

# The Impact of Successful Management Requirements on the Performance of the Iraqi Insurance Company

Noor Ali Salman Al-Azzawi<sup>a</sup>, Zainab Sadeq Ibrahim Alaameri<sup>b</sup>, <sup>a,b</sup>Higher Institute for Accounting and Financial Studies, University of Baghdad, Email: [anoor@pgiafs.uobaghdad.edu.iq](mailto:anoor@pgiafs.uobaghdad.edu.iq), [Zainab.sadiq@pgiafs.uobaghdad.edu.iq](mailto:Zainab.sadiq@pgiafs.uobaghdad.edu.iq),

This research aims to shed light on the impact of the requirements of successful management in the performance of the Iraqi Insurance Company as a service provider of many services to individuals. Whenever the company was able it adopted new concepts to increase understanding and knowledge of how interested in individuals and work to provide a suitable work environment, and create human relationships, and speed of completion, Whenever reflected on the speed of performance in the company and in attracting new individuals, and build long-term relationships with them. To achieve this, the research relied on the analysis of its variables on the questionnaire as the main tool for the collection of data and information. Applied results showed that there is a significant and positive impact of the requirements of successful management in the performance of the company, which is a good indicator of the impact on the performance of the company sample research.

**Key words:** *Administrative, Personal, Technological requirements.*

## Introduction

The requirements of successful management are amongst one of the most important topics receiving the attention of researchers as the success of any company was previously due to the existence of an effective leadership, capable of carrying out its administrative and technical functions, however, this traditional role of the Leading Director is currently no longer limited to these two functions, but due to a changed role in the company is creating an appropriate climate and overcoming all obstacles and thus having the desired impact on the company's performance.

The research has posed several questions, including asking what the requirements are for a successful management and how willing the National Insurance Company is to implement them. And what is the measurable extent of successful management requirements (organisational requirements, administrative requirements, personal requirements, technological requirements) on the performance of the company's activity in the research sample. Hence the importance of research on this topic has emerged through the study of new variables for the dimension (measurable extent) of successful management requirements, which are represented in (organisational requirements, administrative requirements, personal requirements, technological requirements) that all enable an improved performance of the Iraqi insurance company and the study and analyse of the nature of the relationship between the dimensions of successful management requirements and the extent of their impact on the performance of the insurance company activity (Rasooli & Abedini, 2017; Jahanshad & Vedadi, 2019).

(Al-Brahim, 2008) conducted a study titled "Factors Affecting Staff Participation in Decision Making and its Relationship with their Performance Level" that aimed to identify the personal, organisational and social factors affecting employees in decision-making, as well as to know the relationship between decision-making and job performance.

The most important results:

- 1- There is an influence of personal, organisational and social factors in the decision-making process.
- 2- There is a positive correlation between participation in decision-making and job performance.
- 3- There are no statistically significant differences between the attitudes of the sample members according to the following demographic variables (age, number of years of work, marital status, number of training courses, organisational level)
- 4- There are statistically significant differences between the attitudes of the sample members regarding the organisational factors affecting employee participation, according to the educational level.

The most important recommendations:

- 1- Developing the organisational structure to support employee participation in the decision-making process.
- 2- Preparing training courses in the field of decision-making.
- 3- Providing moral support and encouragement.
- 4- Giving confidence to employees.
- 5- Follow the democratic management style.

6- Follow the decentralised approach to administrative decision-making.

## **Methodology**

### ***Research Problem***

The problem can be formulated with the following questions:

- What are the requirements for a successful management and the willingness of the National Insurance Company to implement them?
- What is the extent of response and awareness of the research sample to the importance of the dimension of successful management requirements and their impact on the performance of the company's research sample activity?
- What is the effect of the dimensions of successful management requirements (organisational requirements, administrative requirements, personal requirements, technological requirements) on the performance of the company's activity in the research sample?

### ***Research Importance***

The research derives its importance from:

- 1- Studying new variables for the dimension of successful management requirements represented in (organisational requirements, administrative requirements, personal requirements, technological requirements) that can be used to improve the performance of the insurance activity.
- 2- Studying and analysing the nature of the relationship between the dimensions of successful management requirements and the extent of their impact on the performance of the Iraqi Insurance Company
- 3- Understanding the role of the Iraqi insurance company and the excellent services it provides through its commitment to individuals, which is reflected in the performance of the company's activity.

### ***Research Objective***

The research seeks to achieve the following goals:

1. Identify the level of commitment of individuals in the Iraqi insurance company to the research sample.

2. Understand the extent to which the company is prepared to absorb the research sample and the importance of the dimensions of the requirements of successful management.
3. Explain the dimensions of the requirements of successful management that most affect the performance of the company in the sample.
4. Knowing the effect of successful management requirements on improving the company's performance.

### ***Research Hypothesis***

The research is based on the following hypotheses:

- 1- There is a statistically significant correlation between the requirements of successful management and the company's performance.
- 2- There is a statistically significant effect on the requirements of successful management on the company's performance.
- 3- There is a statistically significant effect of the dimensions of the requirements of successful management combined with the company's performance.

### ***Field and Research Data***

**Time limits:** The research was completed during the year 2019.

**Spatial limits:** The Iraqi Insurance Company

### **Methodology of the Study**

The study relied on the experimental and analytical method by collecting the necessary data and analysing it, the fact that this approach focuses on seeking opinions about the research sample and its directions, and uses the descriptive approach. The description of the reality of the variables studied, and the analytical method, is used to analyse the results of statistical treatments for research variables, and to draw conclusions on the basis of adopting recommendations.

### ***Analysis Tools***

The questionnaire, which represented the main tool for gathering information about the research, was distributed for the period from (1/5/2019) to (29/06/2019). The questionnaire was divided into two main parts, the first of which was the general information of the characteristics of the research sample. The second of them consisted of (30) paragraphs, which were divided into two axes: the first axis consists of (20) items related to measuring the

requirements of successful management, and the second axis is made up of (10) items related to measuring the performance of the company.

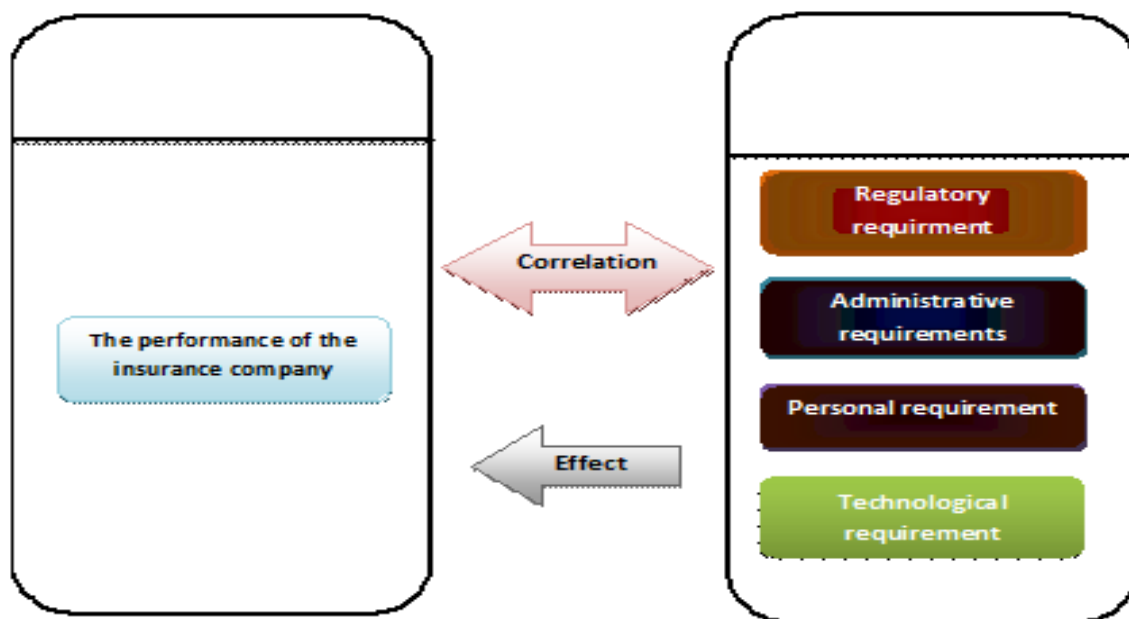
### ***Research Problems and Difficulties***

1. The lack or scarcity of references, studies and scientific research on the topic of successful management requirements; as it is considered one of the new topics in the field of research and studies.
2. Difficulty in obtaining information from the company.

### ***Research Form***

Based on the opinions of a number of researchers in previous studies, which review the independent variable (requirements for successful management), which is specified in four dimensions. (Organisational requirements, administrative requirements, personal requirements, technological requirements), and its effect on the dependent variable (the performance of the insurance company), as shown in Figure 1.

**Figure 1.** Research Hypothesis Diagram (prepared by the researcher).



### ***Research Society and Sample***

In order to test the study's hypotheses and achieve its goals, the researcher has chosen the sample (probability stratum) from the study community at the Iraqi Insurance Company, and

represented by holding the following certificates (Ph.D., Master, Higher Diploma, Bachelor), given that these certificates are closer to the subject of study. The size of the society according to the statistics of the company is (130) individuals, and the sample size of this community was determined according to the global model (D. Morgan). To determine the sample size at the significance level (0.01) and up to (0.05), then the sample size according to this model reached (97) individuals, i.e. (75%) of the total study population, as shown in Table No. (1).

**Table 1:** Determining the sample size from a given population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	370
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

"N" is population size Note

"s" is sample size

Ninety-seven questionnaires were distributed to the sample. In contrast, the number of forms received and fulfilled the requirements of analysis and study was from the sample, and, that the answer to it has reached (92) questionnaire forms. Table 2 shows the study sample, the number of distributed forms received and the percentage of retrieval.

**Table 2:** Description of the research sample, the number of distributed and received forms and the percentage of recovery

Sample population	No. of distributed forms	No. of forms received	Redemption%
Iraqi Insurance Company	97	92	95%

### *Measuring Honesty and Consistency*

**Honesty Test:** The researcher presented the questionnaire to a group of arbitrators with expertise in the field of research, the researcher has responded to the opinions of the arbitrators and made the necessary changes in light of the submitted proposals and finalised the questionnaire form.

**Stability Test:** Stability means that the questionnaire gives the same result if it was redistributed more than once under the same conditions. The stability test here is according to the Cronbach Alfe equation in the case of a test in which the scores are rated (not one and zero). It can even take different values (1, 2, 3, 4, ...), as in the case of tests using a Likert scale. As mentioned above to answer paragraphs. This equation is also used in tests of the type of substantive or essay questions (Al-Jadri & Abu Hilo, 2009: 171). Table (5) shows the stability test for the study variables.

**Table 2:** Stability test of search variables using the Cronbach alpha factor

No.	Variables	Alpha Cronbach coefficient
1	Successful management requirements	0.981
2	Overall insurance company performance	0.975
3	Total	0.964

It is clear from the above table that the value of the Crow Parameter Alpha is high for each of the search variables, and the total value of the search variables of the alpha parameter reached (0.964), it is a high stability value, and this result confirms the validity and reliability of the study questionnaire and its suitability to apply to the basic study sample.

### *Statistical Tools and Methods Used in Data Processing and Analysis*

The researcher relied on analysing data and processing it on a number of tools, statistical methods, as follows:

- 1- Ready statistical package (Spss - Ver - 19): used; To extract the results.
- 2- Microsoft Excel 2010, for data analysis.

## Theoretical Review

The concept of successful management requirements:

Leadership is an important component of an organisation's success and achievement of its goals efficiently and effectively, but this leads us to search for the characteristics that make the leadership process and leader achieve success in different organisational environments and many conditions for effective leadership success.

For this reason, many researchers and writers have mentioned the ingredients, characteristics and specifications that we can summarise as follows: (by Jabir Mudin, Peter Schaffer 2005: 50-52) (Alami Al Salami 1999: 93-125).

- 1- Providing a good example for others: in terms of honesty, ethics, commitment and other good qualities that must be present in the leader.
- 2- Encouraging decency in human relations when dealing with others: in terms of encouragement and motivation, following the open-door policy and creating social relations.
- 3- Providing the ability and skill to achieve effective communication between management and workers in both directions from top to bottom and vice versa.
- 4- Adapting to the surrounding circumstances and situations that achieve the organisation's goals.
- 5- Striking a balance between the goals of the organisation and those of the workers and avoiding any kind of conflict between them.
- 6- Achieve the employees' internal satisfaction with the job.
- 7- Providing the right climate for innovation, creativity and presenting new ideas.
- 8- Achieving effective participation of workers in problem analysis, planning and decision-making. Providing the right climate for innovation and creativity and the presenting of new ideas.
- 9- Objectivity and distance from subjectivity and personal whims in leadership.
- 10- Providing justice and equality for workers in respect of recruitment, salaries, wages and incentives.
- 11- Encouraging the vision and ability to consciously plan a strategic realisation of the organisation's mission.
- 12- Embodying the values and beliefs of practicing work and promoting ambition among workers in this field.
- 13- Addressing individual conflicts and organisational conflict and avoiding it in the future.
- 14- Maintaining the unity of the group, its cohesion, and assisting it in achieving its personal goals as long as it does not conflict with the goals of the organisation.





## ***Dimensions of Successful Management Requirements***

### ***Regulatory Requirements***

Many people writing on this topic have indicated that regulatory requirements are part of a change, and as one book specifically say “organisational development is one of many methods of planned change” So: it is an approved management process and a plan that the individual adopts and is carried out in order to bring about the desired development (French, 1983).

"It is the process carried out by the organisation so that it can move from the current situation to a desirable future situation to increase the effectiveness of the organisation”.

It is a concept that refers to processes aimed at improving the performance of the administrative apparatus through a review of organisational structures in terms of the distribution of competencies among the different units, the pattern of relations and contacts between them and the administrative dependency pattern (Al-Quraibi, 2001).

### ***Administrative Requirements***

It is awareness of the models and methods of managing the company in an efficient and effective way and knowing the powers and administrative levels in the business company helps enormously in the planning and the application of management systems and tools, on the contrary, it is the result of the lack of awareness of the company's models and methods of management and the failure to manage it in an efficient and effective manner which leads to a large gap between the development of the management project and the powers granted to workers, which increases the resistance of working individuals to this new fundamental change, leading to the decline of the company (Stone et al., 2006).

### ***Personal Requirements***

Personality Factor: Finding a democratic method with a cooperating and collective thinking person. While you can find an autocratic style with the aggressive person, the facilitation method is better with individuals with an individual tendency, such as introverted people who want to work and dislike contact with others.

### ***Technological Requirements***

It includes programs that help in the application of management, which is represented by the information and communication technology infrastructure owned by the company, the use of the Internet, the development of the software industry and information technology services, as a weak communication infrastructure will negatively affect the quality of electronic services

provided to beneficiaries and businesses, and the direct impact of the existence of a weak technological infrastructure is the slow pace of transmitting information on the Internet and other related network technology patterns (Bland, 2004).

### ***The Concept of Insurance Company's Performance***

Performance is the outputs or goals that departments seek to achieve during a specific period of time and the performance reflects the extent to which the goals the company seeks are associated with mental impressions that relate to contentment, loyalty, and awareness (Shuqair, 2005) The company's performance is the results that the company seeks to achieve in the long run (Morgan *et al.*, 2009). This study will be measured through: organisational requirements, administrative requirements, personal requirements, and technological requirements.

### ***Empirical analysis and test***

#### ***Empirical analysis***

This axis seeks to clarify the most important characteristics of the members of the research sample who work in the Iraqi insurance company, through the information included in the questionnaire that was distributed to them, and presented here is a brief description of the members of the research sample.

#### ***Distribution of the Sample According to Gender***

Table 4 shows that the percentage of respondents who were chosen by sex was for males (54.3%) and for females (45.7%).

#### ***Distribution of the Sample According to Age***

Table 4 shows that what percentage (9.8%) of the sample ranges between (21-30 years), while the ratio (29.3%), their ages ranges between (31-40 years), followed by the ratio (28.3%), as Their ages range between (41 - 50 years), and finally (32.6%), their ages ranged between (51 years and over).

#### ***Distribute the Sample According to the Educational Qualification***

Table 4 shows that (71.7%) of the sample have a bachelor's degree and (5.4%) have a higher diploma, followed by (13.0%) with a master's degree, and finally (9.8%) their educational qualification is PhD.

### ***Distribution of the Sample According to the Employee Service***

Table 4 shows that what percentage (22.8%) of the sample their job service ranges within (less than 10 years), while the percentage (22.8%), their service ranges between (11-15 years), followed by the ratio (15.2%), as Their service ranges between (16-20 years), and finally (39.1%), their service ranged from (21 years or more).

**Table 4:** Characteristics of sample individuals

No.	Variables	Categories	Repetition	The ratio %
1	Gender	Male	50	54.3
		Female	42	45.7
		Total	92	100.0
2	Age	21-30 years	9	9.8
		31-40 years	27	29.3
		41-50 years	26	28.3
		More than 51 years	30	32.6
		Total	92	100.0
3	Scientific level	Bachelor	66	71.7
		Post Graduate Diploma	5	5.4
		Master	12	13.0
		PhD	9	9.8
		Total	92	100.0
4	Years of service	Less than 10 years	21	22.8
		11-15 years	21	22.8
		16-20 years	14	15.2
		More than 21 years	36	39.1
		Total	92	100.0

### ***Study Hypotheses Test***

In this topic, the study hypotheses that were laid out in the study methodology, which relate to the study variables, and which are the requirements of successful management as an independent variable, and the dependent variable represented by the performance of the Iraqi Insurance Company will be examined.

### ***The Correlation Hypothesis Test***

This topic seeks to determine the nature of the relationship between the study variables, to know the extent to accepting or rejecting the first main hypothesis, which is: There is a statistical correlation relationship with a positive moral significance to the requirements of

successful management with performance, and using the simple correlation coefficient (Pearson Correlation Coefficient), which is one of the statistical methods used to measure the strength and direction of the linear relationship between two quantitative variables at the sample level.

It is clear from Table 5, and Figure 2 that there is a positive correlation of positive (positive) significance. Among the requirements of successful management, the company's performance, and the correlation relationship has reached (0.775 \*\*), at the level of significance (0.01), the number of moral relationships was (5) to constitute (100%), and the highest sub-value of correlation coefficients in this axis was between personal requirements and company performance, as its value reached (0.811 \*\*), at the level of significance (0.01). This expresses the existence of a relationship of moral significance and function and explains the strength of the relationship between personal requirements and the performance of the company, and from here we infer the acceptance of the first major hypothesis, according to which there is a statistically significant correlation relationship with positive moral requirements for the requirements of the successful administration in the performance of the Iraqi Insurance Company As shown in Figure 2, and Table 5.

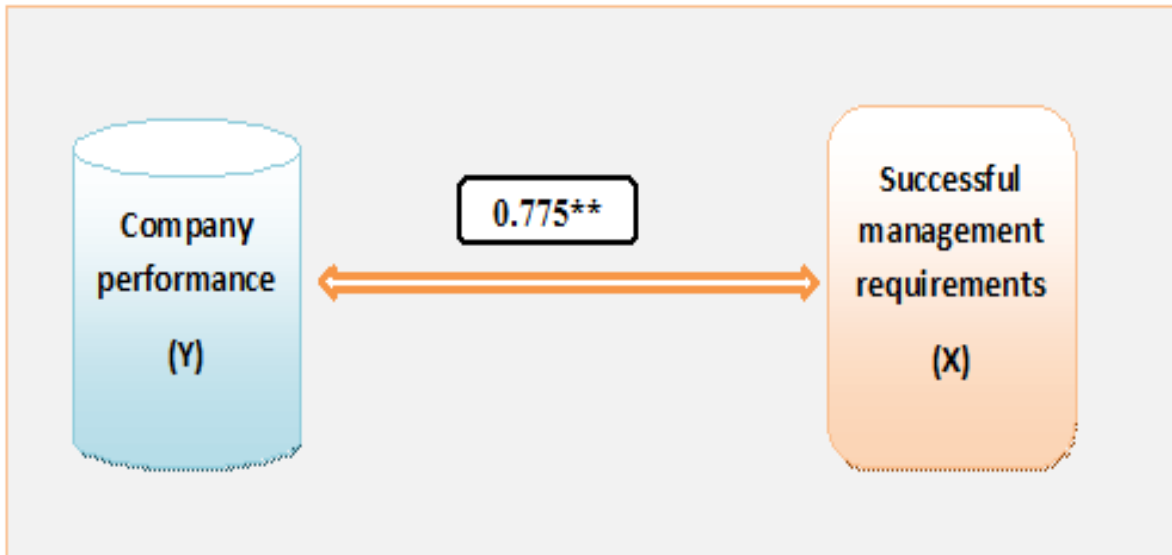
**Table 5:** The correlation between the requirements of successful management and performance

Successful management requirements X the performance Y		Regulatory requirements	Administrative requirements	Personal requirement	Technological requirement	Successful management requirements	Moral relations	
							Number	Percent %
Tax creativity Y	Coefficient of correlation	.783**	.710**	.811**	.762**	.775**	5	100%
	Moral level	0.000	0.000	0.000	0.000	0.000		
	The Decision	Function	Function	Function	Function	Function		

(\*\*) Link strength and moral relationship (1%)

(\*) Link strength and moral relationship (5%)

**Figure 2.** The correlation between the requirements of successful management and performance



### ***Impact Hypothesis Testing***

The current study has developed the second and third major hypothesis, which is the Simple Regression Analysis hypothesis, and the Multi Regression Analysis hypothesis.

### ***Simple Regression Analysis***

It is clear from Table No. (6), and Figure No. (3), that the calculated value of (F) has reached (13.81), which is greater than the (F) table value of (7.91) at the level of significance (1%), and with significance (0.000). And with a degree of freedom (1,90), this result means that there is a statistically significant effect of the respondent variable (successful management requirements) in the dependent variable (company performance), in the research sample. As for the value of the determination factor (R<sup>2</sup>), its value was (0.520), and this result indicates that (the requirements of successful management) explain what percentage (52%) of the difference in (company performance), and that (48%) is an explanation of the factors Enter the regression model. Accordingly, these results provide sufficient support to accept the hypothesis of the second major research effect which states: (There is a significant effect of successful management requirements on the company's performance).

Through Table (6), we notice that the value of the constant term ( $a = 0.453$ ) is statistically significant, as the calculated value of  $t$  was (3.532) and it is greater than the tabular  $t$  at the level of significance% 1 and the degree of freedom (90) and (2.35). But the value of the marginal slope ( $b = 1.130$ ) is statistically significant because the calculated value of  $t$  is 7.620)

greater than the tabular  $t$  at the level of significance% 1 and the degree of freedom (90) and it is (2.35), and these results confirm a strong influence of the requirements of successful management in performance in the Iraqi Insurance Company

**Table 6:** Explains the effect of successful management requirements on the company's performance

Dependent variable Independent variable	Tax creativity							
Successful management requirements	Fixed Limit A	Calculated Value of t	Marginal slop B	Calculated Value of t	Selection factor R <sup>2</sup>	Calculated Value of F	Morality	Decision
	0.453	3.532	1.130	7.620	0.520	13.81	0.000	There is an effect

### **Multi Regression Analysis**

It was developed in the methodology of the third major hypothesis study, according to which the dimensions of successful management requirements (organisational, administrative, personal, technological) affect both morally and positively the performance of the company. It is clear from Table (7), that the calculated value of (F) has reached (13.73), which is greater than the (F) table value of (3.57) at the level of significance (0.01), Significantly (0.000), with a degree of freedom (4,87), and this result means a statistically significant effect of the respondent variable (sum of the variables (X) of successful management requirements) in the dependent variable (company performance), in the research sample. As for the value of the determining factor (R<sup>2</sup>), it was (0.724), which means that (the sum of the variables (X) of successful management requirements) explains what is (72.4%) of the variance that occurs in (the company's performance), and (27.6%) is an explanatory variation of factors that did not enter the regression model. Accordingly, these results provide sufficient support to accept the third main hypothesis of multiple researches, which states (There is significant effect of the sum of the variables (X) combined with the requirements of successful management in the company's performance).

Through Table (7), we notice that the value of the fixed term ( $a = 0.831$ ) is statistically significant, as the calculated value of  $t$  was (3.178) and it is greater than the tabular  $t$  at the level of significance% 1 and the degree of freedom (87) and (2.35), but The value of the slope (X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>) consequently, it reached ( $b = 0.625, 0.346, 0.457, 0.694$ ) respectively, it is

statistically significant because its calculated value of (3.165, 5.182, 2.732, 9.977) respectively is greater than the tabular t of (2.35) at the level of significance ( 0.01) and freely (87).

**Table 7:** Multiple effect to sum of the variables (X) requirements for successful management in the performance of the Iraqi insurance company

Successful management requirements	Company performance						
	Regression coefficients	Calculated t	Morality	Determination Coefficient R <sup>2</sup>	Calculated F	Morality	Decision
Fixed limit	0.831	3.178	0.002	.0724	13.73	0.000	There is Effect
Regulatory	0.625	3.165	0.003				
Management	0.346	5.182	0.000				
Personal	0.457	2.732	0.004				
Technology	0.694	0.977	0.000				

In light of these results, it is clear that the requirements of a successful administration with its combined variables have a strong moral impact on the performance of the Iraqi Insurance Company.

## Conclusions and Recommendations

### Conclusions

- 1- There is a positive correlation with statistically significant (static) significance between the requirements of successful management in the performance of the insurance company, due to the vital role of the requirements of successful management in the embodiment and development of modern management thought that contributes significantly to raising the level of company performance.
- 2- There is a statistically significant effect of the requirements of successful management on the performance of the insurance company, where the results of the analysis showed the importance of the requirements of successful management in developing the performance of the company.
- 3- There is a multiple effect of excluding the requirements of successful management (organisational requirements, administrative requirements, personal requirements, technological requirements), collectively and morally and positively in the performance of the company, where the results of the analysis showed the role played by the characteristics and elements of successful management requirements collectively in activating the performance of the company.
- 4- There are problems in applying democracy at work.
- 5- There is little distinction in evaluating employees fairly.



### ***Recommendations***

In light of the results reached, the following recommendations can be made:

- 1- Localise the relationship between individuals and the insurance company and never neglect it.
- 2- The continuous development and updating of the elements of successful management requirements (organisational requirements, administrative requirements, personal requirements, technological requirements) and to work on strengthening them.
- 3- Work to implement democracy at work.
- 4- Evaluating the workers in the company fairly.



## REFERENCES

- Al Alami, A. S. (1999). Administrative and Leadership Skills of the Outstanding Director, Ghareeb Printing and Publishing House, Cairo, 93-125.
- Al-Jadri, A. H., & Abu Helou, Y. A. (2009). Methodological foundations and statistical uses in educational and humanities research. first edition, Ithraa for publication and distribution, Amman - Jordan.
- Al-Qaryouti, M. Q. (2001). Administrative Reform between Theory and Practice, Wael Publishing and Distribution Department, Amman, 16.
- Bland, V. (2004). E-management: where it delivers most. Management , Nov: 52-57.
- French, W. L. (1983). AI: organisation Development : Theory, Practice and Research, Business Publications, Texas, p9.
- Jahanshad, S., & Vedadi, A. (2019). Providing a Conceptual Model of Inter-Organisational Cooperation. Journal of Management and Accounting Studies, 7(01), 33-42.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. Educational and psychological measurement, 30(3), 607-610.
- Melhem, M. I. S. (2010). An Analytical Study of the Relationship between Time Management and Staff Performance: Application to Public and Private Institutions in Qalqilya Governorate, Palestine. PhD thesis, Faculty of Commerce, Cairo University.
- Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. Strategic management journal, 30(8), 909-920.
- Rashid, D. H., & Al-Mashhadani, K. A. K. (2016). Statistics for Administrative and Accounting Specializations. First Edition, Al-Jazeera Office for Printing and Publishing, Baghdad - Iraq.
- Rasooli, M., & Abedini, M. (2017). The Relationship between Organisational Support and Job Satisfaction of Experts and Managers of Islamic Azad University of Qeshm and Subsidiaries (International Units, Medical, Sama, Hormuz and Khamir). Dutch Journal of Finance and Management, 1(2), 42.
- Shukair, A. (2005). Evaluation of marketing performance in Egyptian organisations from an integrated perspective, unpublished doctoral thesis, Al-Iskandariya University.



Stone, D. L., Stone-Romero, E. F., & Lukaszewski, K. (2006). Factors affecting the acceptance and effectiveness of electronic human resource systems. *Human Resource Management Review*, 16(2), 229-244.

Tesefa Jefer Median, P. S. (2005). *Leadership Challenges for Effective Will, The translation of Salama Abdel Azim Hussein*, Dar Al-Fakr for Publishing and Distribution, First Edition, Amman, 50-52.