government reports, highlighting the vital role of academic resources in enhancing the organization's reputation and sustainability.

The (Lee *et al.* 2019:18) <sup>[26]</sup> study explored managerial and employee leaders' perceptions of scientific evidence using an advanced tool to measure their opinions at different management levels, where the results showed that they agreed that evidence-based representation reflects reality, but remained unsure of the effectiveness of presenting evidence through unrealistic representations, underscoring the importance of managing this perspective to ensure that the organization's reputation is enhanced by employing scientific evidence effectively.

#### 2. Empirical evidence

Empirical evidence is an essential source of evidence in various fields, it represents the accumulation of experience and knowledge gained by managers, consultants, business leaders and other practitioners during the experience, and their judgment and estimates reflect their close interaction with the context and challenges of work, and their guidance reflects their analysis of situations and decisions based on what they have witnessed from previous experiences and in-depth knowledge of the field, and the main difference between professional experience and intuition, opinion or belief is that the former depends on previous experiences and practical results, while intuition, opinion and beliefs are classified as existing ideas. On personal assumptions and beliefs without relying on concrete experiences, and by following the course of action and watching the results of decisions and actions taken in similar situations, professionals refine their expertise and enrich their knowledge, hence terms such as tacit knowledge, where individuals acquire experiences and knowledge that are not clearly stated but are rooted in their past experiences and their effects on future decision-making (Barends & Briner, 2014; 10) <sup>[22]</sup>.

### Second Requirement: Reputation of the Organization

#### First: The concept of the reputation of the organization

The idea of a simple and complex organizational reputation is at the heart of an increasing number of research in the management literature by common daily use, organizational reputation is a direct and logical concept, an organization can gain recognition over time, observers can form a general idea of what the organization is famous for, observers can evaluate the organization positively or negatively, the organization's reputation depends on its previous associations and behavior, but it can be changed quickly if new information is available about its past behavior or if its most recent relationship or its behavior contradicts what observers have observed (Lange *et al.*, 2011:154) <sup>[1]</sup>, and Barnett *et al.* (Barnett *et al.*) stated that an organization's reputation is determined by how popular it is in the market, and in addition to the perceptions and views others have about it, reputation can be classified as an intangible asset (Barnett *et al.*, 2006: 26) <sup>[2]</sup>.

The organization's reputation has been defined as the overall

impression of the efficiency, effectiveness, legitimacy and adequacy of a government agency, and can have a significant impact on the agency's ability to operate with independence, authority and public support, and seeks to provide a new research agenda grant focused on the development of regulatory state and strategic behaviors of agencies (Rimkutė., 2020: 388) <sup>[5]</sup>, see Nardella *et al.* Organizational reputation is the overall evaluation of an organization by stakeholders that relies on a wide range of factors, including financial performance, ethics, social responsibility, and leadership (Nardella *et al.*, 2021: 2) <sup>[6]</sup>, defined by Kuenzler as the overall stakeholder impression of it, and has an impact on an organization's ability to succeed in several ways, such as attracting customers, investors and retaining employees (Kuenzler, 2021: 407) <sup>[4]</sup>, as defined by De Leaniz *et al.* It assesses organizational reputation by customers when it comes to positive aspects (De Leaniz *et al.*, 2016: 3) <sup>[3]</sup>.

### **Second: The importance of the organization's reputation**

The reputation of the organization is one of the basic ideas that have received the most scientific attention over the past few decades, both experts and practitioners of public relations have searched for concepts that illustrate the effectiveness of public relations, and it is clear that reputation management depends on the basis of what is traditionally called public relations, if it appears as an important commercial function, that public relations has evolved steadily to become a crucial element in strategic communications aimed at building and maintaining reputation, as public relations that one of the The main results of PR are reputation, which interacts with other outcome variables such as trust, credibility, relationship, etc. to influence how well public relations activities in the community perform compared to expectations (Men and Stacks, 2013: 173) <sup>[7]</sup>.

### **Third: Dimensions of the Organization's reputation**

Understanding the dimensions of organizational reputation is an essential element in business management, as identifying these dimensions contributes to building an accurate perception about the impact of reputation on institutional performance and interaction with the surrounding environment, and the main dimensions, such as (quality, attractiveness, and performance) reflect the extent to which reputation is integrated with the goals of the organization, which enhances its institutional image and ensures its compatibility with the work environment, as is the case in Iraqi organizations.

### **1. Quality**

Quality is a crucial element for the brand and its reputation, and brand reputation is an effective way to market a new product, and it shows that quality greatly affects the selling power of products that carry the same brand, so family brands set high standards for quality control, as each product is representative of the entire brand, and low quality in new products may lead to a reduction in sales of better quality products and cause a loss of credibility among buyers, and the failure of a new product may negatively affect The reputation of sister products bearing the same brand (Herbig & Milewicz, 1995: 22-23) <sup>[8]</sup>.

(Stone-Romero *et al.*, 1997: 89) <sup>[9]</sup> added that quality is unusually complex, making it a major challenge and confusion for managers. (Carvalho *et al.*, 2021: 343) <sup>[10]</sup> Quality management is a method of achieving and maintaining high-value results, supporting the right time system, human resource management, senior management, technology and strategic management, and includes tasks of controlling product and service characteristics and improving customer satisfaction while reducing non-quality costs, leading to competitive advantages such as cost, delivery, flexibility and sustainability.

### **2. Gravity**

Building an organization's attractiveness is critical to attracting and successfully retaining highly qualified employees (Story *et al.*, 2016: 487) <sup>[11]</sup>, (Anwar *et al.*, 2014: 1150) <sup>[12]</sup> asserting that the organization's reputation is an important factor in attracting key employees, and that the factors (monetary and non-monetary) that made employees gravitate towards a particular organization, these factors influenced the individual's choices regarding the opportunity to work in the organization and the choice of the organization. Factors such as work-life balance, competitive wages, and hard work are one of the important factors for attracting employees, and (Soeling *et al.*, 2022, 2-3) <sup>[13]</sup> believes that attractiveness is a benefit that potential employees see in specific jobs and organizations, or are the conclusions about the characteristics of the organization and the relevant benefits that potential employees expect and that they will obtain by working in the organization, as the more positive the beliefs of job seekers about the organization, the more likely they are to be attracted to the organization and the more willing applicants are to apply. For vacancies.

(Cober *et al.*, 2003: 159) <sup>[14]</sup> argues that organizations face challenges in attracting talent in today's business environment as a result of intense competition, lack of options for talented job seekers, the need to participate in the "war for talent", as well as future challenges related to demographic trends, while (Lievens *et al.*, 2001: 4) <sup>[15]</sup> added that organizational attractiveness is the tendency or attraction that individuals feel towards organizations as entities or as a specific work environment, this concept represents a measure of the organization's attraction to individuals. Prospects, and reflects the degree of their desire to join or stay in this organization, the attractiveness of the organization depends on several different factors such as its reputation, corporate culture, recruitment policy, professional opportunities it offers, and the extent to which it is compatible with the values and needs of individuals, understanding organizational attractiveness is essential to understanding the behavior of employees, and helps analyze how the organization attracts and retains talented employees suitable for its needs.

### **The third topic: the practical side**

#### **First: Study population and sample**

The study population consists of all deans, assistant deans and heads of departments, numbering 127 individuals, and the study sample was selected using the comprehensive inventory method, and 117 answers were obtained on the questionnaire form, and after examination and scrutiny, it



was found that 108 of them are valid for statistical analysis, and this sample represents 58% of the study population, which allows adequate representation of community members and ensures the achievement of the objectives of the study accurately, and the following table shows the distribution of members of the study sample according to demographic variables:

**Table 1:** Demographic variables of sample members

Variable	Categories	Duplicate	Percentage	Total
Sex	male	98	90.7%	108
	female	10	9.3%	
lifetime	Less than 30 years	11	10.2%	108
	30-40 years old	41	38.0%	
	41-50 years old	39	36.1%	
	Older than 50 years	17	15.7%	
Years of Experience	Less than 5 years	7	6.5%	108
	5-10 years old	50	46.3%	
	10-15 years old	30	27.8%	
	More than 15 years	21	19.4%	
Total		108	100%	108

**Source:** Prepared by the researcher based on the SPSS V.27 program

The demographic results of the sample members show the following distribution:

- Gender:** The table shows that the majority of the sample members are male, with a percentage of 90.7% (98 individuals), while the percentage of females was only 9.3% (10 individuals), this indicates that the study includes a predominantly male society, which may be a reflection of the composition of the workforce at the Northern Technical University.
- Age:** The table shows that the largest percentage of respondents are between the ages of 30-40 years, reaching 38.0% (41 individuals), indicating that this age group represents the most represented group in the study. It is followed by the 41-50 age group with 36.1% (39 individuals), reflecting that there are a large number of workers in the middle age group. The older participants (Over 50 years) accounted for 15.7% (17 individuals), while the youngest group (under 30 years) was the least represented at 10.2% (11 individuals). This urban diversity reflects that the study covers perspectives from different age groups, with a greater focus on middle age groups.
- Years of Experience:** It is clear from the table that the majority of respondents have experience between 5-10 years, reaching 46.3% (50 individuals), which indicates that most of the participants have average experience in their field of work. It is followed by the category with 10-15 years of experience at 27.8% (30 individuals), reflecting a distinguished segment of workers with relatively advanced experience. Participants with more than 15 years of experience were 19.4% (21 individuals), indicating to having a good number of competencies with long experience. In contrast, the least experienced group (less than 5 years) was the least represented at 6.5% (7 individuals). This distribution reflects that the study targeted individuals with good work experience, lending credibility to its findings.

**Second: Data Collection Tool:** The questionnaire was used

as a basic tool for data collection, and includes sections covering two dimensions of management with evidence (research evidence, empirical evidence) and three dimensions of the organization's reputation (Quality, attractiveness, performance), and the questionnaire includes various questions that measure each dimension using the Likert five-point scale to determine the extent to which respondents agree with paragraphs.

**Third, the truth of the tool**

To ensure the apparent honesty of the study tool, the questionnaire was presented to a group of arbitrators with experience and competence in the field of marketing, with the aim of ensuring the suitability of the questions to measure the variables of the study (management by evidence and the reputation of the organization) and their clarity and comprehensiveness, the necessary adjustments were made based on the observations of the arbitrators, where some phrases were modified to become more accurate and clear, and to ensure that the questionnaire covers all aspects of the marketing orientation and the dimensions of the required competitive advantage, and this procedure enhances the apparent honesty of the study tool It ensures that the questionnaire questions are appropriate and appropriate to measure the objectives to be achieved through this study.

**Fourth: Stability of the tool**

The internal consistency coefficient (Cronbach alpha) is a measure used to determine the stability of the measuring instrument and the consistency of paragraphs in measuring the same variable, the Cronbach alpha coefficient is good if its value exceeds 0.7, and the closer the value is to 1, the more this indicates high stability and a quality measuring tool, as shown in Table (2):

**Table 2:** Internal consistency coefficient (Cronbach alpha) for resolution dimensions

Variable	Number of paragraphs	Cronbach alpha value
Management by evidence	10	0.863
Reputation of the organization	15	0.936
All the resolution	25	0.950

**Source:** Prepared by the researcher based on the SPSS V.27 program

The management variable obtained evidence on the value of the Cronbach alpha coefficient amounted to 0.863, while the value of the Cronbach alpha coefficient for the organization's reputation variable was 0.936, while the value of the Cronbach alpha coefficient for the entire resolution amounted to 0.950, and the results show that the values are high, which indicates a high consistency between the paragraphs expressing the study variables, and these results indicate that the study tool has a high level of stability and internal consistency, and this enhances the researcher's ability to rely on the results extracted from the questionnaire and achieve the objectives of Study reliably.

**Fifth: Analysis Methods**

All analyzes were performed using SPSS data analysis software, which ensures the accuracy and ease of

interpretation of the results, as the following tests were performed:

1. Descriptive analysis was used to determine the demographic characteristics of the sample members, such as gender, age, and years of experience, and the arithmetic mean and standard deviation were used to conduct the descriptive analysis of the dimensions and variables of the study.
2. The Cronbach alpha coefficient of the resolution dimensions was calculated to verify the stability of the study instrument.
3. Regression analysis was used to estimate the extent to which management contributed evidence as an independent variable to enhancing an organization's

reputation as a dependent variable.

**Sixth: Presentation, analysis and interpretation of the sample response to research variables**

**1. Presentation, analysis and interpretation of the results of the independent variable (management by evidence)**

In this paragraph, the results of the response of the surveyed sample to the independent variable (Management by evidence) are presented, analyzed and interpreted by addressing two sub-dimensions (research evidence, experimental evidence) through (10) paragraphs, and the results of these dimensions are presented as follows:

**Table 3:** Arithmetic Averages, Standard and Ranked Deviations of the Management Variable by Evidence

Research Evidence				
Sequencing	Paragraph	Arithmetic mean	Standard deviation	Rank
1	Use scientific research results when making decisions	4.06	1.23	3
2	Adopt the results of scientific research to solve similar problems at work	3.68	1.10	4
3	I adopt the results of scientific seminars in correcting the mistakes I face during work	3.77	1.05	5
4	Research evidence enhances my ability to interact with others and manage their behaviors	4.13	0.91	1
5	Research evidence enhances my ability to adapt to the environmental challenges I face.	4.06	1.06	2
Total average per dimension		3.76	1.07	
Empirical evidence				
Sequencing	Paragraph	Arithmetic mean	Standard deviation	Rank
1	The experience I gain from previous experiences helps me make the best decisions	4.06	0.84	2
2	The knowledge I gained from my previous experiences helped me analyze the situations I face at work	3.68	0.92	5
3	My previous experiences enhance my ability to understand others and deal with them positively	3.77	0.98	4
4	The experience gained helps me to accurately define my future management directions	4.13	0.83	1
5	Draw scientific lessons from previous experiences and employ them in achieving organizational goals	4.06	0.92	3
Total average per dimension		3.94	0.90	
Total management with evidence		3.85	0.98	

**Source:** Prepared by the researcher based on the SPSS V.27 program

The results of the table indicate that study participants showed a good appreciation of the importance of research and empirical evidence in supporting their management practices, with clear variation between different paragraphs. As for research evidence, the paragraph "Research evidence enhances my abilities to interact with others and manage their behaviors" received the highest arithmetic average (3.91), which indicates the awareness of participants of the importance of scientific research in improving their social and leadership skills, perhaps due to the organization's interest in providing a work environment that promotes positive interaction between individuals, on the other hand, the least rated paragraph was "I follow the results of scientific seminars in correcting the mistakes I face while working" with an arithmetic average (3.67). May This reflects the underutilization of the results of scientific seminars or that participants find it difficult to apply what is discussed in the seminars to practical challenges, which calls for a reconsideration of how the content of the seminars relates to actual business needs. Overall, the overall average of this dimension was 3.76, reflecting an average level of agreement on the importance of research evidence, with room for improvement in its more effective utilization.

As for empirical evidence, the paragraph "Experience gained helps me accurately determine my future management directions" received the highest arithmetic average (4.13), indicating that participants recognize the importance of learning from past experiences in guiding their future decisions. This result reflects a great emphasis on practical experiences as a basis for building successful strategies. However, the least rated paragraph was "Knowledge from my previous experiences helped me analyze situations at work" with an average of My Account (3.68). apk this may be because analyzing situations requires deeper knowledge or analytical tools that not everyone has. The overall average of this dimension was 3.94, indicating a higher level of agreement compared to research evidence, reflecting a greater reliance on work experience.

The overall average of the management variable is shown by evidence (3.85), indicating that participants show an overall positive appreciation of the importance of evidence management. However, it is noted that empirical evidence is highly valued compared to research evidence. This can be explained by the ease of employing the practical experience gained compared to the challenges of searching for scientific evidence or applying the results of the seminars in

practice. These findings highlight the need to focus on increasing the use of research evidence by strengthening the link between research findings and practical needs in the work environment, as well as enhancing participants' abilities to analyze practical situations using knowledge gained from past experience. As well as the importance of providing more tools and resources that enable employees to employ both types of evidence in an integrated manner to support administrative performance and achieve organizational goals.

**View, analyze and interpret the results of the dependent variable (brand)**

In this paragraph, the results of the response of the surveyed sample to the independent variable (the reputation of the organization) are presented, analyzed and interpreted by addressing two sub-dimensions (quality, attractiveness) through (10) paragraphs, and the results of these dimensions are presented as follows:

**Table 4:** Arithmetic Averages, Standard and Ranked Deviations of the Organization's Reputation Variable

Quality				
Sequencing	Paragraph	Arithmetic mean	Standard deviation	Rank
1	The university adopts strict standards to ensure the quality of the services it provides.	3.63	1.08	4
2	The university demonstrates a constant commitment to continuous quality improvement.	3.52	1.16	5
3	The university pays great attention to the accuracy of the implementation of works according to the specified specifications.	3.73	1.23	1
4	Quality complaints are dealt with quickly and effectively.	3.71	1.10	2
5	The university is a reliable reference in terms of providing high quality services.	3.67	1.05	3
Total average per dimension		3.65	1.12	
Gravity				
Sequencing	Paragraph	Arithmetic mean	Standard deviation	Rank
1	The university has a strong reputation that constantly attracts new customers.	3.91	0.91	1
2	The university seeks to promote its values and positive image in the local and international community.	3.76	1.06	4
3	Working at the university is a goal for many individuals due to its prestigious status.	3.68	1.03	5
4	The university holds events and activities that enhance its attractiveness to the outside community.	3.83	1.09	2
5	The university builds long-term relationships by enhancing organizational appeal.	3.77	1.08	3
Total average per dimension		3.79	1.03	
Total reputation of the organization		3.86	0.97	

Source: Prepared by the researcher based on the SPSS V.27 program

The results of the table related to the reputation of the Northern Technical University in the dimensions of quality and attractiveness show that the study participants evaluated the university's reputation positively, but there is some discrepancy between the paragraphs evaluated in each dimension.

In terms of quality, the highest-rated paragraph was "The university pays great attention to the accuracy of the implementation of the work according to the specified specifications", with an arithmetic average of 3.73. This result indicates that the participants in the study believe that the university adheres to high accuracy in the implementation of the work, which reflects a serious interest in applying the standards and specifications specified in the various processes within the university. The least rated paragraph "The university shows a constant commitment to continuous quality improvement," which received an arithmetic average of 3.52. This may indicate that there is a need to improve efforts associated with continuous quality improvement, or that participants believe that these efforts may not be clear enough. Looking at the overall average quality dimension (3.65), there is a good overall appreciation of quality, but there are areas that can be enhanced in the area of continuous improvement.

In the attractiveness dimension, the highest-rated paragraph was "The university has a strong reputation that consistently attracts new customers", with an arithmetic average of 3.91,

reflecting that respondents believe that the university has a strong reputation and the ability to attract new customers, which enhances its public image as a prestigious academic institution. In contrast, the least rated paragraph was "Working at the university is a goal for many individuals due to its prestigious status," which received an arithmetic average of 3.68. This lower assessment may be attributed to the fact that the university may need to enhance its reputation as a preferred employer among individuals. However, the overall average gravity dimension (3.79) indicates that the university enjoys a positive rating in this area, but its position as a major destination for work could be improved.

The overall average of the organization's reputation variable was 3.86, which is a strong indicator that the reputation of the Northern Technical University is evaluated positively in general. Obviously, attractiveness is rated above quality, which indicates that the university has a strong reputation for attracting new customers, but there are some areas that require greater attention, such as improving continuous quality improvement and enhancing its reputation as a preferred place to work.

These findings highlight the need to focus on enhancing efforts to continuously improve the quality of services provided at the university, as well as improving its reputation as an attractive destination for employment. The university may need to offer more transparency in its

improvement strategies and strengthen its position in the market as a preferred career destination for talent.

**Seventh: Testing and interpreting research hypotheses**  
**1. Main hypothesis: There is a statistically significant effect at a significant level (0.05) of evidence-based**

**management in enhancing the reputation of the organization**

This hypothesis and its sub-hypotheses were tested by simple regression test, and the following table shows the results of the analysis:

**Table 5:** Analysis of the impact of evidence-based management in enhancing the reputation of the organization

Dimensions of the independent variable	Dependent variable	Value of (β)	Correlation coefficient (R)	Coefficient of determination (R <sup>2</sup> )	Value (F) Calculated	Value (t) Calculated	Sig
Research Evidence	Reputation of the organization	0.925	0.964	0.929	1377.299	37.112	0.00
Empirical evidence		0.703	0.512	0.262	37.709	6.141	0.00
Evidence-based management		1.162	0.895	0.801	425.862	20.636	0.00

Source: Prepared by the researcher based on the SPSS V.27 program

The results indicate a strong correlation between the two variables, with a correlation coefficient (R) of 0.895, which indicates a positive and strong relationship between evidence-based management and the reputation of the organization. As for the coefficient of determination (R<sup>2</sup>), it was 0.801, indicating that 80.1% of the variation in the reputation of the organization can be explained by the independent variable (Management by evidence). This means that evidence-based management plays an important role in enhancing the reputation of the organization in general. The marginal inclination coefficient (β) 1.162, which means that with one unit increase in the application of evidence-based management, the organization's reputation is expected to increase by 1.162. This reflects the significant impact of evidence-based management in improving the reputation of the organization, as it indicates that the impact of evidence-based management on the reputation of the organization is remarkably positive.

The calculated value of the F test, which amounted to 425.862, is statistically significant at a significant level of less than (0.05), and indicates that the regression model applied is statistically significant. This means that the independent variable (management by evidence) has a remarkable impact on the dependent variable (reputation of the organization), and therefore we can rely on the model to explain the relationship between the two variables. The value of (t), which amounted to 20.636, is statistically significant at a significant level of less than (0.05), and this confirms that the relationship between evidence management and the reputation of the organization is not just a random relationship, but rather a fixed and influential relationship.

Based on the results, we accept the hypothesis that indicates a statistically significant effect at a significant level of less than (0.05) of evidence-based management on the reputation of the organization.

**The first sub-hypothesis: There is a statistically significant effect at a significant level (0.05) of research evidence in enhancing the reputation of the organization**

The results indicate a strong correlation between the two variables, with a correlation coefficient (R) of 0.964, which indicates a strong positive relationship between research evidence and the reputation of the organization. The coefficient of determination (R<sup>2</sup>) was 0.929, which means that 92.9% of the variation in the reputation of the organization can be explained by the independent variable

(research evidence). This high percentage indicates the model's ability to accurately interpret the relationship between research evidence and the reputation of the organization, reflecting the role of research evidence in Improve the reputation of the organization. The marginal inclination coefficient (β) was 0.925, which means that a one-unit increase in the use of research evidence leads to a 0.925 increase in the organization's reputation. This points to the significant impact of research evidence in enhancing the reputation of the organization.

The calculated value of the F test, which amounted to 1377.299, is statistically significant at a significant level less than (0.05) and indicates that the regression model is statistically significant. This means that research evidence has a significant impact on improving the reputation of the organization. The value of (t) of 37.112 is statistically significant at a significant level of less than (0.05), which indicates a strong relationship between research evidence and the reputation of the organization.

Based on these results, we accept the hypothesis that indicates a statistically significant effect at a significant level (0.05) of research evidence in enhancing the reputation of the organization.

**Second sub-hypothesis: There is a statistically significant effect at a significant level (0.05) of empirical evidence in enhancing the reputation of the organization**

The results indicate a strong correlation between the two variables, with a correlation coefficient (R) of 0.512, indicating a positive medium-strength relationship between empirical evidence and the reputation of the organization. The coefficient of determination (R<sup>2</sup>) was 0.262, which means that only 26.2% of the variation in the reputation of the organization can be explained by the independent variable (empirical evidence). This percentage is much lower compared to the first sub-hypothesis, suggesting that empirical evidence contributes to improving the reputation of the organization, but to a degree less compared to research evidence. The marginal inclination coefficient (β) was 0.703, which means that a one-unit increase in the use of empirical evidence leads to a 0.703 increase in the reputation of the organization. This shows that empirical evidence has a positive impact on the organization's reputation, but less than research evidence.

The calculated value of the F test of 37.709 is statistically significant at a significant level of less than 0.05, and it indicates that the regression model is statistically



significant, which means that empirical evidence has a noticeable impact on the reputation of the organization although it is lower compared to research evidence. The value of (t) of 6.141 is statistically significant at a significant level less than (0.05), which indicates the acceptance of the hypothesis that indicates the presence of an effect statistically significant at a significant level (0.05) for empirical evidence in enhancing the reputation of the organization.

#### Fourth Theme: Conclusions and Recommendations

##### First: Conclusions

1. Study participants showed a good appreciation of research and empirical evidence, with a clear preference for empirical evidence over research in support of their management practices.
2. Research evidence is positively appreciated but there is scope to improve its investment in practical application in the work environment.
3. Work experiences are more influential on participants' decisions than research evidence, reflecting the importance of learning from hands-on experiences.
4. The reputation of the Northern Technical University was positively valued in the dimensions of quality and attractiveness, with the need to improve continuous improvement efforts in quality.
5. There is a strong statistically significant impact of evidence-based management in its dimensions (Research evidence, empirical evidence) in enhancing the reputation of the organization.

##### Second: Recommendations

1. Linking research results to practical needs to improve their application in the work environment.
2. Providing training programs that focus on benefiting from practical experiences in decision-making.
3. Develop clear strategies to improve the quality of services and work on evaluating performance periodically.
4. Improving the work environment and attracting talent to make the university a preferred place to work.
5. Enhance tools and resources that support the application of research and empirical evidence in an integrated manner.
6. Promote an organizational culture that encourages the integration of scientific evidence with practical experiments to achieve the best results.

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