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The role of strategy development in organizational communication operations and the construction of a positive work environment in private sector institutions an applied study on Iraqi Airways

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Abstract
This research aims to explore the impact of organizational communication strategies on building a positive work environment at Iraqi Airways. The research population includes all employees in the senior and middle management levels at Iraqi Airways, with a sample size of 192 individuals who responded to an electronic questionnaire. The study followed a descriptive-analytical approach and utilized SPSS software for data analysis.
The study findings reveal a statistically significant positive impact of various dimensions of organizational communication strategies on the construction of a positive work environment at Iraqi Airways. The research recommends the necessity of maintaining the outstanding level of Iraqi Airways' capability to provide a suitable and positive work environment by ensuring the provision of all necessary resources and requirements contributing to this endeavor.

Keywords: Organizational communication, positive work environment, private sector organizations, Iraqi airways

Introduction
Communication is a topic that has been studied extensively by researchers due to its significant importance as one of the foundational elements of social systems and the backbone of relationships that develop among individuals in society as well as within institutions. An institution is essentially a group of individuals organized in a legal form to carry out specific tasks aimed collectively at achieving the goals and objectives of the institution as a whole.

Communication within an institution is essential and fundamental because it facilitates the provision of information, ideas, instructions, and opinions throughout its parts and among its workforce. It acts as the link between management and its workers, enabling them to perform their tasks efficiently, thereby ensuring the effectiveness of the institution. The need for an institution to survive, grow, and adapt to various changes is one of the basic standards for its success and indicators that determine the level of organizational effectiveness. This is considered the primary driver for continuous improvement and excellent performance across various contemporary organizations. Therefore, the institution's plans, goals, and decisions are closely linked to the communication process. To achieve its objectives, continuous communication among its members is essential to ensure interaction and mutual exchange of various activities (Anggraeni, 2020) [10].

Communication is the means and one of the fundamental pillars on which the organizational structure of an institution is based. It forms a crucial foundation through which collaborative activities among all units within the institution are unified. Through communication, integration and harmony are achieved, based on positive social and human relationships between the production units on one hand and the management on the other. The transfer of information is essential, as it facilitates changes and the achievement of goals, thereby ensuring organizational effectiveness (Prasetyo & Aliyyah, 2021) [17].

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A positive work environment serves as a key differentiator in an organization. It provides an organizational setting that motivates and encourages the human capital within the organization, fostering the development of employees' cognitive and creative abilities, which in turn contributes to their professional growth and reflects on the organization's strategic success.

Therefore, this study aims to examine the impact of organizational communication strategies on building a positive work environment in Iraqi Airways*.*

Problem Statement

Organizational communication is considered one of the strategic functions of institutions that strive to ensure their presence, continuity, and development in the social and economic fields. It provides organizations with the ability to solve issues related to production, planning, monitoring, social and human relations, and helps eliminate internal and external conflicts. The progress and success of organizations now depend on their ability to control communication and its effectiveness. Therefore, every organization that aims to achieve its material and moral objectives establishes an internal and external communication network that organizes the transfer of messages, which must pass between more than two parties, and defines the relationship between superiors and subordinates. It also links all different levels to achieve coordination among them and between the work goals as planned.

Like other administrative functions, organizational communication requires design, planning, implementation, monitoring, and evaluation to achieve the organization's economic, social, and human projects continuously. The communication methods and tools should be reassessed whenever necessary to use the most effective means, especially if economic, administrative, or human problems arise in the organization. Iraqi Airways faces numerous challenges in developing strategies for organizational communication processes. The unstable political and security situation in Iraq affects its ability to develop and implement communication strategies effectively. The company also faces financial challenges due to high costs and long-term contracts, making it difficult to allocate the necessary resources for communication development*.*

Additionally, cultural challenges arise due to the diversity of cultures and values within the company, making it difficult to understand messages correctly and reducing the effectiveness of communication strategies. The company also suffers from a lack of technological infrastructure and insufficient training and development in communication fields, reducing its ability to communicate effectively and develop a positive work environment. Based on the above, the problem can be formulated as follows*:-*

What is the impact of organizational communication strategies on building a positive work environment at Iraqi Airways?

This problem branches into several sub-questions

- What is the impact of organizational communication strategies (improving internal communication, enhancing external communication, using communication technology, developing employees' communication skills) on building a positive work environment at Iraqi Airways?
- How can the effectiveness of organizational communication strategies be measured in achieving the desired goals of building a positive work environment?
- What is the role of information and communication technology in improving communication processes within the company and enhancing the positive work environment?
- How can employees' communication skills be developed, and how can this contribute to building a positive work environment and enhancing team interaction?
- What challenges might arise in implementing organizational communication strategies and building a positive work environment at Iraqi Airways, and how can they be overcome?
- What recommendations can be proposed to improve organizational communication processes and build a positive work environment at Iraqi Airways based on the study results?

Importance of the Study

The importance of this study is highlighted by its focus on administrative organizational communication, a core topic in the fields of business management and organization. This makes it a subject of interest for many researchers in management, organization, communication sciences, and sociology. Additionally, this topic holds special importance as it is relatively new and has not received adequate attention in the context of Iraqi Airways, according to the researcher*.*

The study contributes to enriching scientific knowledge about the role of organizational communication strategies in building a positive work environment and analyzing their impact on various aspects of institutional performance and employee satisfaction. The research helps in understanding the causal relationships between communication strategies and the work environment in companies, enhancing the general understanding of how to improve organizational performance. It also provides practical guidance for the company on how to improve communication strategies to enhance the work environment and achieve its organizational goals*.*

The importance of organizational communication in the airline industry lies in providing and transmitting the necessary information for making appropriate and accurate decisions. It significantly facilitates the flow of information between different departments and branches within the company. Effective communication is one of the essential elements for the success of the organization in all its administrative aspects, as communication is a fundamental process for organization and management.

Study Objectives

- Analyze the impact of organizational communication strategies at Iraqi Airways on building a positive work environment*.*
- Evaluate the effectiveness of improving internal communication as part of organizational communication strategies in building a positive work environment within the company*.*
- Study the impact of enhancing external communication on achieving a positive work environment within the company and improving its market reputation*.*
- Analyze the effectiveness of using technology in communication processes and determine its impact on

building a positive work environment and enhancing the company's interaction with its target audience.

- Evaluate the importance of developing employees' communication skills in enhancing the quality of the work environment, increasing productivity, and job satisfaction.
- Derive conclusions and provide practical recommendations for improving communication strategies and building a positive work environment at Iraqi Airways.

Study Hypotheses
To achieve the study's objectives, the following hypotheses were adopted:
Main Hypothesis: There is a statistically significant impact at the significance level (α≤0.05) of organizational communication strategies in its dimensions (improving internal communication, enhancing external communication, using communication technology, developing employees' communication skills) on building a positive work environment at Iraqi Airways.

This main hypothesis branches into the following sub-hypotheses
- **First Sub-Hypothesis**: There is a statistically significant impact at the significance level (α≤0.05) of improving internal communication on building a positive work environment at Iraqi Airways.
- **Second Sub-Hypothesis**: There is a statistically significant impact at the significance level (α≤0.05) of enhancing external communication on building a positive work environment at Iraqi Airways.
- **Third Sub-Hypothesis**: There is no statistically significant impact at the significance level (α≤0.05) of using communication technology on building a positive work environment at Iraqi Airways.
- **Fourth Sub-Hypothesis**: There is no statistically significant impact at the significance level (α≤0.05) of developing employees' communication skills on building a positive work environment at Iraqi Airways.

Methodology
The descriptive and analytical methods were adopted as appropriate approaches for the description, aligning with the theoretical chapters. For the analytical and deductive methods, they were used to analyze and evaluate the data obtained from the questionnaire of the institution under study. This is considered suitable for reporting facts and understanding the components of the subject, subjecting it to detailed study and analyzing its dimensions, which will be addressed in the case study chapter.

Study Boundaries
- **Subject Boundaries**: The study aimed to understand the role of developing organizational communication strategies in its dimensions (improving internal communication, enhancing external communication, using communication technology, developing employees' communication skills) in building a positive work environment.
- **Spatial Boundaries**: The study was limited to Iraqi Airways.
- **Temporal Boundaries**: The study was conducted in the year 2024.

- **Human Boundaries**: The study was limited to the senior and middle management at Iraqi Airways.

Previous Studies
- **Study by Zawaid and Hamidi (2018)** [5]**, Title:** "Strategy for Activating Organizational Communication within the Algerian Institution: A Field Study at the Operational Directorate of Algerian Telecommunications in Ouargla"
  The study aimed to understand the role of strategic analysis in activating organizational communication. The descriptive methodology was followed, and both questionnaires and simple observations were used to collect data. A typical sample of 24 department heads from the operational directorate of Algerian Telecommunications in Ouargla was selected. The study concluded that strategic analysis significantly contributes to improving informal communication, making it more flexible through the attitudes of leaders towards this type of communication. The study also found that authority patterns play a role in activating communication, as the administrative and communicative methods used by the institution play a crucial role in making communication effective and achieving the institution's set goals.
- **Study by Al-Qadimi (2019)** [9]**, Title:** "The Reality of Organizational Communication in Yemeni Sports Federations"
  This study aimed to understand the reality of organizational communication in sports federations, providing a realistic picture of the level of organizational communication in these federations. It aimed to identify the flow of information within the organizational structure of sports federations and the appropriate means to correct deviations or barriers, if any, to achieve the objectives of organizational communication. A field study was conducted on a sample of 140 administrative members from the leadership, members, and administrators of 10 sports federations, selected randomly at the Ministry of Youth and Sports and the headquarters of Yemeni sports federations in the capital Sana'a, from July 16, 2017, to September 19, 2017, using a questionnaire consisting of 24 statements and the descriptive methodology. The study concluded that the level of organizational communication in Yemeni sports federations is good and effective, playing a crucial role in the flow of information within these federations.
- **Study by Shouki and Dioub (2018)** [6]**, Title:** "The Impact of Organizational Communication on Job Performance Effectiveness: A Field Study at Damascus University"
  This study aimed to understand the impact of organizational communication on job performance effectiveness among employees at Damascus University. The SPSS V20 statistical program was used to test the hypotheses and analyze the results for a sample of 110 employees. The questionnaire was used as a data collection tool, alongside previous studies, books, and periodicals. The research found a correlation between organizational communication and job performance effectiveness among employees. It was discovered that the prevailing communication at Damascus University is downward communication,

where employees receive instructions and decisions through their direct manager, and that employees have the necessary skills to perform their work. The study recommended providing a suitable environment to increase the effectiveness of organizational communication, paying attention to upward communication for its positive impact on employee performance, and motivating employees through recognition and participation in decision-making.

- **Study by Daba and Belouba (2017) [4], Title:** "The Nature of Organizational Communication among Local Administration Employees: An Exploratory Study at the Municipality of Nezla in Touggourt"

  The study aimed to uncover the nature of organizational communication among local administration employees at the municipality of Nezla in Touggourt. The descriptive, exploratory, comparative methodology was used for data collection. A tool was designed to measure organizational communication, and after verifying its psychometric properties (validity and reliability), it was deemed suitable for the current study and applied to a sample of 120 employees selected intentionally.

  The data was collected and processed using the SPSS 20 statistical program. The results showed that the nature of organizational communication among local administration employees at the municipality of Nezla is positive. There were no statistically significant differences in organizational communication among local administration employees at the municipality of Nezla attributable to variables such as gender, seniority, or marital status. The results were discussed according to the theoretical framework and previous studies, with limitations noted in the study's sample, methodology, and tools.

- **Study by Musheke, M. and Phiri, J. (2021) [16] Title:** "The Effects of Effective Communication on Organizational Performance Based on the Systems Theory"

  This study aimed to understand the impact of effective communication on organizational performance using systems theory. It sought to identify the factors affecting effective communication based on systems theory and to develop a communication model addressing these factors to enhance organizational performance. A quantitative approach was used to describe and analyze the data collected from 88 respondents. A questionnaire was employed to identify the factors influencing effective communication based on systems theory. Descriptive analysis and Pearson correlation were used to analyze the results. The findings showed no statistically significant relationship between the management of communication channels used. However, there was a relationship between the communication channel used and effective communication, indicating that effective communication positively impacts organizational performance.

- **Study by Lannes, H. (2021) [13] Title:** "Effect of Organizational Communication on Organizational Climate and Organizational Effectiveness"

  The study aimed to evaluate the extent to which organizational communication affects organizational climate and effectiveness. A survey was conducted to measure the degree of organizational communication, organizational effectiveness, and organizational climate in the company where the participants worked. Two correlational analyses were performed to analyze these relationships. The results indicated a significant positive correlation between organizational communication and organizational climate, as well as between organizational communication and organizational effectiveness. The current study contributed to understanding the impact of open, clear, and non-retaliatory communication on the organization's climate and its effectiveness.

Theoretical Framework
Organizational Communication

The success of modern management in institutions and organizations in achieving their goals is contingent upon the success of organizational communication through its role in providing and facilitating the flow of necessary information for making correct decisions, contributing to predicting events, problems, and future conditions, and addressing them before they occur. The process of organizational communication forms the core of operations and functions, serving as the nervous system of the organization by linking its parts and departments together, achieving integration in its operations (Al-Qadimi, 2019) [9].

Concept of Organizational Communication

Anggraeni (2020) [10] defines organizational communication as "the process of transmitting and exchanging information related to the organization both internally and externally. It is a means of exchanging ideas, attitudes, and desires among the organization's members, which helps in creating cohesion and connection through which the top leader and his aides can exert the necessary influence to move the group towards the goal".

Daba and Belouba (2017) [4] define it as "the exchange of ideas, opinions, and meanings to create a common understanding of the nature of tasks and operations. It also defines organizational cohesion by creating a mutual understanding of the objectives to be achieved".

Shouki and Dioub (2018) [6] describe it as "the set of means used by the organization, managers, or employees to provide information to other parties. It primarily serves the purposes and objectives of the organization, facilitating the work of managers and employees within the organization.

The development of organizational communication strategies refers to the ongoing process aimed at improving and refining the methods and approaches used for exchanging information and messages within the institution. This includes enhancing the communication channels used, developing message content, fostering communication between leaders and employees, and improving the ability to understand and assimilate messages by all members of the organization (Zawaid and Hamidi, 2018) [5]

Developing organizational communication strategies means focusing on analyzing and understanding the organization's needs concerning communication, formulating sustainable plans and procedures to meet these needs. These strategies include developing communication techniques, improving relationships between teams and departments, and enhancing understanding of organizational goals and cultural values (Hawa and Al-Batool, 2018) [2]

The researcher views the development of organizational communication strategies as managing the integrated process aimed at improving and refining the methods and tools used for communication within the institution. This includes providing training and guidance to employees on how to communicate effectively, developing institutional communication policies and procedures, and implementing strategies to foster a culture of effective communication within the organization.

Organizational Communication Strategies

Organizational communication strategies represent a fundamental element in achieving the organizational goals of institutions. This is accomplished through improving internal communication, enhancing external communication, utilizing technology in communication, and developing communication skills for employees. Below is an explanation of each of these strategies:-

1- **Improving Internal Communication:** Improving internal communication enhances harmony and coherence within the organization and helps achieve common goals efficiently. This can be achieved by establishing multiple communication channels such as regular meetings, internal emails, and newsletters, facilitating information exchange among all levels of employees.

   Encouraging employees to continuously provide their opinions and suggestions, implementing mechanisms for receiving and acting on feedback, and building an organizational culture that encourages transparency and openness, where employees feel empowered to express their opinions without fear (De Simone et al., 2021) [11].

2- **Enhancing External Communication:** External communication is key to enhancing the organization's public image and building strong relationships with customers and partners. External communication can be enhanced by developing effective public relations strategies that focus on building and improving the organization's image in the market. Utilizing social media platforms and websites for continuous interaction with customers, responding to their inquiries and complaints promptly and effectively, and establishing strategic partnerships with other institutions to improve communication, collaboration, and achieve common goals.

3- **Utilizing Technology in Communication:** Modern technology provides powerful tools for improving both internal and external communication. This includes using project management systems such as Trello and Asana to improve task organization and communication among team members, utilizing platforms like LinkedIn and Twitter to communicate with customers and partners and enhance the brand, and using applications like Slack and Microsoft Teams to enhance instant communication among employees and facilitate teamwork (Tian & Yang, 2022) [18].

4- **Developing Communication Skills for Employees:** Developing communication skills for employees helps improve overall performance and organizational effectiveness. This can be achieved by organizing regular training courses to develop effective communication skills such as negotiation, active listening, and presentation skills. Holding interactive workshops focused on enhancing personal and group communication skills, and providing mentoring and coaching programs to improve leadership and communication skills for new employees and those in managerial positions (Lee *et al*., 2021) [14]

The concept of a positive work environment can be defined as a place where employees feel comfortable, motivated to perform their tasks efficiently, contributing to the company's success. This environment focuses on the growth, mental and physical well-being, and safety of employees. It is characterized by important principles such as trust, cooperation, safety, risk-taking support, accountability, and fairness. Working in a positive environment leads employees to feel satisfied, eager to come to work daily, which reflects on their productivity.

▪ The researcher believes that a positive work environment stems from the company management acknowledging that employees are humans, not machines, and they have the right to a separate personal life from work. The time spent in the office should be enjoyable and productive simultaneously.

Applied Framework
Study Population and Sample
The population of the current study consists of all employees in the senior and middle management of Iraqi Airways. The study used a simple random sampling method to obtain the study data. The survey link was distributed across all social media platforms relevant to the study population. The number of respondents who completed the electronic questionnaire was 192 individuals.

Statistical methods employed in data analysis included
▪ Cronbach's alpha coefficient to assess the reliability of the study instrument.
▪ Pearson correlation coefficient to determine the internal consistency, validity of the study instrument, and to explore relationships between study variables.
▪ Descriptive statistics such as ratios and frequencies to describe the characteristics of the study sample.
▪ Mean and standard deviation to describe the level of response of study sample individuals to the study instrument statements.
▪ Simple linear regression equation to measure the impact between study variables.

Study Tool
The questionnaire consisted of two sections. The first section included personal data of the study sample (gender, age, educational qualification, years of experience, job title). The second section contained statements related to the development of strategies for organizational communication processes, encompassing four dimensions: enhancing internal communication, improving external communication, using communication technology, and developing employees' communication skills. This section comprised 16 statements. Additionally, the section on building a positive work environment included 6 statements. A five-point Likert scale was used to respond to the study statements.

Table 1: Likert Scale Correction Method

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Weight	5	4	3	2	1
Arithmetic Mean Value	5-4.20	4.19-3.4	3.39-2.60	2.59-1.80	1-1.79
Level of Impact Degree	Very High	High	Medium	Low	Very Low

Validity of the Study Tool

The validity of the questionnaire statements was calculated by determining the Pearson correlation coefficient between the score of each statement and the total score of the dimension to which the statement belongs. This was done to assess the internal consistency of the study tool. It was found that all correlation coefficients for all questionnaire statements were statistically significant at the (0.01)

significance level. This indicates that the tool has a high level of validity and is suitable for the purposes of the study.

Reliability of the Study Tool

Cronbach's Alpha coefficient was calculated for the statements of the questionnaire dimensions, and the results were as follows**:-**

Table 2: Reliability Coefficient for Questionnaire Dimensions

Dimensions	Cronbach's Alpha	Number of Statements
Development in Strategies of Organizational Communication Processes	0.898	16
Building a Positive Work Environment	0.862	6
Total Questionnaire	0.923	22

It is evident that the Alpha reliability coefficient value is greater than 0.7 for all dimensions of the questionnaire, which confirms the appropriateness and relevance of the questionnaire statements. The high reliability level of the study tool allows it to be used for the study purposes.

Validity of the Study Tool

The validity of the questionnaire statements was calculated by determining the Pearson correlation coefficient between the score of each statement and the total score of the dimension to which the statement belongs, This was done to assess the internal consistency of the study tool. It was found that all correlation coefficients for all questionnaire statements were statistically significant at the (0.01) significance level. This indicates that the tool has a high level of validity and is suitable for the purposes of the study.

Characteristics of the Study Sample

1. Gender

It was found that 164 individuals (85.4%) of the study sample were male, and 28 individuals (14.6%) were female.

2. Age

- **(48):** individuals (25%) were under 30 years old.
- **(108):** individuals (56.3%) were between 30 and less than 40 years old.
- **(24):** individuals (12.5%) were between 40 and less

than 50 years old.
- **(12):** individuals (6.3%) were 50 years old or older.

3. Educational Qualification

- **(20):** individuals (10.4%) held a diploma.
- **(116):** individuals (60.4%) held a bachelor's degree.
- **(42):** individuals (21.9%) held a master's degree
- **(14):** individuals (7.3%) held a doctorate.

4. Years of Work Experience

- **(44):** individuals (22.9%) had less than 5 years of work experience.
- **(72):** individuals (37.5%) had 5 to less than 10 years of work experience.
- **(32):** individuals (16.7%) had 10 to less than 15 years of work experience
- **(44):** individuals (22.9%) had 15 years or more of work experience.

5. Job Title

- **(24):** individuals (12.5%) were managers.
- **(36):** individuals (18.8%) were administrative staff.
- **(29):** individuals (15.1%) were technical staff.
- **(46):** individuals (24%) were customer service staff.
- **(25):** individuals (13%) were operations service staff.
- **(32):** individuals (16.7%) held other positions.

Table 3: Distribution of the Study Sample According to Personal Characteristics

Characteristics	Categories	Number	Percentage (%)
Gender	Male	164	85.4
	Female	28	14.6
Age	Under 30 years	48	25
	30 to under 40 years	108	56.3
	40 to under 50 years	24	12.5
	50 years and above	12	6.3
Educational Qualification	Diploma	20	10.4
	Bachelor's	116	60.4
	Master's	42	21.9
	Doctorate	14	7.3
Number of Years of Work Experience	Less than 5 years	44	22.9
	5 to less than 10 years	72	37.5
	10 to less than 15 years	32	16.7

Analysis of Study Axes
A. Axis of Development in Organizational Communication Strategies

Table 4: The mean, standard deviation, ranking, and level of agreement on the statements of the axis of development in organizational communication strategies

Statement	Mean	Standard Deviation	Rank	Level of Agreement
Improving Internal Communication				
The process of information exchange within the company is smooth and efficient.	4.188	0.93	1	High
The company promotes a culture of open and transparent communication among employees.	4.063	0.803	4	High
Internal meetings are an effective means of exchanging ideas and information among employees.	4.125	0.859	3	High
There is positive interaction between management and employees regarding communication issues and problems.	4.167	0.689	2	High
Enhancing External Communication				
There are opportunities to enhance external communication through the development of advertising strategies and participation in international events and conferences.	4.063	0.721	2	High
The company improves its marketing and public relations strategies to increase global brand awareness.	4.021	0.779	3	High
The company is keen on using modern communication means to interact with the external audience.	4.104	0.772	1	High
The company adopts effective strategies to enhance its external image and improve customer experience.	3.896	0.921	4	High
Use of Technology in Communication				
The company uses technology to facilitate communication processes within the company.	4.271	0.639	2	Very High
The company effectively uses online communication and interaction applications to communicate with employees and clients.	4.25	0.597	4	Very High
The company periodically updates and develops the technological systems and applications used in communication processes.	4.271	0.701	3	Very High
The use of modern technology contributes to reducing costs and increasing the efficiency of communication processes within the company.	4.313	0.714	1	Very High
Developing Employees' Communication Skills				
The company provides various training programs and workshops.	4.229	0.772	4	Very High
The company integrates the development of communication skills into employees' career development plans.	4.375	0.565	2	Very High
The company contributes to building a positive work environment and enhancing team spirit within the company.	4.333	0.719	3	Very High
The company organizes workshops and interactive sessions to develop employees' communication skills regularly.	4.417	0.642	1	Very High

Axis of Development in Organizational Communication Strategies

1. **Improving Internal Communication:** The statements regarding the improvement of internal communication were ranked by their relative importance (highest mean value) from the perspective of the study sample. The statement "The process of information exchange within the company is smooth and efficient." was found to be the most important with a mean value of 4.188 and a high level of agreement. On the other hand, the statement "The company promotes a culture of open and transparent communication among employees." was the least important with a mean value of 4.063 and a high level of agreement. Upon studying the statements about improving internal communication, it was found that all statements were at a high level of agreement, indicating a high level of improvement in internal communication at Iraqi Airways, with an overall mean value of 4.135 and a standard deviation of 0.820.

2. **Enhancing External Communication:** The statements regarding the enhancement of external communication were ranked by their relative importance (highest mean value) from the perspective of the study sample. The statement "The company is keen on using modern communication means to interact with the external audience." was found to be the most important with a mean value of 4.104 and a high level of agreement. Conversely, the statement "The company adopts effective strategies to enhance its external image and improve customer experience." was the least important with a mean value of 3.896 and a high level of agreement. Upon studying the statements about enhancing external communication, it was found that all statements were at a high level of agreement, indicating a high level of enhancement in external communication at Iraqi Airways, with an overall mean value of 4.021 and a standard deviation of 0.798.

3. **Use of Technology in Communication:** The statements regarding the use of technology in communication were ranked by their relative importance (highest mean value) from the perspective of the study sample. The statement "The use of modern technology contributes to reducing costs and increasing the efficiency of communication processes within the company." was found to be the most important with a mean value of 4.313 and a very high level of agreement. Meanwhile, the statement "The company effectively uses online communication and interaction applications to communicate with employees and clients." was the least important with a mean value of 4.250 and a very high level of agreement. Upon studying the statements about the use of technology in communication, it was found that all statements were at

a very high level of agreement, indicating a very high level of use of technology in communication at Iraqi Airways, with an overall mean value of 4.276 and a standard deviation of 0.663.

4. **Developing Employees' Communication Skills:** The statements regarding the development of employees' communication skills were ranked by their relative importance (highest mean value) from the perspective of the study sample. The statement "The company organizes workshops and interactive sessions to develop employees' communication skills regularly." was found to be the most important with a mean value of 4.417 and a very high level of agreement. Conversely, the statement "The company provides various training programs and workshops." was the least important with a mean value of 4.229 and a very high level of agreement. Upon studying the statements about developing employees' communication skills, it was found that all statements were at a very high level of agreement, indicating a very high level of development in communication skills for employees at Iraqi Airways, with an overall mean value of 4.339 and a standard deviation of 0.674

From the above, it is evident that there is a high level of development in organizational communication strategies at Iraqi Airways, with an overall mean value of 4.193 and a standard deviation of 0.739.

B. Axis of Building a Positive Work Environment

Table 5: Mean, Standard Deviation, Ranking, and Level of Agreement on Statements of the Axis of Building a Positive Work Environment

Statement	Mean	Standard Deviation	Rank	Level of Agreement
Investing in development in communication strategies contributes to creating a work environment that encourages interaction and exchange.	4.292	0.646	5	Very High
Development in communication strategies enhances positive morale and active participation in company operations.	4.417	0.608	2	Very High
Communication strategies play a role in enhancing motivation and productivity among employees.	4.313	0.619	4	Very High
Focusing on developing communication strategies contributes to reducing stress and promoting positive relationships in the work environment.	4.396	0.569	3	Very High
Continuous improvement in communication strategies enhances the company's reputation and attracts new talents.	4.479	0.541	1	Very High
Communication strategies contribute to promoting understanding and communication among team members.	4.188	0.756	6	High

The statements regarding building a positive work environment were ranked by their relative importance (highest mean value) from the perspective of the study sample. The statement "Continuous improvement in communication strategies enhances the company's reputation and attracts new talents." was found to be the most important with a mean value of 4.479 and a very high level of agreement. On the other hand, the statement "Investing in development in communication strategies contributes to creating a work environment that encourages interaction and exchange." was the least important with a mean value of 4.292 and a very high level of agreement. Upon studying the statements about building a positive work environment, it was found that five statements were at a very high level of agreement and one statement was at a high level of agreement, indicating a very high level of ability for Iraqi Airways to build a positive work environment, with an overall mean value of 4.347 and a standard deviation of 0.623.

Main Hypothesis Test

Main Hypothesis: There is a statistically significant effect at a significance level (α≤0.05) for organizational communication strategies and their dimensions (Improving Internal Communication - Enhancing External Communication - Using Technology in Communication - Developing Employees' Communication Skills) on building a positive work environment in Iraqi Airways.

Table 6: Main Hypothesis Test

Sig	F	t	b
0.000	174.087	13.194	0.267

The significance of the model was demonstrated, where the value of (Sig (F) was 0.000, which is less than 0.05, indicating a statistically significant effect at a significance level of 0.05 for organizational communication strategies and their dimensions on building a positive work environment in Iraqi Airways. This confirms the validity of the main hypothesis of the study. It also shows that for every 1% increase in the level of organizational communication strategies, there is a 0.267% increase in the ability of Iraqi Airways to build a positive work environment.

Sub-Hypotheses Tests

Sub-Hypothesis 1: There is a statistically significant effect at a significance level (α≤0.05) for improving internal communication on building a positive work environment in Iraqi Airways.

Table 7: Sub-Hypothesis 1 Test

Sig	F	t	b
0.000	139.749	11.822	0.767

The significance of the model was demonstrated, where the value of (Sig (F) was 0.000, which is less than 0.05, indicating a statistically significant effect at a significance level of 0.05 for improving internal communication on building a positive work environment in Iraqi Airways. This confirms the validity of the first sub-hypothesis of the study. It also shows that for every 1% increase in the level of improving internal communication, there is a 0.767% increase in the ability of Iraqi Airways to build a positive work environment.

Sub-Hypothesis 2

There is a statistically significant effect at a significance level (α≤0.05) for enhancing external communication on building a positive work environment in Iraqi Airways.

Table 7: Sub-Hypothesis 2 Test

Sig	F	t	b
0.000	76.416	8.742	0.700

The significance of the model was demonstrated, where the value of (Sig F) was 0.000, which is less than 0.05, indicating a statistically significant effect at a significance level of 0.05 for enhancing external communication on building a positive work environment in Iraqi Airways. This confirms the validity of the second sub-hypothesis of the study. It also shows that for every 1% increase in the level of enhancing external communication, there is a 0.700% increase in the ability of Iraqi Airways to build a positive work environment.

Sub-Hypothesis 3

There is no statistically significant effect at a significance level (α≤0.05) for using technology in communication on building a positive work environment in Iraqi Airways.

Table 8: Sub-Hypothesis 3 Test

Sig	F	t	b
0.000	121.320	11.015	0.877

The significance of the model was demonstrated, where the value of (Sig F) was 0.000, which is less than 0.05, indicating a statistically significant effect at a significance level of 0.05 for using technology in communication on building a positive work environment in Iraqi Airways. This confirms the validity of the third sub-hypothesis of the study. It also shows that for every 1% increase in the level of using technology in communication, there is a 0.877% increase in the ability of Iraqi Airways to build a positive work environment.

Sub-Hypothesis 4

There is no statistically significant effect at a significance level (α≤0.05) for developing employees' communication skills on building a positive work environment in Iraqi Airways.

Table 9: Sub-Hypothesis 4 Test

Sig	F	t	b
0.000	77.180	8.785	0.747

The significance of the model was demonstrated, where the value of (Sig (F) was 0.000, which is less than 0.05, indicating a statistically significant effect at a significance level of 0.05 for developing employees' communication skills on building a positive work environment in Iraqi Airways. This confirms the validity of the fourth sub-hypothesis of the study. It also shows that for every 1% increase in the level of developing employees' communication skills, there is a 0.747% increase in the ability of Iraqi Airways to build a positive work environment.

Study Conclusions

- The level of development in the strategies of organizational communication processes at Iraqi Airways is high, with an arithmetic mean value of 4.193 and a standard deviation of 0.739. This result aligns with the findings of Al-Qadeemi (2019) [9].
- There is a very high level of technology use in communication and the development of communication skills for employees at Iraqi Airways. The level of internal communication improvement and external communication enhancement is also high, consistent with Al-Qadeemi's (2019) [9] study.
- Iraqi Airways shows a very high capability in building a positive work environment, with an arithmetic mean value of 4.347 and a standard deviation of 0.623.
- There is a statistically significant effect at the 0.05 significance level of organizational communication strategies in their dimensions on building a positive work environment at Iraqi Airways. This confirms the main hypothesis of the study, showing that a 1% increase in the level of organizational communication strategies leads to a 0.267% increase in Iraqi Airways' capability to build a positive work environment. This result aligns with the findings of Zawaid and Hamidi (2018) [5], Shoki and Diop (2018), Dabba and Blouba (2017) [4], Musheke and Phiri (2021) [16], and Lannes (2021) [13].
- There is a statistically significant effect at the 0.05 significance level of internal communication improvement on building a positive work environment at Iraqi Airways. This confirms the first sub-hypothesis of the study, showing that a 1% increase in internal communication improvement leads to a 0.767% increase in Iraqi Airways' capability to build a positive work environment, consistent with Musheke and Phiri (2021) [16].
- There is a statistically significant effect at the 0.05 significance level of external communication enhancement on building a positive work environment at Iraqi Airways. This confirms the second sub-hypothesis of the study, showing that a 1% increase in external communication enhancement leads to a 0.700% increase in Iraqi Airways' capability to build a positive work environment, consistent with Musheke and Phiri (2021) [16].
- There is a statistically significant effect at the 0.05 significance level of technology use in communication on building a positive work environment at Iraqi Airways. This confirms the third sub-hypothesis of the study, showing that a 1% increase in technology use in communication leads to a 0.877% increase in Iraqi Airways' capability to build a positive work environment.
- There is a statistically significant effect at the 0.05 significance level of developing employees' communication skills on building a positive work environment at Iraqi Airways. This confirms the fourth sub-hypothesis of the study, showing that a 1% increase in developing employees' communication skills leads to a 0.747% increase in Iraqi Airways' capability to build a positive work environment.

Recommendations

- Focus on maintaining the excellent level of development in organizational communication strategies at Iraqi Airways and work on transferring this experience to other Iraqi institutions.
- Increase awareness among the management of Iraqi institutions about the necessity of developing organizational communication strategies in their institutions.
- Ensure the continued high capability of Iraqi Airways to provide a suitable and positive work environment by supplying all the necessary resources and needs that contribute to this goal.

Proposals

- Encourage researchers to expand studies and research on the impact of organizational communication strategies on performance and productivity levels in Iraqi institutions.
- Expand studies and research to understand the capability of Iraqi institutions to build a positive work environment and the factors affecting it.

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