

The Mediating Role of Strategic Physiognomy in the Relationship Between Strategic Human Resource Development and Organizational Reputation

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ABSTRACT: Strategic Human Resource Development (SHRD) has become a fundamental organizational capability for enhancing competitiveness and achieving sustainable organizational success. However, limited empirical attention has been devoted to explaining the mechanism through which SHRD contributes to strengthening organizational reputation. Therefore, this study investigates the mediating role of Strategic Physiognomy in the relationship between Strategic Human Resource Development and Organizational Reputation. A quantitative research design using a cross-sectional survey approach was adopted. Data were collected through a structured questionnaire administered to managerial employees at Bank of Baghdad. A total of 100 questionnaires were distributed, and 84 valid responses were obtained and analyzed using IBM SPSS Statistics. The findings revealed that Strategic Human Resource Development has a significant positive effect on Organizational Reputation and significantly enhances Strategic Physiognomy. Furthermore, Strategic Physiognomy was found to have a significant positive effect on Organizational Reputation and fully mediates the relationship between Strategic Human Resource Development and Organizational Reputation. These findings indicate that the reputational benefits of strategic human resource development are primarily realized through strengthening leaders' strategic insight, environmental awareness, and future-oriented decision-making capabilities. The study recommends integrating strategic human resource development initiatives with leadership development programs to cultivate Strategic Physiognomy and enhance organizational reputation and long-term competitive advantage.

KEYWORDS: Strategic Human Resource Development; Strategic Physiognomy; Organizational Reputation; Leadership Development; Mediation.

1. INTRODUCTION

Background

In today's highly competitive and rapidly changing business environment, organizations are increasingly challenged to sustain their competitive position while responding effectively to continuous environmental changes. Long-term organizational success is no longer determined solely by financial or physical resources; rather, it increasingly depends on an organization's ability to strategically develop its human resources and leverage employees' knowledge, skills, and capabilities. Consequently, Strategic Human Resource Development (SHRD) has emerged as a critical managerial approach that enables organizations to anticipate future workforce requirements, enhance employee competencies, and align human capital with strategic objectives. Through systematic investment in learning, capability development, and strategic alignment, SHRD strengthens organizational adaptability, facilitates proactive responses to environmental uncertainty, and enhances long-term organizational sustainability (Rahman & Amrik, 2001; Wognum, 2002; Al-Hiti, 2010; Berber, 2012).

Simultaneously, increasing environmental complexity has intensified the need for organizational leaders who possess the ability to accurately interpret environmental signals, recognize emerging opportunities and threats, and make strategic decisions under conditions of uncertainty. In this context, Strategic Physiognomy has gained growing attention as an advanced leadership capability that combines strategic insight, cognitive empowerment, and inspirational influence to support effective organizational decision-making. Leaders with strong strategic physiognomy are better equipped to understand complex organizational situations, interpret competitive behavior, anticipate future developments, and formulate appropriate strategic responses, thereby enhancing organizational effectiveness and sustainable performance (Premuzic & Furnham, 2010; Tustin, 2015; Zhang et al., 2017; Hussain, 2018).

At the same time, Organizational Reputation has become one of the most valuable intangible strategic assets influencing organizational sustainability, stakeholder trust, market position, and competitive advantage. Organizations with strong reputations are generally more successful in attracting talented employees, retaining customers, gaining investor

confidence, and improving financial performance. Consequently, maintaining a positive organizational reputation has become a strategic priority for organizations operating in increasingly dynamic and competitive environments (Hannington, 2004; Shamma, 2012; Koronis, 2012; Trotta & Cavalloro, 2012; Plotnick, 2019).

Literature Gap

Previous studies have consistently demonstrated that Strategic Human Resource Development contributes significantly to employee capability development, strategic alignment, organizational effectiveness, and sustainable performance (Rahman & Amrik, 2001; Wognum, 2002; Berber, 2012). Likewise, Strategic Physiognomy has been examined primarily as a leadership capability that enhances strategic thinking, environmental interpretation, opportunity recognition, and future-oriented decision-making (Premuzic & Furnham, 2010; Tustin, 2015; Hussain, 2018). In parallel, Organizational Reputation has received extensive scholarly attention as a strategic intangible asset that improves stakeholder relationships, organizational legitimacy, service quality, and competitive performance (Hannington, 2004; Shamma, 2012; Koronis, 2012).

Despite these valuable contributions, the existing literature has largely examined these three constructs independently. Only limited empirical evidence has explored how Strategic Physiognomy functions as an underlying strategic capability through which Strategic Human Resource Development enhances Organizational Reputation. Consequently, the theoretical mechanisms linking these variables remain insufficiently explained, particularly within organizations operating under rapidly changing and highly competitive business conditions.

Research Problem

Although organizations continue to invest substantially in Strategic Human Resource Development to improve employee capabilities and organizational performance, the process through which these investments translate into enhanced Organizational Reputation remains insufficiently understood. Specifically, previous research has not adequately explained whether Strategic Physiognomy constitutes the strategic mechanism that transforms human resource development initiatives into reputational outcomes. This theoretical ambiguity limits both academic understanding and managerial practice regarding how organizations can effectively integrate strategic human resource development with leadership capabilities to strengthen organizational reputation. Therefore, this study addresses this research problem by examining the mediating role of Strategic Physiognomy in the relationship between Strategic Human Resource Development and Organizational Reputation.

Research Significance

This study makes several important contributions to both theory and practice. Theoretically, it integrates Strategic Human Resource Development, Strategic Physiognomy, and Organizational Reputation within a single conceptual framework, thereby extending current knowledge regarding the mechanisms through which strategic human resource practices contribute to organizational outcomes. More importantly, it provides empirical evidence regarding the mediating role of Strategic Physiognomy, an area that has received limited scholarly attention.

Practically, the findings are expected to provide organizational leaders and decision-makers with valuable insights into how leadership capabilities characterized by strategic insight, cognitive empowerment, and inspirational influence can enhance the effectiveness of Strategic Human Resource Development initiatives and ultimately strengthen Organizational Reputation and sustainable competitive advantage.

Research Objectives

Accordingly, this study aims to investigate the relationship between Strategic Human Resource Development and Organizational Reputation and to examine the mediating role of Strategic Physiognomy in this relationship. Based on the identified research gap and the proposed conceptual framework, the study develops and empirically tests a set of research hypotheses to provide a comprehensive understanding of the proposed relationships among the study variables.

2. LITERATURE REVIEW

2.1 Strategic Human Resource Development

Strategic Human Resource Development (SHRD) has emerged as a fundamental managerial approach that enables organizations to develop and utilize human capital in alignment with their long-term strategic objectives. Contemporary organizations no longer rely solely on attracting highly qualified employees; instead, they seek to develop human resources capable of innovation, strategic thinking, and effective execution of organizational strategies. Consequently, SHRD emphasizes identifying current and future competency requirements, improving employees' knowledge, skills, and attitudes, and creating an organizational environment that supports continuous learning and sustainable development. Such an approach enhances organizational adaptability, strengthens strategic capabilities, and enables organizations to exploit opportunities while responding effectively to environmental challenges (Berber, 2012; Wognum, 2002; Al-Hiti, 2010; Rahman & Amrik, 2001).

From a strategic perspective, SHRD provides organizations with several important benefits. It assists in identifying competency gaps, determining future workforce

requirements, enhancing employees' capabilities, supporting strategic implementation, increasing flexibility in responding to environmental changes, improving teamwork, and maximizing returns on human capital investments. Collectively, these benefits strengthen organizational competitiveness and improve the organization's ability to achieve sustainable performance (Torrington et al., 2005; Dessler, 2004). Based on the reviewed literature, the present study conceptualizes SHRD through three interrelated dimensions: senior management commitment to strategic development, stakeholder engagement, and interest in knowledge management.

Senior Management Commitment to Strategic Development

Senior management commitment represents the foundation for implementing strategic human resource development initiatives. This commitment is reflected in continuous strategic reviews, long-term planning, and sustained support for developmental activities. Management commitment enhances employees' engagement, strengthens organizational performance, and facilitates the achievement of strategic objectives by ensuring that human resource development remains an integral part of organizational strategy (Al-Anzi & Al-Zubaidi, 2006).

Stakeholder Engagement

Stakeholder engagement enhances the effectiveness of SHRD by promoting collaboration among managers, employees, customers, and other stakeholders. Active participation contributes to better alignment between development programs and organizational needs, strengthens trust, facilitates organizational learning, and supports the successful implementation of strategic initiatives. Moreover, stakeholder involvement represents a valuable intangible organizational resource that is difficult for competitors to imitate (Wognum, 2002; Hitt et al., 2001).

Interest in Knowledge Management

Knowledge management constitutes a strategic pillar of SHRD because it enables organizations to acquire, store, disseminate, and apply knowledge effectively. Organizations that invest in knowledge management improve their ability to interpret environmental changes, support innovation, develop competitive capabilities, and make informed strategic decisions. Consequently, integrating knowledge management into SHRD contributes significantly to organizational effectiveness and long-term competitive advantage (Al-Anzi et al., 2009; Mair, 2001).

2.2 Strategic Physiognomy

Strategic physiognomy has attracted increasing attention as a leadership capability that enables organizations to understand complex environmental conditions and respond strategically to continuous changes. The literature suggests that strategic physiognomy extends beyond the traditional interpretation of environmental information by enabling

leaders to analyze external complexities, anticipate opportunities and threats, understand competitors' intentions, and formulate strategic responses that enhance organizational sustainability. It also reflects leaders' ability to combine strategic insight, intuition, intelligence, and perceptive judgment when interpreting organizational realities and making strategic decisions (Tustin, 2015; Zhang et al., 2017; Hussain, 2018; Premuzic & Furnham, 2010). The importance of strategic physiognomy lies in its contribution to improving organizational adaptability, strengthening strategic vision, enhancing leaders' ability to sense environmental changes, generating strategic alternatives, and supporting effective decision-making. Furthermore, it promotes organizational learning, stimulates innovation, strengthens communication between leaders and employees, and assists organizations in identifying opportunities while minimizing environmental threats. These capabilities collectively improve strategic flexibility and reinforce long-term organizational competitiveness (Jackson, 2011; Al-Khafaji, 2015; Hughes et al., 2014; Abbas, 2016; Adams et al., 2009; Horwitch & Whipple, 2014; Pisapia, 2009; Adair, 2010).

Based on the reviewed literature, strategic physiognomy is conceptualized in this study through three complementary dimensions: deep understanding, mental empowerment, and inspirational influence.

Deep Understanding

Deep understanding reflects leaders' ability to move beyond superficial interpretation by critically analyzing environmental information, linking organizational events, and generating well-founded strategic conclusions. It combines analytical thinking, accumulated experience, intelligence, and strategic cognition to improve organizational decision-making and strengthen strategic thinking capabilities within organizations (Fenwick et al., 2014; Kazmi & Naaranoja, 2015).

Mental Empowerment

Mental empowerment refers to the leader's cognitive capability to generate strategic alternatives, anticipate future challenges, evaluate potential consequences, and formulate creative solutions. It also reflects the organization's ability to create a supportive climate that encourages brainstorming, knowledge sharing, innovation, and strategic dialogue, thereby enhancing behavioral flexibility and improving organizational preparedness for future changes (Laan, 2010; Huraiz, 2008).

Inspirational Influence

Inspirational influence represents the leader's ability to motivate employees, strengthen their sense of belonging, inspire commitment, and direct collective efforts toward organizational objectives. Through inspirational leadership, organizations enhance creativity, encourage innovation, improve problem-solving capabilities, and create a work environment that supports continuous adaptation and

sustainable organizational performance (Avramenko, 2013; Seidman, 2013; Yuan, 2015).

2.3 Organizational Reputation

Organizational reputation is widely recognized as one of the most valuable intangible assets that enables organizations to sustain competitive advantage and strengthen relationships with stakeholders. It reflects the collective perceptions and evaluations formed by customers, employees, investors, and society regarding an organization's credibility, performance, quality, and social responsibility. Unlike physical resources, organizational reputation is accumulated gradually through consistent organizational behavior and successful strategic decisions, making it a valuable resource that is difficult for competitors to replicate. Consequently, organizations with strong reputations are more capable of attracting talented employees, retaining customers, gaining investors' confidence, and achieving sustainable organizational success (Hannington, 2004; Shamma, 2012; Trotta & Cavalloro, 2012; Koronis, 2012; Plotnick, 2019).

The literature further indicates that organizational reputation contributes significantly to strengthening market position, improving organizational legitimacy, enhancing stakeholder trust, supporting customer loyalty, and increasing long-term organizational value. Moreover, a favorable organizational reputation improves organizational resilience during crises, facilitates strategic partnerships, and creates sustainable competitive advantages that positively influence organizational performance. Therefore, maintaining and enhancing organizational reputation has become a strategic objective for organizations operating in increasingly competitive business environments (Hannington, 2004; Koronis, 2012; Shamma, 2012).

Based on the theoretical literature, this study measures organizational reputation through three complementary dimensions: quality of goods and services, financial performance, and quality of workers.

Quality of Goods and Services

The quality of goods and services represents one of the primary indicators through which stakeholders evaluate organizational reputation. Delivering products and services that consistently meet or exceed customer expectations enhances customer satisfaction, strengthens organizational credibility, and reinforces competitive positioning. Continuous quality improvement also reflects an organization's commitment to excellence and sustainable value creation (Hannington, 2004; Plotnick, 2019).

Financial Performance

Financial performance reflects the organization's ability to utilize its resources efficiently while achieving sustainable profitability and long-term growth. Strong financial performance enhances investors' confidence, improves organizational credibility, and demonstrates the organization's capability to maintain competitive advantage

and fulfill its strategic commitments. Consequently, financial success constitutes an essential component of organizational reputation (Shamma, 2012; Trotta & Cavalloro, 2012).

Quality of Workers

The quality of workers reflects employees' competencies, professionalism, commitment, and ability to contribute effectively to organizational objectives. Highly qualified employees strengthen service quality, improve innovation, enhance organizational performance, and positively influence stakeholders' perceptions of the organization. Accordingly, investment in human capital represents a critical determinant of sustaining and improving organizational reputation (Koronis, 2012; Plotnick, 2019).

3. RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a quantitative research design using a cross-sectional survey approach to examine the relationships among strategic human resource development, strategic physiognomy, and organizational reputation in the Iraqi private banking sector. The quantitative approach was selected because it provides an appropriate framework for measuring organizational phenomena objectively and testing hypothesized relationships among variables through statistical analysis. A cross-sectional design enables the collection of data from respondents at a single point in time, making it suitable for investigating organizational perceptions and evaluating the proposed conceptual model.

The study employed a descriptive-analytical methodology. The descriptive component was used to identify and describe the characteristics of the study variables and respondents, while the analytical component focused on testing the direct and indirect relationships proposed in the research model. This approach facilitates a comprehensive understanding of how strategic human resource development contributes to organizational reputation and whether strategic physiognomy mediates this relationship.

Primary data were collected using a structured questionnaire developed from established measurement scales identified in the relevant literature. The questionnaire was designed to capture respondents' perceptions regarding the three research constructs and their respective dimensions. A five-point Likert scale ranging from (1 = Strongly Disagree) to (5 = Strongly Agree) was used to measure all questionnaire items. The collected data were analyzed using IBM SPSS Statistics, which was employed to perform descriptive statistics, reliability analysis, Pearson correlation analysis, regression analysis, and mediation testing. This methodological design was considered appropriate for addressing the research objectives and testing the proposed hypotheses in a systematic and statistically reliable manner.

3.2 Research Population and Sample

The target population of this study comprised managerial employees working at **Bank of Baghdad**, one of the leading private commercial banks in Iraq. The study focused on individuals occupying senior, middle, and supervisory managerial positions because they are directly involved in strategic planning, human resource development, organizational decision-making, and reputation management. Their managerial responsibilities provide them with sufficient knowledge and practical experience to evaluate the research variables accurately.

A probability sampling technique was adopted to ensure that every eligible member of the target population had an equal opportunity to participate in the study. Specifically, a simple random sampling method was employed to minimize sampling bias and improve the representativeness of the collected data. Based on the bank's organizational structure and the accessibility of respondents, questionnaires were distributed to managerial employees across different administrative departments.

A total of **100** questionnaires were distributed. After the data collection process, **87** questionnaires were returned. Three questionnaires were excluded because they contained substantial missing data or inconsistent responses, resulting in **84 valid questionnaires** for statistical analysis. Accordingly, the overall response rate was **87%**, while the valid response rate reached **84%**, which is considered adequate for conducting quantitative statistical analyses in organizational research.

The final sample included managers from different organizational levels and functional departments, thereby enhancing the diversity of viewpoints and increasing the reliability of the findings. The sample size was considered appropriate for the statistical procedures employed in this study, including descriptive statistics, reliability analysis, correlation analysis, regression analysis, and mediation testing using IBM SPSS Statistics.

3.3 Data Collection Instrument

Data were collected using a structured self-administered questionnaire developed based on well-established measurement scales reported in previous empirical studies. The questionnaire was designed to measure the three principal constructs of the study: **Strategic Human Resource Development (SHRD)** as the independent variable, **Strategic Physiognomy (SP)** as the mediating variable, and **Organizational Reputation (OR)** as the dependent variable. Minor linguistic modifications were made to improve clarity and ensure that the questionnaire was appropriate for the Iraqi banking context without altering the conceptual meaning of the original measurement items.

The questionnaire consisted of two sections. The first section collected respondents' demographic information, including gender, age, educational qualification, managerial

level, and years of professional experience. These data were used to describe the characteristics of the study sample. The second section comprised statements measuring the three research constructs using a five-point Likert scale ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**, where higher scores reflected stronger agreement with each statement.

Before the main survey was administered, the questionnaire was reviewed by specialists in strategic management and human resource management to assess its clarity, relevance, and content adequacy. Based on their recommendations, minor wording revisions were introduced to improve readability while preserving the theoretical meaning of the measurement items. The revised questionnaire was then distributed to the selected respondents for the main data collection process.

3.4 Measurement of Research Variables

The present study measured three principal constructs, namely **Strategic Human Resource Development (SHRD)** as the independent variable, **Strategic Physiognomy (SP)** as the mediating variable, and **Organizational Reputation (OR)** as the dependent variable. The measurement scales employed in this study were adopted from previously validated instruments discussed in the literature review. These scales were selected because they have demonstrated satisfactory psychometric properties and have been widely utilized in organizational and management research.

The questionnaire items were adapted to suit the context of the Iraqi private banking sector while maintaining the conceptual meaning of the original measurement scales. All items were assessed using a five-point Likert scale ranging from **1 (Strongly Disagree)** to **5 (Strongly Agree)**, with higher scores indicating stronger agreement with the corresponding statements. This measurement approach enabled the quantitative assessment of respondents' perceptions regarding the study variables and provided an appropriate basis for subsequent statistical analyses.

3.5 Validity and Reliability

To ensure the quality of the research instrument, both validity and reliability were carefully assessed prior to conducting the main statistical analyses. Content validity was established by developing the questionnaire based on previously validated measurement scales identified in the literature. In addition, the questionnaire was reviewed by a panel of academic experts specializing in strategic management and human resource management to evaluate the clarity, relevance, and appropriateness of the measurement items. Their comments and recommendations were incorporated to improve the wording and comprehensibility of the questionnaire while preserving the original conceptual meaning of the constructs.

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The internal consistency of the measurement instrument was evaluated using **Cronbach's Alpha coefficient**, one of the most widely accepted indicators of reliability in social science research. According to established methodological guidelines, Cronbach's Alpha values of **0.70 or above** indicate acceptable reliability, while higher values reflect stronger internal consistency among measurement items. The reliability analysis was conducted using **IBM SPSS Statistics**, and the results confirmed that all study constructs achieved satisfactory levels of reliability, supporting the suitability of the questionnaire for subsequent statistical analyses.

3.6 Data Collection Procedures

Data collection was conducted using a structured questionnaire distributed to managerial employees at **Bank of Baghdad**. Prior to the administration of the questionnaire, respondents were informed about the objectives of the study and assured that their participation was voluntary. The questionnaires were distributed directly to the selected respondents, allowing sufficient time for completion before collection.

A total of **100** questionnaires were distributed. Of these, **87** questionnaires were returned, representing a response rate of **87%**. After screening the returned questionnaires for completeness and consistency, **three** questionnaires were excluded because they contained substantial missing information or inconsistent responses. Consequently, **84** valid questionnaires were retained for the final statistical analysis. The completed questionnaires were coded and entered into **IBM SPSS Statistics** for data processing and analysis.

3.7 Ethical Considerations

The study adhered to recognized ethical principles governing academic research involving human participants. Participation in the survey was entirely voluntary, and respondents were informed of the purpose of the study before completing the questionnaire. They were also assured that their responses would remain anonymous and confidential and would be used exclusively for academic research purposes.

No personally identifiable information was collected from the participants, and all data were analyzed and reported in aggregate form to protect respondents' privacy.

Furthermore, participants had the right to decline participation or withdraw from the study at any stage without any negative consequences. These procedures ensured that the research complied with accepted ethical standards for organizational and management research.

3.8 Statistical Analysis

The collected data were analyzed using **IBM SPSS Statistics**. Initially, the data were screened to identify missing values, coding errors, and potential outliers before conducting the statistical analyses. Descriptive statistics, including frequencies, percentages, means, standard deviations, and coefficients of variation, were calculated to describe the characteristics of the respondents and summarize the study variables.

The internal consistency of the measurement instrument was assessed using **Cronbach's Alpha**. Pearson's correlation coefficient was employed to examine the strength and direction of the relationships among the study variables. Multiple regression analysis was conducted to test the direct effects proposed in the research hypotheses. Furthermore, mediation analysis was performed using regression-based procedures within **IBM SPSS Statistics** to examine the mediating role of **Strategic Physiognomy** in the relationship between **Strategic Human Resource Development** and **Organizational Reputation**. Statistical significance was evaluated at the **0.05** significance level.

4. RESULTS AND DISCUSSION

4.1 Preliminary Data Analysis

Before testing the research hypotheses, the data were examined to ensure their suitability for statistical analysis through normality and reliability tests.

4.1.1 Normality Test

The Kolmogorov–Smirnov test was employed to examine whether the research variables followed a normal distribution. The findings indicate that all significance values exceeded the threshold of 0.05, confirming that the collected data satisfy the normality assumption required for parametric statistical analyses. Therefore, the dataset was considered appropriate for subsequent correlation, regression, and mediation analyses.

Table (1). Results of the Normality Test

Variable	K–S Statistic	Sig.	Interpretation
Strategic Human Resource Development	0.065	0.200	Normally distributed
Strategic Physiognomy	0.074	0.200	Normally distributed
Organizational Reputation	0.061	0.200	Normally distributed

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The results demonstrate that the three research variables exhibit an acceptable normal distribution. This indicates that respondents' answers were sufficiently homogeneous and free from significant deviations that could affect the validity of the statistical analysis. Consequently, the use of parametric techniques such as simple linear regression and structural path analysis is statistically justified.

4.1.2 Reliability Test

The reliability of the measurement instrument was assessed using Cronbach's Alpha coefficient. The findings revealed that all constructs achieved reliability coefficients substantially higher than the recommended minimum threshold (0.70), indicating a high degree of internal consistency among the questionnaire items. These results confirm that the instrument provides reliable measurements and can be confidently employed to examine the proposed research hypotheses.

Table (2). Reliability of the Research Variables

Variable	Cronbach's Alpha
Strategic Human Resource Development	0.821
Strategic Physiognomy	0.898
Organizational Reputation	0.898

The reliability results indicate that all research variables possess satisfactory internal consistency, with Cronbach's Alpha values ranging from **0.821** to **0.898**. These values reflect a high level of measurement stability and suggest that respondents interpreted the questionnaire items consistently. The high reliability of the measurement scale strengthens the credibility of the subsequent statistical findings and supports the validity of the empirical model used in this study.

4.2 Descriptive Statistics of the Research Variables

Descriptive statistics were employed to evaluate the overall level of the research variables from the respondents' perspective. Since the hypotheses were formulated and tested at the construct level, the descriptive analysis focuses on the overall constructs rather than on their individual dimensions. This approach provides a more integrated understanding of the respondents' perceptions and ensures consistency between the descriptive and inferential analyses.

The descriptive findings indicate that the respondents expressed generally positive perceptions toward the three research variables. The arithmetic means of the variables exceeded the hypothetical mean (3.00), reflecting a favorable evaluation of strategic human resource development, strategic physiognomy, and organizational reputation within the investigated company. Furthermore, the relatively low coefficients of variation reported in the descriptive analysis indicate an acceptable level of agreement among respondents, suggesting that their perceptions were relatively homogeneous and consistent.

From a managerial perspective, these findings imply that the organization has established an environment that supports strategic human resource development while simultaneously encouraging leadership capabilities associated with strategic physiognomy. Such conditions are likely to strengthen employees' confidence in managerial practices and contribute positively to the organization's overall reputation. The

consistency of respondents' evaluations also reflects organizational stability and indicates that the strategic practices adopted by the company are widely recognized across the surveyed managerial levels.

Overall, the descriptive analysis provides preliminary evidence that the research variables are present at satisfactory levels within the organization. Consequently, these findings provide an appropriate basis for proceeding to hypothesis testing in order to determine whether the observed positive perceptions translate into statistically significant causal relationships among the study variables.

4.3 Hypothesis Testing

4.3.1 Testing the First Hypothesis

The first hypothesis examined the effect of **Strategic Human Resource Development** on **Organizational Reputation**. The regression analysis demonstrated a statistically significant positive relationship between the two variables. As shown in Table (3), the calculated **F-value (84.476)** exceeded the critical value, while the significance level was less than **0.001**, confirming the statistical significance of the regression model. In addition, the coefficient of determination (**R² = 0.507**) indicates that Strategic Human Resource Development explains approximately **50.7%** of the variance in Organizational Reputation, representing substantial explanatory power. The standardized regression coefficient (**β = 0.872**) further demonstrates that improvements in strategic human resource development are associated with considerable improvements in organizational reputation. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted.

The findings suggest that organizations investing strategically in the development of their human resources are more capable of strengthening their reputation among customers, employees, and other stakeholders. Strategic investments in employee competencies, organizational

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learning, and long-term workforce development create higher service quality, stronger organizational credibility, and greater stakeholder confidence. Consequently, human resource development should be viewed not merely as an

internal administrative function but as a strategic mechanism for enhancing organizational reputation and sustaining competitive advantage.

Table (3). Effect of Strategic Human Resource Development on Organizational Reputation

Independent Variable	Dependent Variable	F	R ²	β	Sig.
Strategic Human Resource Development	Organizational Reputation	84.476	0.507	0.872	0.000
Independent Variable	Dependent Variable	F	R ²	β	Sig.

4.3.2 Testing the Second Hypothesis

The second hypothesis investigated the effect of **Strategic Human Resource Development** on **Strategic Physiognomy**. The regression results presented in Table (4) demonstrate that the proposed model is statistically significant, as the calculated **F-value (149.124)** greatly exceeds the critical value at the 0.05 significance level. Moreover, the significance level (**p < 0.001**) confirms the existence of a statistically significant positive relationship between the two variables. The coefficient of determination (**R² = 0.645**) indicates that Strategic Human Resource Development explains approximately **64.5%** of the variance in Strategic Physiognomy, while the standardized regression coefficient (**β = 0.832**) reveals a strong positive effect. Accordingly, the null hypothesis is rejected in favor of the

alternative hypothesis, confirming that Strategic Human Resource Development significantly influences Strategic Physiognomy.

These findings indicate that organizations adopting strategic approaches to human resource development are more likely to cultivate managerial capabilities associated with strategic physiognomy. Continuous investment in employee development, knowledge acquisition, and organizational learning enhances leaders' ability to interpret complex situations, anticipate environmental changes, and formulate proactive strategic responses. Therefore, strategic human resource development represents an essential organizational capability that strengthens strategic thinking and managerial foresight, enabling organizations to respond effectively to dynamic business environments.

Table (4). Effect of Strategic Human Resource Development on Strategic Physiognomy

Independent Variable	Dependent Variable	F	R ²	β	Sig.
Strategic Human Resource Development	Strategic Physiognomy	149.124	0.645	0.832	0.000

4.3.3 Testing the Third Hypothesis

The third hypothesis examined whether Strategic Physiognomy significantly affects Organizational Reputation. The regression analysis confirmed a statistically significant positive relationship between the two constructs. As presented in Table (5), the calculated F-value (164.579) is substantially greater than the critical value, while the significance level (**p < 0.001**) indicates a highly significant regression model. Furthermore, the coefficient of determination (**R² = 0.667**) demonstrates that Strategic Physiognomy explains approximately 66.7% of the variation in Organizational Reputation. The standardized regression coefficient (**β = 0.966**) also indicates a remarkably strong

positive influence. Consequently, the third hypothesis is supported.

The practical implications of these findings are considerable. Strategic physiognomy enables organizational leaders to interpret environmental signals accurately, anticipate future opportunities and threats, and make strategic decisions that reinforce stakeholder confidence. Leaders possessing such capabilities contribute to building organizational credibility, improving institutional image, and strengthening long-term relationships with customers, investors, and employees. Consequently, strategic physiognomy should be regarded as a strategic leadership capability that directly contributes to sustaining organizational reputation.

Table (5). Effect of Strategic Physiognomy on Organizational Reputation

Independent Variable	Dependent Variable	F	R ²	β	Sig.
Strategic Physiognomy	Organizational Reputation	164.579	0.667	0.966	0.000

4.3.4 Testing the Mediating Effect of Strategic Physiognomy

The fourth hypothesis examined the mediating role of Strategic Physiognomy in the relationship between Strategic Human Resource Development and Organizational Reputation. The structural model results indicate that Strategic Human Resource Development has a significant positive effect on Strategic Physiognomy ($\beta = 0.832$, $p < 0.001$), while Strategic Physiognomy significantly influences Organizational Reputation ($\beta = 0.816$, $p < 0.001$). In contrast, the direct effect of Strategic Human Resource Development on Organizational Reputation becomes statistically insignificant after the inclusion of the mediator ($\beta = 0.194$, $p = 0.131$). Moreover, the structural model explains 67.6% of

the variance in Organizational Reputation ($R^2 = 0.676$), demonstrating substantial explanatory power.

The comparison between the direct and indirect effects reveals that the indirect effect (**0.679**) exceeds the direct effect (**0.194**), indicating that Strategic Human Resource Development influences Organizational Reputation primarily through Strategic Physiognomy. These findings provide empirical evidence that strategic investments in human resource development enhance managerial cognitive capabilities, strategic insight, and future-oriented decision-making, which subsequently strengthen organizational reputation. Therefore, Strategic Physiognomy represents an important psychological and strategic mechanism through which human resource development creates organizational value.

Table (6). Structural Path Analysis

Path	Estimate	C.R.	Sig.
Strategic Human Resource Development → Strategic Physiognomy	0.832	12.286	***
Strategic Physiognomy → Organizational Reputation	0.816	6.581	***
Strategic Human Resource Development → Organizational Reputation	0.194	1.508	0.131

Table (7). Direct and Indirect Effects

Effect	Value
Direct Effect	0.194
Indirect Effect	0.679
R ²	0.676

The findings support the mediating hypothesis and indicate that Strategic Physiognomy acts as a full mediator in the relationship between Strategic Human Resource Development and Organizational Reputation. This result suggests that organizations can maximize the reputational benefits of human resource development by simultaneously fostering leadership capabilities associated with strategic insight, environmental awareness, and future-oriented thinking.

5. CONCLUSIONS

Based on the statistical analyses and hypothesis testing, the following conclusions can be drawn:

1. The findings demonstrate that **Strategic Human Resource Development** is well established within the investigated organization, indicating that the company adopts strategic practices that support employee development and strengthen its long-term organizational capabilities. This provides a solid foundation for

enhancing organizational performance and sustaining competitive advantage.

2. The empirical results confirm that **Strategic Human Resource Development** has a significant positive effect on **Organizational Reputation**. The regression analysis indicates that investments in developing employees' knowledge, competencies, and strategic capabilities contribute directly to strengthening stakeholders' confidence and improving the organization's public image.
3. The study also reveals that **Strategic Human Resource Development** significantly enhances **Strategic Physiognomy**, suggesting that continuous human resource development strengthens leaders' ability to interpret environmental changes, anticipate future opportunities, and make informed strategic decisions. This finding highlights the strategic role of human resource development in improving managerial

capabilities rather than merely developing technical competencies.

4. **Strategic Physiognomy** exerts a strong positive influence on **Organizational Reputation**, demonstrating that organizations led by managers possessing strategic insight and future-oriented thinking are more capable of building stakeholder trust, maintaining organizational credibility, and sustaining a positive corporate image in competitive environments.
5. The mediation analysis provides evidence that **Strategic Physiognomy** represents a significant mechanism through which **Strategic Human Resource Development** improves **Organizational Reputation**. The non-significant direct effect after introducing the mediator, combined with the significant indirect effect, indicates that Strategic Physiognomy serves as the primary mechanism through which Strategic Human Resource Development enhances Organizational Reputation
6. Overall, the proposed research model demonstrates substantial explanatory power in explaining organizational reputation, confirming that integrating strategic human resource development with strategic leadership capabilities provides an effective managerial approach for improving organizational reputation and achieving sustainable organizational success.

6. RECOMMENDATIONS

Based on the empirical findings, the study proposes the following recommendations:

1. Organizations should strengthen **Strategic Human Resource Development** by implementing continuous training, leadership development programs, knowledge management initiatives, and competency-based career development systems to improve both employee capabilities and organizational competitiveness.
2. Senior management should invest in developing **Strategic Physiognomy** among organizational leaders through strategic thinking programs, environmental scanning practices, scenario planning, and future-oriented leadership development, enabling managers to respond proactively to environmental uncertainty.
3. Human resource development initiatives should be integrated with organizational strategic planning rather than treated as isolated administrative activities. Aligning employee development with organizational objectives can maximize the positive impact on organizational reputation.
4. Organizations should continuously monitor and evaluate their organizational reputation by considering the perceptions of customers,

employees, investors, and other stakeholders, using the results as feedback for improving strategic management practices.

5. Future organizational development programs should emphasize strengthening the interaction between strategic human resource development and strategic leadership capabilities, as the empirical findings indicate that this integration generates greater improvements in organizational reputation than relying on either factor independently.
6. Future studies are encouraged to examine the proposed model in different organizational contexts and industrial sectors using larger samples and additional mediating or moderating variables to improve the generalizability of the findings and extend the theoretical understanding of the relationships investigated in this study.

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