

Human Resource Management Strategies and Their Role in Curbing "Black Management" Practices in Organizations: A Field Study at the Oil Training Institute – Baghdad

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Abstract

This research aims to identify human resource management strategies and their role in curbing “dark management” practices within organizations, focusing on a field study at the Oil Training Institute in Baghdad. The study employs descriptive and quantitative analytical methods. Its purposive sample included the Institute’s director and assistants, department heads and their deputies, section supervisors and their deputies, as well as heads of units, workshops, and laboratories, alongside the teaching staff and trainers.

The research is grounded in the premise that human resource management is no longer merely an operational function limited to staffing; Rather, it has become an organizational mechanism capable of regulating administrative behavior, fostering fairness, transparency, and accountability, and curbing practices that deviate from sound administrative norms.

A questionnaire comprising (55) Government employee was distributed to a sample of (228) employees; The data collection was further supplemented by personal interviews and field observation. Data analysis and hypothesis testing were conducted using SPSS (v.22) and AMOS (v.24) software. The findings confirmed the validity of all main and sub-hypotheses, demonstrating a strong, statistically significant positive correlation and influence between human resource management strategies and the mitigation of dark management practices, as well as a direct and indirect reciprocal interaction between them.

The study concludes that the integration of human resource strategies can serve as a preventive and regulatory mechanism to curb dysfunctional administrative behaviors, particularly when human resource decisions are linked to clear standards for selection, rewards, development, performance appraisal, and accountability.

Keywords: *Human resource management strategies; dark management practices.*

Introduction

In recent decades, human resource management has become an integral part of strategic thinking within organizations. It has evolved beyond the limited view that confined it to hiring procedures, wages, and personnel records, transforming instead into a system capable of shaping employees' skills and altering their behaviors and attitudes. This

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shift is clearly evident in the literature on sustainable human resource management, which treats HR functions as an interconnected system comprising recruitment, selection and hiring, performance appraisal, compensation, training and development, and human resource flow (Piwowar-Sulej, 2021: 677). The effectiveness of human resource management is linked to its ability to align organizational goals with employee requirements and the regulatory rules governing managerial behavior (Lu et al., 2023: 331–353). The importance of human resource management strategies becomes particularly pronounced regarding managerial practices that could distort decision-making, undermine accountability, or increase negative behaviors within the organization. Recent studies indicate that HR systems and practices are linked to the behaviors of employees and leaders; the design of these practices and their implementation mechanisms can either help curb deviant behaviors or create conditions that foster their emergence (Carpenter et al., 2021: 2). Recent studies have demonstrated a link between ethically oriented HR systems and reduced workplace deviance; furthermore, the literature has examined the relationship between HR practices, counterproductive behaviors, and abusive supervision (Shahzad et al., 2024: 591–608).

Conversely, organizations face various forms of dysfunctional behaviors and practices that can undermine decision quality, professional relationships, and accountability. International literature addresses these phenomena through related concepts—such as workplace deviance, counterproductive behavior, and abusive supervision—and systematic reviews confirm... These phenomena cannot be explained solely by individual characteristics; rather, they are also linked to leadership, organizational context, and human resource practices (Flavia Czarneski et al., 2021: 6). In this context, the relationship between the human resource system and managerial behavior becomes increasingly significant; a system that selects, trains, evaluates, and rewards individuals can foster incentives for responsible behavior, whereas a poorly designed system may leave ample room for personal discretion and unregulated practices (Michelle Inness et al., 2026: 925). Accordingly, the present study sets out to examine the role that human resource management strategies can play in curbing "dark management" practices within organizations. The research is divided into the following main sections: the methodological framework, the theoretical framework, the practical framework, and conclusions and recommendations.

Section One: Methodological Framework of the Research

1- Research Problem

The research problem lies in the need to shift from merely addressing negative administrative practices after they emerge to constructing organizational strategies that minimize the likelihood of their occurrence in the first place. This is particularly evident when administrative practices intersect with factors such as poor planning, unclear job roles, flawed selection processes, inequitable rewards, inadequate training, and a lack of objectivity in performance appraisal.

Literature on counterproductive behavior indicates that human resource practices and leadership styles can be factors linked to the emergence of negative behaviors at the organizational level. A study by (Carpenter et al) demonstrated that unit-level counterproductive behavior is associated with practices such as recruitment, training, and rewards, as well as employee attitudes and the work environment (Carpenter et al., 2021: 1498–11499)

The problem is not merely the existence of an isolated negative administrative behavior, but rather the potential for an administrative system that allows such behavior to persist or recur. For instance, the absence of a detailed plan can lead to ambiguous responsibilities; ambiguity in responsibilities can weaken accountability; and weak accountability can expand the scope for personal discretion. Thus, these practices become interconnected within a single organizational environment.

Accordingly, the central research problem is: To what extent do human resource management strategies contribute to curbing "dark management" practices at the Oil Training Institute – Baghdad?

This problem gives rise to the following sub-questions:

1. What is the level of implementation of human resource strategies at the institute under study?
2. What is the extent to which "dark management" practices are being curbed?
3. Is there a correlation and causal relationship between the two variables?
4. To what extent does each dimension of human resource strategies contribute to explaining the variance in the dependent variable?

2- Importance Of Research:**❖ Theoretical Significance:**

- 1- Contributing to the enrichment of academic literature regarding human resource management strategies and their role in curbing "dark management" practices within organizations by providing an analytical framework that links the concepts of human resource management strategies with the dimensions of dark management.
- 2- Providing a significant contribution to knowledge through a field study of an educational and training institution affiliated with the Iraqi Ministry of Oil—specifically, the Oil Training Institute – Baghdad. This enhances the potential for generalizing the findings to both similar and diverse environments, given the Institute's multifaceted nature (educational, training, and oil-sector-related), thereby offering benefits across multiple sectors.

❖ Practical Significance:

- 1- Assisting senior management and human resources management at the Oil Training Institute – Baghdad in viewing human resource functions as tools to prevent administrative dysfunction. Functions such as employee selection, training, performance appraisal, and rewards are not isolated from administrative behavior; rather, they can be designed to foster responsibility, fairness, and transparency.
- 2- Developing control indicators that link human resource policies with manifestations of administrative dysfunction, enabling management to intervene early rather than waiting for dysfunctional behaviors to escalate into widespread organizational problems.
- 3- Bridging a research gap in applied field studies regarding the relationship between human resource management strategies and their role in curbing "dark management" practices within organizations.

3- Research Objectives:

This research aims to achieve a set of theoretical and practical objectives, most notably the following:

1. Constructing an explanatory framework linking human resource management strategies with the mitigation of "dark management" practices within organizations (specifically the Oil Training Institute – Baghdad) and measuring the level of implementation of these strategies.
2. Determining the nature of the impact of human resource management strategies on curbing "dark management" practices, as well as measuring the strength of the correlation and influence between them.
3. Presenting practical, actionable managerial recommendations and proposals; this entails determining the relative importance of human resource planning, job analysis, selection and recruitment, compensation, occupational health and safety, training and development, and performance appraisal as integrated components of a human resource preventive system.

4- Hypothetical Research Framework:

To fulfill the requirements of the current study's fieldwork—and in light of the research problem, objectives, and the need to examine the relationship between the study variables—a hypothetical framework has been constructed. This framework illustrates the relationships between human resource management strategies (the independent variable) and their role in curbing "dark management" practices (the dependent variable). Thus, the framework serves as a visual

representation of the research's content and concept, illustrating a harmonious combination of proposed pathways to address the research problem, as shown in Figure (1) below:

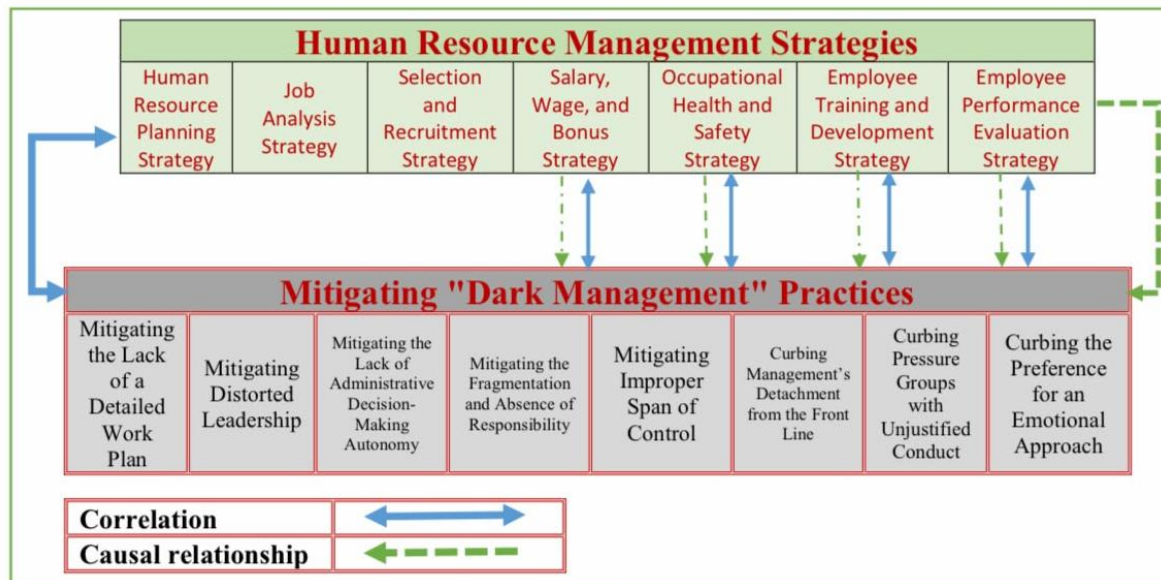


Figure (1) Hypothetical research framework

Prepared by the two researchers

5- Research Hypotheses:

The research hypotheses have been formulated in alignment with the conceptual framework of the current study to answer its questions, achieve its objectives, and test its hypothesized model. These hypotheses will be tested at a significance level of (0.05), as follows:

- H1:** There is a statistically significant correlation between human resource management strategies and the mitigation of "dark management" practices at the institute under study.
- H2:** Human resource management strategies have a statistically significant impact on mitigating "dark management" practices at the institute under study.
- H2a :** Human resource planning has a statistically significant impact on mitigating "dark management" practices.
- H2b:** Job analysis has a statistically significant impact on mitigating "dark management" practices.
- H2c:** Selection and appointment have a statistically significant impact on mitigating "dark management" practices.
- H2d:** Salaries, wages, and rewards have a statistically significant impact on mitigating "dark management" practices.
- H2e:** Occupational health and safety have a statistically significant impact on mitigating "dark management" practices.
- H2f:** Employee training and development have a statistically significant impact on mitigating "dark management" practices.
- H2g:** Employee performance appraisal has a statistically significant impact on mitigating "dark management" practices.

6- Research Population and Sample:

- ✚ Research Population: The study focused on decision-makers at the institute under investigation—the Oil Training Institute (Baghdad)—which is an affiliate of the Iraqi Ministry of Oil.
- ✚ Research Sample: A purposive sample was selected for this study, comprising the Institute Director and their deputies, department heads and their assistants, section heads and their assistants, as well as supervisors of units, workshops, and laboratories, along with teaching staff and trainers, in alignment with the research title and objectives.
- ✚ Sample Size: The research sample consisted of (228) respondents.

Second Section: Theoretical Framework of the Research**First: The Concept of Human Resource Management Strategies**

Human resource management strategies represent the framework through which an organization transitions from the operational management of employees to the management of human capital in alignment with its goals and strategies. This study is premised on the understanding that organizational value arises from the integration of these functions—rather than each function influencing behavior in isolation—whereby planning identifies needs, job analysis defines requirements, selection determines the job incumbent, training fosters their development, compensation directs their incentives, and performance appraisal monitors both achievements and behavior (Piwovar-Sulej, 2021: 671–693).

The researchers define human resource management strategies as an interconnected and integrated system of policies and practices employed by an organization to plan workforce needs, analyze jobs, select and appoint individuals, manage compensation, maintain occupational health and safety, and develop and evaluate employees (Michelle Inness et al., 2026: 927).

This perspective aligns with the study by Piwovar-Sulej (2021), which examined human resource functions within the context of sustainability, focusing on selection and appointment, performance appraisal, compensation, training and development, and human resource flow. Furthermore, existing literature tends to examine human resource functions either individually or collectively, highlighting a need for further research that addresses them as an integrated system (Piwovar-Sulej, 2021: 671–693).

High-commitment human resource systems encompass training and development, job security, promotion, compensation, communication, and performance feedback and evaluation. These practices can be linked to deviant behaviors through organizational engagement, confirming that the human resource system serves as an explanatory pathway for behavior within the organization.

Second: Dimensions of Human Resource Management Strategies:

1. Human Resource Planning Strategy: This aims to determine the organization's current and future personnel needs—in terms of numbers, types, and skills—in a manner that ensures human resources align with strategic requirements. In the context of sustainable entrepreneurship, planning must move beyond merely estimating workforce numbers to anticipating the skills needed to manage innovation, technology, and sustainability (Piwovar-Sulej, 2021: 671–693).
2. Job Analysis Strategy: This serves as the foundation upon which many human resource functions are built, as it assists the organization in defining required duties, responsibilities, qualifications, and skills. A shift toward sustainability can influence job content by incorporating new requirements related to innovation, technology, eco-efficiency, and social responsibility (Huber et al., 2017: 89).

3. Selection and Recruitment Strategy: This represents the entry point for human capital into the organization. Therefore, an organization seeking to embed sustainable entrepreneurship must select individuals possessing competencies, knowledge, and attitudes aligned with values of innovation and sustainability. Literature on Sustainable HRM has emphasized the importance of this strategy within the suite of practices that support sustainability (Piowar-Sulej, 2021: 671–693).

4. Salary, Wage, and Reward Strategy: Reward systems contribute to shaping employee behavior by linking incentives to performance and desired behaviors. In sustainability-oriented organizations, reward systems can be designed to support innovation, initiatives, knowledge investment, and the achievement of sustainability goals. It is crucial to understand the purpose behind providing salaries, wages, and incentives—which may include both intrinsic and financial rewards—and to link them to sustainability outcome indicators in order to encourage sustainable behavior (Huber et al., 2017: 92).

5. Occupational Health and Safety Strategy: This strategy is a key dimension of sustainable human resource management, as it reflects the organization's commitment to the sustainability of the human resource itself. Sustainability cannot be achieved if the organization meets its goals at the expense of employee health and safety (Al-Mutairi, 2020: 98).

6. Employee Training and Development Strategy: Training and development serve as a fundamental mechanism for building the capabilities required for sustainability and innovation. Recent literature highlights the importance of continuous investment in employees as a prerequisite for implementing sustainability within organizations (Piowar-Sulej, 2021: 671–693). Furthermore, recent empirical evidence indicates that training and skill development are crucial components in linking human capital with sustainable entrepreneurial orientations (Al-Qurashi et al., 2023: 12).

7. Employee Performance Evaluation Strategy: Performance evaluation serves as a tool to measure the extent to which employee performance aligns with established goals and standards. From a sustainability perspective, evaluation criteria can be developed to extend beyond traditional outcomes, encompassing innovation, learning, process improvements, and behaviors that support sustainable orientations and their associated goals (Huber et al., 2017: 98).

Third: Curbing "Dark Management" Practices

In this research, "dark management" practices are defined as a set of dysfunctional administrative practices that deviate from the principles of sound management. These manifest through poor planning, distorted leadership, a lack of decision-making autonomy, fragmented responsibility, an improper span of control, ignoring the human element in management, the formation of unjustified pressure groups, and an over-reliance on emotional approaches to management (Bhattacharjee & Sarkar, 2022: 1–34). This research treats these practices as an interconnected system of administrative deviations rather than a collection of isolated phenomena.

Fourth: Dimensions of "Dark Management" Practices

The study treats these dimensions of "dark management" practices as an interconnected system. Weaknesses in planning can increase ambiguity regarding responsibility; ambiguous responsibility may expand the scope for personal decision-making; and unchecked personal decision-making can create an environment that allows pressure groups or dysfunctional leadership to persist (Ahmed, 2019: 46-51). As illustrated below:

1. Lack of a Detailed Work Plan :

This dimension refers to the absence of clearly defined tasks, objectives, resources, and procedures required to complete work, as well as poorly defined goals, activities, responsibilities, and performance indicators. This situation

can heighten ambiguity, increase reliance on personal and improvised decisions, and manifest as difficulties in accountability.

2. Distorted Leadership

This refers to leadership styles that deviate from the requirements of fairness, objectivity, and accountability. It may involve the abuse of power, supervision that negatively affects employees, or decisions inconsistent with professional standards. Recent reviews of abusive supervision indicate that this phenomenon is linked to various organizational contexts and that understanding it requires examining both individual and organizational factors (Bhattacharjee & Sarkar, 2022: 1–34).

3. Lack of Administrative Decision-Making Autonomy

This dimension relates to a manager's or official's limited ability to make decisions within the scope of their granted authority, or to decisions being subject to informal interventions or pressures unrelated to job requirements. This issue is directly linked to the clarity of authority, the delegation of power, and accountability.

4. Mitigating Ambiguity and Lack of Accountability

This refers to the absence of clear accountability for outcomes and decisions, which can lead to the shifting of responsibility between individuals and organizational units. Job analysis, the definition of authority, and performance evaluation help mitigate this type of organizational ambiguity.

5. Mitigating Improper Spans of Control

This relates to imbalances in the number of subordinates supervised by a manager or in the nature of the supervisory relationship; such issues can weaken oversight and increase the risk of losing administrative control or engaging in excessive micromanagement.

6. Mitigating Management's Detachment from Operational Realities

This refers to management becoming distanced from the actual work environment and relying excessively on indirect information, which can lead to decisions that fail to reflect the true nature of operational problems.

7. Mitigating Unjustified Pressure Groups

This refers to informal coalitions that seek to influence decisions, resource allocation, or opportunities in ways that deviate from established organizational standards.

8. Mitigating an Over-Reliance on Emotional Approaches

This entails relying excessively on personal and emotional considerations when making administrative decisions—at the expense of professional and objective standards—which can undermine perceived fairness and decision consistency (Liao et al., 2021).

Fifth: The Theoretical Relationship Between Human Resource Management Strategies and Curbing "Dark Management" Practices:

The proposed theoretical relationship is based on the premise that human resources constitute the framework through which individuals are selected, roles are defined, capabilities are developed, incentives are directed, and performance is reviewed; consequently, the quality of this framework can influence the environment in which managerial practices emerge.

Recent studies support this perspective. Shahzad et al. (2024) found that ethically oriented human resource systems are associated with reduced workplace deviant behavior—a relationship mediated by employees' ethical

attentiveness—and that high-commitment human resource systems are linked to deviant behaviors through organizational engagement and the degree of person-organization fit.

Furthermore, findings by Carpenter et al. (2021) indicate that strategic human resource practices—including recruitment, training, and rewards—are among the factors associated with counterproductive behavior at the organizational unit level (Carpenter et al., 2021: 1498–1499).

Accordingly, the study posits that curbing "dark management" practices is not achieved through a single policy, but rather through an integrated chain of processes—beginning with planning and proceeding to job analysis, selection, training, compensation, and performance appraisal—while emphasizing the ongoing need to treat human resource functions as an integrated system (Piwowar-Sulej, 2021: 676). The greater the consistency among these components, the more capable the organization becomes of minimizing the scope for unchecked managerial behavior.

Section Three: The Practical Framework of the Research

First: Testing the first main research hypothesis (H1), which posits that "there is a statistically significant correlation between human resource management strategies and the mitigation of 'dark management' practices at the institute under study."

Table (1) reveals that the correlation coefficient between "human resource management strategies" and "mitigating dark management practices" was 0.917**, with a significance level of 0.000—which is below the 0.05 threshold—indicating a strong correlation. The calculated Z-value was 23.547, exceeding the critical Z-value of 1.96. This result confirms the significance of the correlation, demonstrating a strong relationship. Consequently, the hypothesis is accepted: there is a statistically significant correlation between human resource management strategies (across their various dimensions) and the mitigation of dark management practices. This indicates that as the institute increases its implementation of human resource management strategies, dark management practices are reduced across all its operational areas. The institute should focus its efforts on curbing dark management practices in all their dimensions, specifically: the lack of detailed work plans, distorted leadership, a lack of administrative decision-making independence, fragmented responsibility and accountability, improper spans of control, management's disregard for personnel roles, pressure groups exhibiting unjustified behavior, and a reliance on emotional approaches.

A - Testing the first sub-hypothesis (H.1.1): Which states that "there is a statistically significant correlation between the 'Human Resource Planning Strategy' dimension and the reduction of 'Dark Management' practices."

Table (1) reveals that the correlation coefficient between "Human Resource Planning Strategy" and the "reduction of Dark Management practices" was (0.876**) at a significance level of (0.000)—which is below the (0.05) threshold—indicating a strong correlation. The calculated Z-value was (20.374), exceeding the tabulated Z-value of (1.96). This result confirms the significance of the correlation, which was found to be strong. Consequently, the hypothesis is accepted: there is a statistically significant correlation between the "Human Resource Planning Strategy" dimension and the reduction of "Dark Management" practices. This implies that as the level of attention the surveyed institute pays to the "Human Resource Planning Strategy" dimension increases, the extent to which "Dark Management" practices are reduced also increases.

B - Testing the second sub-hypothesis (H.1.2): Which states that "there is a statistically significant correlation between the 'Job Analysis Strategy' dimension and the reduction of 'Dark Management' practices."

Table (1) reveals that the correlation coefficient between the "job analysis strategy" and the "curbing of dark management practices" was 0.876** at a significance level of 0.000—which is below the 0.05 threshold—indicating a strong correlation. The calculated Z-value of 20.374 exceeded the critical Z-value of 1.96, confirming the statistical significance of the strong correlation. Consequently, the hypothesis—stating that there is a statistically significant correlation between the "job analysis strategy" dimension and the curbing of dark management practices—is accepted;

this implies that as the institute under study places greater emphasis on the "job analysis strategy," the extent to which dark management practices are curbed increases.

c - Testing the third sub-hypothesis (H.1.3): which states that "there is a statistically significant correlation between the 'selection and appointment strategy' dimension and the curbing of 'dark management' practices."

Table (1) reveals that the correlation coefficient between the "selection and appointment strategy" and the "curbing of dark management practices" was 0.784** at a significance level of 0.000 (which is below the 0.05 threshold), indicating a strong correlation. The calculated Z-value was 15.835, exceeding the critical Z-value of 1.96. This result confirms the significance of the correlation, as it reflects a strong relationship. Consequently, the hypothesis is accepted: there is a statistically significant correlation between the "selection and appointment strategy" dimension and the curbing of "dark management" practices. This implies that as the institute under study increases its focus on the "selection and appointment strategy" dimension, the extent to which "dark management" practices are curbed also increases.

d - Testing the fourth sub-hypothesis (H.1.4): which states that "there is a statistically significant correlation between the 'salary, wage, and reward strategy' dimension and the curbing of 'dark management' practices."

Table (1) reveals that the correlation coefficient between the "salary, wage, and bonus strategy" dimension and the "curbing of dark management practices" was 0.818** (at a significance level of 0.000, which is below the 0.05 threshold), indicating a strong correlation. The calculated Z-value was 17.261, exceeding the critical Z-value of 1.96. This result confirms the statistical significance of the correlation, which was found to be strong. Consequently, the hypothesis—stating that there is a statistically significant correlation between the "salary, wage, and bonus strategy" dimension and the curbing of dark management practices—is accepted. This implies that as the institute under study places greater emphasis on the "salary, wage, and bonus strategy" dimension, the extent to which dark management practices are curbed increases.

e - Testing the fifth sub-hypothesis (H.1.5): "There is a statistically significant correlation between the 'occupational health and safety strategy' dimension and the curbing of dark management practices."

Table (1) reveals that the correlation coefficient between the "Occupational Safety and Health Strategy" and "curbing dark management practices" is 0.789** (at a significance level of 0.000, which is below the 0.05 threshold), indicating a strong correlation. The calculated Z-value of 16.031 exceeds the critical Z-value of 1.96, confirming the statistical significance of the strong correlation. Consequently, the hypothesis—positing a statistically significant correlation between the "Occupational Safety and Health Strategy" dimension and the curbing of dark management practices—is accepted; this implies that as the institute under study increases its focus on the "Occupational Safety and Health Strategy," the extent to which dark management practices are curbed also increases.

f - Testing the sixth sub-hypothesis (H.1.6): which states that "there is a statistically significant correlation between the dimension of 'employee training and development strategy' and the reduction of 'dark management' practices."

Table (1) reveals that the correlation coefficient between "employee training and development strategy" and "reducing dark management practices" was 0.788** at a significance level of 0.000 (which is below the 0.05 threshold), indicating a strong correlation. The calculated Z-value was 15.992, exceeding the critical Z-value of 1.96. This result confirms the significance of the correlation, demonstrating a strong relationship. Consequently, the hypothesis is accepted: there is a statistically significant correlation between the dimension of "employee training and development strategy" and the reduction of "dark management" practices. This implies that as the institute under study increases its focus on the "employee training and development strategy" dimension, the extent to which "dark management" practices are reduced also increases.

g - Testing the seventh sub-hypothesis (H.1.7): which states that "there is a statistically significant correlation between the dimension of 'employee performance appraisal strategy' and the reduction of 'dark management' practices."

Table (1) reveals that the correlation coefficient between the "employee performance evaluation strategy" and "curbing dark management practices" is 0.829** (at a significance level of 0.000, which is below the 0.05 threshold), indicating a strong correlation. The calculated Z-value of 17.773 exceeds the critical Z-value of 1.96, confirming the statistical significance of the strong correlation. This result supports the hypothesis that there is a statistically significant correlation between the "employee performance evaluation strategy" dimension and the curbing of dark management practices; in other words, the greater the emphasis the institute under study places on the "employee performance evaluation strategy," the higher the rate of curbing dark management practices.

Second: Testing the second main research hypothesis (H2) using multiple linear regression. This aims to test the effect posited by the second main research hypothesis: "Human resource management strategies have a statistically significant impact on curbing 'dark management' practices at the institute under study."

The researchers will conduct the analysis using the multiple linear regression model as follows:

Table (2) presents the statistical indicators regarding the relationship between the dimensions of human resource management strategies and their role in curbing dark management practices, using multiple linear regression. This relationship can be expressed by the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$Y = 0.125 + 0.193 X_1 + 0.318 X_2 + 0.256 X_3 + 0.178 X_4$$

Table (1): Correlation values between the dimensions of the human resource management strategies variable and the curbing of "dark management" practices.						
Dependent Variable	Dimensions of the Human Resource Management Strategies variable	Correlation Value and Significance Level		Significance	Strength of Relationship	Direction of Relationship
Curbing "dark management" practices	Human Resource Planning Strategy	R	0.876**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	20.374			
	Job Analysis Strategy	R	0.876**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	20.374			
	Selection and Recruitment Strategy	R	0.784**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	15.835			
	Salary, Wage, and Bonus Strategy	R	0.818**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	17.261			
	Occupational Health and Safety Strategy	R	0.789**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	16.031			
	Employee Training and Development Strategy	R	0.788**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	15.992			
	Employee Performance Evaluation Strategy	R	0.829**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	17.773			
	Human Resource Management Strategies	R	0.917**	Intangible	Strong	Positive correlation
		sig	0.000			
		Z	23.547			
Number of accepted hypotheses			8	** Correlation is significant at the 0.01 level (2-tailed).		
Percentage			100%			
Correlation at the 0.01 significance level						
Sample size = 228						

Table (2): Statistical indicators regarding the dimensions of human resource management strategies for curbing "dark management" practices, using multiple linear regression.

Dimensions of the Human Resource Management Strategies Variable	Multiple Linear Regression Model			Multiple Linear Regression Model (Stepwise Method)			
	(β)	(t)	sig	(β)	(t)	sig	Order of Entry of Dimensions
Human Resource Planning Strategy (X.2.1)	0.356	6.644	0.000	0.359	7.219	0.000	2
Job Analysis Strategy (X.2.2)	0.263	4.372	0.000	0.298	5.563	0.000	1
Selection and Recruitment Strategy (X.2.3)	0.083	1.748	0.082	---	---	---	---
Salaries, Wages, and Rewards Strategy (X.2.4)	0.191	4.242	0.000	0.215	4.993	0.000	3
Occupational Health and Safety Strategy (X.2.5)	0.115	2.440	0.015	0.138	3.306	0.001	4
Employee Training and Development Strategy (X.2.6)	- 0.003	- 0.060	0.952	---	---	---	---
Employee Performance Appraisal Strategy (X.2.7)	0.014	0.232	0.817	---	---	---	---
(α)	0.470			0.469			
Multiple Correlation Coefficient (R)	0.929			0.928			
Coefficient of Determination (R ²)	0.863			0.861			
Adjusted Coefficient of Determination (R ²)	0.858			0.858			
Calculated F-value	197.596			344.080			
Sig.	0.000			0.000			
Tabulated F-value	2.17			2.64			
Tabulated t-value	1.971			1.971			
Sample Size = 228							

- ❖ Tangible dimensions: (Human resource planning strategy, job analysis strategy, salary/wage/reward strategy, occupational health and safety strategy).
- ❖ Intangible dimensions: (Selection and appointment strategy, employee training and development strategy, employee performance appraisal strategy).

From Table (2) above, the following is evident:

- The calculated F-value (197.596) exceeds the tabulated F-value (2.17) at a significance level of 0.05. Consequently, we accept the hypothesis (that human resource management strategies—across their various dimensions—have a statistically significant impact on curbing "dark management" practices) at the 5% significance level (i.e., with 95% confidence). This indicates that the dimensions of human resource management strategies play an effective and fundamental role in limiting dark management practices.
- The adjusted coefficient of determination (Adjusted R^2) value of 0.858 indicates that the dimensions of human resource management strategies account for 86% of the variation in dark management practices, while the remaining 14% is attributable to variables not included in the research model.

Fourth Section: Conclusions and Recommendations

First: Conclusions

In light of the preceding theoretical and practical discussion, the following conclusions can be drawn:

1. Human Resource Management (HRM) strategies represent more than just a set of operational procedures; they function as an organizational mechanism for guiding managerial behavior.
2. The model indicates a link between the quality of the human resource system and the organization's ability to curb dysfunctional managerial practices.
3. The results demonstrate a positive correlation between HRM strategies and the mitigation of "dark management" practices.
4. Curbing dysfunctional managerial practices is not linked to a single HR function; rather, it depends on the integration of planning, analysis, selection, compensation, training, and performance appraisal.
5. Selection and recruitment provide an early preventive measure, enabling the organization to choose individuals whose professional and behavioral characteristics align with job requirements.
6. Job analysis and human resource planning provide a foundation for minimizing ambiguity regarding responsibilities and roles.
7. Performance appraisal can play a role in limiting subjective bias when evaluating employee performance, provided it is based on clear and applicable standards.
8. The results indicate that HRM strategies can serve as an organizational mechanism to curb "dark management" practices.
9. HRM strategies constitute a vital mechanism for avoiding and mitigating "dark management" practices by translating and implementing policies and practices related to employees.

Secondly: Recommendations

1. Develop an integrated human resource management system that links planning with selection, development, performance appraisal, and rewards.
2. Establish precise job descriptions that define tasks, authority, and responsibilities.
3. Adopt transparent and objective criteria for selection and appointment.
4. Link rewards and incentives to clear, measurable performance indicators.
5. Enhance performance appraisal systems to minimize unchecked subjective judgment.
6. Incorporate topics such as administrative ethics, accountability, and organizational behavior into leadership training programs.
7. Strengthen participatory mechanisms and the delegation of authority—while linking delegation to accountability—given the importance of participation and authority delegation in human resource management practices.
8. Establish clear and secure channels for reporting improper administrative practices.
9. Conduct periodic reviews of human resource policies to identify practices that may lead to ambiguity or inequity.
10. Adopt periodic quantitative indicators to measure the level of dysfunctional administrative practices and monitor changes therein.

11. Integrate human resource management strategies into the strategic direction of the institute under study, rather than treating them as isolated or temporary initiatives.

12. Realign the institute's human resource management strategies to ensure a proactive approach rather than one based on reactive responses.

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