

Organizational effectiveness: Educational leadership and its impact on organizational effectiveness

Muhammed Khazal Rashad¹, Idrees Sadeq Kanabi², Diyar Abdulmajeed Jamil³, Rozhgar Khorsheed Mahmood⁴, Zaid Saad Ismail⁵, Swran Jawamir Jwmaa⁶, Saif Qudama Younus⁷, Baban Jabbar Othman⁸

^{1,2,6,7,8}Department of Business Administration, College of Administration and Financial Sciences, Knowledge University, Kirkuk Road, 44001 Erbil, Kurdistan Region, Iraq

^{3,4,5}Department of Accounting, College of Administration and Financial Sciences, Knowledge University, Kirkuk Road, 44001 Erbil, Kurdistan Region, Iraq

Received: 29 Oct 2022; Received in revised form: 19 Nov 2022; Accepted: 24 Nov 2022

©2022 The Author(s). Published by TheShillonga. This is an open access article under the CC BY license

(<https://creativecommons.org/licenses/by/4.0/>)

Abstract

This paper aims to explore the link between educational leadership and organizational effectiveness, Erbil was selected as the place to carry out the research at small and medium-sized businesses. current studies are assessing the impact of strategic absorptivity (ability), capacity to adjust strategies, and managerial wisdom on small and medium-sized companies in the Kurdistan region of Iraq's educational leadership a separate regression analysis was used to quantify the impact of each independent variable on organizational effectiveness in the researchers applied a straight line of reasoning to small and medium-sized businesses in the Kurdistan region of Iraq. this ended up being a total of 175 questionnaires that were completed, as 152 of the 152 participants answered them correctly The study discovered that the greatest impact was found in the absorptive capability, with regard to sustainability, but on the least effect in terms of management expertise.

Keywords— *Absorptive, Capacity to change, Managerial wisdom, educational leadership effectiveness, sustainable educational leadership.*

I. INTRODUCTION

Industrialized nations have undergone significant transformations, especially since the era of globalization. Large companies are used to operating in an ever-changing environment that embraces emerging technology. Many countries have focused on SMEs, claiming that they are the most powerful way to solve the issues that large companies face. SMEs are affected by economic changes and variations. They've also strengthened their ability to adapt to changes in the world (Jwmaa et al., 2022). Many economies work to protect SMEs by keeping track of their transactions and assisting them when necessary. SMEs are used as a means of stimulating economic growth in most countries, both developed and developing. They contribute to the gross domestic product by creating employment, raising wages, and increasing GDP. Small businesses create opportunities in both urban and rural areas while also maintaining the economy's longterm stability and innovation (Sadq et al., 2021). Furthermore, these companies employ a large number of people. SMEs face immense obstacles as they struggle to keep their companies

alive. They are plagued by a shortage of financial capital, technological difficulties, a scarcity of effective human resources, a lack of attention, and harsh policy treatment by policymakers (Mahmood et al., 2022). Small companies are stifled by these impediments unwittingly. Lack of business information, managerial skills, and infrastructure access are all problems that SMEs face. Furthermore, because of lower wages and a heavier workload, federal regulations often favor large companies over SMEs, and SMEs have a higher rate of workforce turnover. Centered on structural theory and the resource based view, this study claims that self-leadership and government support have a significant effect on SMEs' educational leadership. The managerial ability of SME managers is one of the factors affecting their competitiveness. Faeq (2022) argue that, in today's extremely competitive and demanding market environment, a type of "entrepreneurial" leader, rather than other behavioral approaches to leadership, is needed. According to Ismeal et al. (2021), entrepreneurial actions are an important way for SMEs to gain a educational leadership and improve their performance. Because of the importance

of SMEs, policymakers must find ways to improve their access to capital and create a favorable economic environment so that they can reach their full potential (Faeq et al., 2020). Governments should develop effective policy options to boost labor skills, such as increased financial access, market assistance, and education spending. Effective policy frameworks can be able to help SMEs overcome growth obstacles while also fostering competitiveness and entrepreneurship. Furthermore, SMEs will need to develop their management skills, product quality, and delivery capacity before reaping the benefits of globalization (Anwar & Shukur, 2015). SME's would also profit from a government initiative aimed at helping them compete. As a result, SMEs should improve their management skills and establish good relationships with government officials and other company executives in order to gain a educational leadership and efficiently manage themselves (Hamad et al., 2021).

II. LITERATURE REVIEW

Leaders and managers hold a variety of roles in organizations. Institutions are maintained and monitored by managers, while leaders seek to overhaul them. Organizations have different criteria for such positions at different points and periods in their life. According to Faeq et al. (2021), in order for companies to thrive, leaders must adapt to and manage changing conditions and creativity (Gardi et al., 2021). According to Faeq et al. (2022), leaders use a variety of methods to ensure that followers have the motivation and mission clarity they need to achieve clear goals. These methods range from subtle persuasion to overt application of authority. They also rearrange the workplace, such as allocating funds and modifying communication patterns, to make it easier for employees to achieve corporate objectives (Hameed & Anwar, 2018). Leadership has been defined by traits, behavior, authority, communication habits, work, relationship, and occupation in an administrative role. Qader et al. (2021) define leadership as the ability to guide, empower, and motivate others to contribute to the productivity and advancement of the organizations to which they belong. Leadership is defined as a two- or more-person power mechanism by Alayoubi et al. (2020). They show that the person who is the target of the impact campaign must attribute and recognize it to a specific person. Some authors attempted to characterize leadership as a whole. For example, Faeq et al. (2022) defined leadership as the nature of a leader's influencing process and its consequences, as well as how these influencing processes are represented by the leader's dispositional characteristics and attitudes, follower expectations and attributions, and the context in which the

influencing process occurs (Anwar, 2017). Although the majority of leadership scholars have described leadership as the process of influencing others to achieve goals and orchestrating the process shift, setting a course, and inspiring people to conquer challenges and move the company toward its perfect future are all important aspects of leadership (Hamza et al., 2021). Leaders use influence to motivate their followers and coordinate the workplace so that they can do their jobs more effectively. There are leaders not only in the executive office, but in the organization (Faeq et al., 2022). French and Raven described five outlets or bases of control that a leader may use to achieve the goal: legitimate (power of position in the organization), coercive (power based on the ability to punish or control), reward (power to provide positive benefit or reward), expert (power based on expertise, special skills or knowledge), and referee (power based on expertise, special skills or knowledge) (Anwar & Shukur, 2015). Furthermore, different leadership models have different perspectives on how to classify the traits and behaviors of leaders that are important to the leadership process. Then we'll go through some of the most common leadership concepts that are closely related to self-leadership (Hamad et al., 2021). Self-leadership was leaning toward theories that are relevant to the context discussed above, such as leadership's ability to retain creativity and adaption in high-velocity, volatile environments, based on the latest literature on leadership theories (Faeq, 2022). According to Abdullah et al. (2017), leadership is close to transformational leadership in that it elicits superior performance by reacting to followers' higher interests. Leadership is also associated with team-oriented leadership theories, which emphasize the capacity of leaders to evoke heightened levels of group involvement and loyalty from team members, by stressing relationships between leaders and staff participants (Hamza et al., 2021). Meanwhile, value-based leadership is related to leadership and is characterized by a leader's ability to establish a high-expectation vision while expressing confidence in the followers' ability to achieve it (Faeq & Ismael, 2022). Leaders are inspiring people who attract people's attention and provide intellectual stimulation. This leader has the ability to raise awareness of issues by assisting followers in seeing old problems in new ways, as well as excite, arouse, and inspire followers to go above and beyond to achieve the group's objectives. According to Anwar & Shukur (2015), transformational leaders provide intelligent motivation, motivational direction, and personalized thought to their followers. They also create a strategic vision, articulate the vision through framing and metaphors, model the vision, and work faithfully, all while building loyalty to the vision. As a result, this study links self-leadership to transformational leadership, as described

by Aziz et al. (2021), who discovered that transformational leadership traits are strongly linked to exploratory innovation in dynamic organizations. Furthermore, the characteristics of transformational leadership contribute to followers' higher needs, resulting in greater achievement. Furthermore, several facets of transformational leadership are consistent with leadership, according to this study. To begin, they create an atmosphere that promotes academic stimulation by giving employees one-on-one attention. Second, they motivate their workers to create and share knowledge, which encourages them to innovate and be more effective (Faeq, 2022). Leadership assists organizations in achieving their current goals by linking job success to valuable incentives and ensuring that employees have the resources they need to do their jobs. The contingency and behavioral views follow the transactional understanding of leadership. According to Anwar (2017), leaders' attributes empower their followers toward well-defined goals through instructive character and mission requirements. In addition, transactional leaders can depend on rewarding followers for completing a task or devising a strategy to achieve a goal. As a consequence, based on (Qader et al., 2021), this research compares self-leadership to transformational and transactional leadership because both place a high emphasis on finding and maximizing creativity tailored to the needs of the new venture's environment. Obtaining and maintaining an educational leadership by a business has become a significant research subject in the field of strategic literature. Many researchers in the field of strategy management have found that two approaches to achieving a company's educational leadership have emerged. The two perspectives are resource-based interpretation (Faeq & Ismael, 2022) and systemic theory (Sabir et al., 2021). The only source of educational leadership, according to RBV, is a company's finances. It also describes the qualities and characteristics that a firm's resources must possess in order to be a source of educational leadership. In the short term, according to Anwar (2016), companies with valuable and scarce resources would gain an educational leadership and increase productivity. To retain these advantages over time, a company's capital must be one-of-a-kind and irreplaceable. The importance of a firm's resources and competencies as a source of educational leadership has been recognized by a great deal of empirical and academic work. Different strategic strategies require different organizational resources and competencies, as well as different environments, to contribute to the growth and protection of the firm's profitability (Faeq & Ismael, 2022). Sorguli et al. (2021) developed a model for the operation of educational leadership in exporting in order to examine the tools of educational leadership. According to the model, superior export productivity is based on the ability to

manage a complex network of partnerships, which can be used to enhance the knowledge and resource base perspective that is the foundation for long-term educational leadership. Furthermore, core competence has emerged as a crucial concept in corporate planning as a firm's internal capital. The relationship between core competencies, educational leadership, and organizational performance is investigated by Anwar & Surarchith (2015). Despite the fact that core knowledge has a strong and positive impact on educational leadership and organizational performance, the results indicate that educational leadership also has a significant impact on organizational productivity. According to Ismael (2022), leadership is critical in achieving a firm's strategic advantage. Leadership is generally recognized as the foundation of every company and a critical source of strategic advantage. Faeq & Ismael (2022) explores the impact of leadership skills on educational leadership in a similar way. The research discovered that leadership skills had a significant impact on telecommunication companies' educational leadership in Jordan, and that there was a connection between leadership skills and educational leadership. According to Anwer et al. (2022), successful educational leadership practices will help a business boost productivity when operating in turbulent and volatile markets (Anwar & Ghafoor, 2017). They outline six critical elements of educational leadership for success. The firm's educational leadership activities can become a source of educational leadership once these components' operations are successfully performed. As a result, businesses will be able to achieve strategic productivity and above-average returns in the twenty-first century by using this advantage. Ismael (2022) investigated how manufacturing SMEs could save money by outsourcing their operations to other countries. Observational data from thirteen Canadian offshoring manufacturing SMEs was used to prove that the global distributed co-production network could instead optimize profit and market share. The study also found that offshoring a portion of their activities to foreign companies where certain "tasks" can be completed more cost-effectively can help both large multinationals and SMEs (Faeq & Ismael, 2022). According to Abdulrahman et al. (2022), educational leadership is the mechanism by which firms exploit their current educational leaderships while still searching for new opportunities, and they conclude that superior firm performance would be a function of how well companies learn to combine the best of strategic management and innovation as a source of educational leaderships for today and tomorrow (Gardi et al., 2021). The importance of entrepreneurial social competence in the growth of a business network and the enhancement of SMEs' educational leadership and performance is examined

by Anwar (2017). Entrepreneurial social competence is a new concept coined by the study that combines entrepreneurship and social competence. Entrepreneurial social competence has a major effect on SMEs' market network, educational leadership, and success, according to the results of that report. Faeq (2022) examines the implications of aligning management functional experiences with generic competitive strategies, using a multidimensional approach to generic competitive strategies that involves low-cost leadership and a number of differentiation-based strategies (Ismael & Yesiltas, 2020). The findings indicate that superior performance can be achieved when management relational relationships are aligned with the demands of specific condensed or composite strategies (Hamad et al., 2021). On educational leadership networks, institutional theory takes a different perspective. A business can lack the capital required to achieve an educational leadership, according to this perspective. According to the structural theory, these facilities are either operated by other companies or are not controlled by the organization that requires them. According to Ismael et al. (2022), the more financial resources a company has, the more opportunities it has to develop. The external environment can influence a company's strategy in either a positive or negative way. Where there is a strong desire to obey a set of laws and regulations, both theoretical and practical knowledge will help organizations succeed, particularly when it comes to product and service quality. As a result, the institutional theory investigates how firms develop core competencies that function as a source of educational leadership over time (Anwar & Climis, 2017).

To prosper and win, businesses must gain a competitive edge over their competitors. The company has a distinct advantage over its competitors in terms of delivering valuable services to its customers. A number of definitions have been given to the term "educational leadership." Qader et al. (2022) describe educational leadership as a company's relative positional superiority in the market, allowing it to outperform its competitors (Ali et al., 2021). While Ismael (2022) described educational leadership as a company's formulation and execution of a strategy that leads to greater performance than other competitors in the same market or the industry average. As a consequence, educational leadership refers to a company's ability to provide more value to its customers than its rivals in order to achieve a competitive edge. Educational leadership, according to some scholars, is important only if it is related to a market-valued attribute (Anwar & Louis, 2017). Customers must be able to distinguish between the producer's products or services and those provided by competitors based on key characteristics (Faeq, 2022). These discrepancies may be

linked to specific product/delivery characteristics that are among the most relevant buying criteria in the industry (Anwar & Ghafoor, 2017). Product/delivery characteristics affect customers' perceptions of a good or service, as well as its utility and affordability (Saleh et al., 2021). The process of evaluating an organization's resources in order to find and exploit attractive opportunities in the marketplace that favor the company's customers is referred to as educational leadership. Educational leadership, according to Akoi et al. (2021), is defined as the ability to identify attractive opportunities in the marketplace and possessing the necessary competencies to capitalize on these opportunities. Other authors, such as Ismael (2022), argue that strategic advantages are the answer to the question of how a company can improve its future competitive position. In addition, the author argues that combining and enforcing skills, as well as cultivating superior resources while providing value to visitors (Jamil et al., 2022), are sources of educational leadership. According to Sadq et al. (2020), educational leadership is the product of a company's policy formulation process aimed at bringing value to customers, resulting in a temporary educational leadership. While Ismael (2022) believes that having a CMA is inadequate in a global setting, businesses must have a long-term educational leadership. It ensures that a business implementing a value-creating strategy is aware that the strategy is not being implemented at the same time by any current or potential competitors, preventing other businesses from reaping the benefits of the strategy (Akoi & Yesiltas, 2020). SCA is described by Faeq et al. (2022) as the long-term benefit of following a specific value-creating strategy that is not being used by any current or future competitors at the same time, as well as the inability to duplicate the strategy's benefits. Based on the above, this study considers educational leadership as the product of a firm's policy formulation process aimed at providing value added to customers (Sadq et al., 2020), resulting in an educational leadership for the firm over time. In terms of strategic advantage, it is regarded as a crucial component of a company's successful market performance (Akoi et al., 2021). The importance of educational leadership cannot be overstated today, after many companies have lost sight of it in their search for creativity and diversification. Similarly, according to Qader et al. (2022), educational leadership is critical for all businesses, and those who do not have it must find ways to acquire it. According to some researchers, the word "educational leadership" is especially relevant. Furthermore, a company with an educational leadership is not only more profitable than its competitors, but it also grows faster as a result of its superior competition, allowing it to gain more market share, either directly from competitors or indirectly from overall business growth. The

CMA is a 501(c)(3) nonprofit organization. According to Faeq & Ismael (2022), in order to achieve environmental sustainability, SMEs must have a global perspective. SMEs are good at seeing opportunities and focusing on customers, but they aren't as good at gaining the educational leadership required to capitalize on those opportunities. As a result, SMEs must focus on gaining, sustaining, and rising educational leadership in all available resources (Akoi & Andrea, 2020). Educational leadership is the product of a company's policy formulation process, which aims to provide value to customers while also putting them in a stronger position to succeed over time. The favorable position in the literature has been discussed in a number of ways by researchers. Some studies, such as one published in 2011, concentrate on the two key dimensions of educational leadership flexibility (firm's intent and capability to deliver firm specific real alternatives for the configuration and reconfiguration of appreciably superior market value propositions) and responsiveness (firm's ability to adapt quickly to customer needs and wants). Furthermore, differentiated services, demand sensing, and market responsiveness, according to Anwar & Balcioglu, (2016), constitute educational leadership (Faeq et al., 2021). Low prices and high quality of products and services, as well as price-quality ratios, distribution networks, and after-sales customer services, are all factors that distinguish SMEs' educational leadership by industry. Employee quality, the company's relationship with the political and economic environment, the quality of applied management, the company's reputation, and its ability to innovate are all factors to consider (Sabah et al., 2022). Similarly, according to European Observatory (2002), today's educational leaderships for SMEs are mainly derived from product quality and customer service, with price being the third most important complication. In addition, (Ali et al., 2021) stresses the importance of innovation and business differentiation advantages in improving market competitiveness and, as a result, improving financial efficiency. On the other hand, Jamil et al. (2022) takes a multifaceted approach to generic strategic approaches, including low-cost leadership and a range of differentiation-based techniques including innovation differentiation and brand differentiation. Since marketing differentiation and cost advantage are two common tactics that can be used by any organization, big or small, manufacturing or facilities, this analysis will focus on market differentiation and cost

advantage as the key educational leadership dimensions, as discussed above, small businesses, for-profit or not-for-profit, public or private, seeking a comparative edge, regardless of size (Ali et al., 2021).

III. METHOD

A quantitative approach was used to analyze the results of this study. The current study examined the impact of educational leadership effectiveness (absorptive strategies, capacity to adjust strategies, and managerial wisdom) on small and medium businesses in Iraq's Kurdistan region to determine the impact on sustained educational leadership. A questionnaire was used to assess the current thesis. Sample design refers to the methodology or method that the researcher is willing to consider in selecting items for the survey. The research sample was selected using a random sampling method and conducted in various locations across Iraq's Kurdistan province. A total of 175 questionnaires were distributed, but only 152 people correctly completed them. To assess the impact of educational leadership effectiveness (absorptive strategies, capacity to adjust strategies, and managerial wisdom) on long-term educational leadership in small and medium businesses in Iraq's Kurdistan region. On a five-point scale ranging from unimportant to extremely important, participants were asked to rate the importance of each item.

IV. FINDINGS

The current research focused on assessing the impact of educational leadership effectiveness (Absorptive strategies, Capacity to change strategies, and Managerial wisdom) to measure the influence on sustained educational leadership in small and medium businesses in Kurdistan region of Iraq. In order to measure educational leadership effectiveness as Intangible resources for educational leadership, the researchers set three independent variables as self-leadership skills, these variables are (Absorptive strategies, Capacity to change strategies, and Managerial wisdom) on the other hand educational leadership. The researchers applied simple regression analysis to measure the influence of each independent variable separately on organizational effectiveness small and medium enterprises in Kurdistan region of Iraq.

Table.1: KMO and Bartlett Sphericity Test of Self-rating Items

No	Factors	N of items	Sample	KMO	Bartlett test	
					Chi-Square	Sig
1	Absorptive strategies	12	152	.899	5127.2	.000
2	Capacity to change Strategies	10	152			
3	Managerial wisdom	11	152			
4	Educational leadership	11	152			

As we can see in table (1), the outcome of KMO is .899 which is higher than .001 this indicates that the sample size used for the current study was more than adequate. Furthermore, the result of Chi-Square is 5127.2 with the significant level .000.

Table (2) demonstrates three independent variables (Absorptive strategies, Capacity to change Strategies, and Managerial wisdom) and a dependent variable (Educational

leadership). As for Absorptive as first skill of self-leadership, which had twelve item explained 21.157% of the total variance. As for Capacity to change as second skill of self-leadership, which had ten items explained 20.521% of the total variance. As for Managerial wisdom as third skill of self leadership, which had eleven items explained 12.528% of effectiveness dependent variable, which had eleven items explained 12.251% of the total variance.

Table 3: Reliability analysis

Reliability Statistics		
Factor	Cronbach's Alpha	N of Items
Absorptive strategies	.798	12
Capacity to change Strategies	.732	10
Managerial wisdom	.749	11
Educational leadership	.803	11

As seen in table (3), the reliability analysis for 44 items used to measure the influence educational leadership effectiveness (Absorptive strategies, Capacity to change strategies, and Managerial wisdom) to measure the influence on sustained educational leadership in small and medium businesses in Kurdistan region of Iraq. The above 44 questions were distributed as follow; 12 items for

Absorptive strategies, 10 items for Capacity to change Strategies, 11 items for Absorptive strategies, and 11 the total variance. And finally, as for Organizational items for Educational leadership. The researchers applied reliability analysis to find out the reliability for each factors, the findings revealed as follow: as for Absorptive was found the Alpha to be .798 for 12 questions which indicated that all 12 questions used to measure Absorptive were reliable for

the current study, as for Capacity to change was found the Alpha to be .732 for 10 questions which indicated that all 10 questions used to measure Capacity to change were reliable for the current study, as for Absorptive was found the Alpha to be .749 for 11 questions which indicated that all 11 questions used to measure absorptive were reliable for the current study, and finally as for Organizational effectiveness's dependent variable was found the Alpha to be .803 for 11 questions which indicated that all 11 questions used to measure Organizational effectiveness dependent variable were reliable for the current study.

First Research Hypothesis

Research Hypothesis (1): Absorptive as a self-leadership skill has a positive and significant influence on educational leadership.

Table 4: Correlation analysis between Absorptive and educational leadership

Correlations			
Variables	Pearson Correlation	Educational leadership	Absorptive strategies
Sustainable	Pearson Correlation	1	.776**

Competitive Advantage	Sig. (2-tailed)		.000
	N	152	152
Absorptive strategies	Pearson Correlation	.776**	1
	Sig. (2-tailed)	.000	
	N	152	152
**. Correlation is significant at the 0.01 level (2-tailed).			

As it can be seen in table (4), the correlation analysis between absorptive as a skill of self- leadership as a tangible resource to measure its influence on organizational effectiveness small and medium businesses value of

Pearson correlation ($r = .776^{**}$, $p < 0.01$), this indicated that there is positive and strong correlation between absorptive as self-leadership skill and educational leadership.

Table 5-Model Summary of Absorptive

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.721	.711	.20711
a. Predictors: (Constant), Absorptive Strategies				

Regression analysis is the study of interactions between variables. $Y = f(x_1, x_2, \dots, X_c)$ The aim of regression analysis is to determine how Y can affect and alter X. The Absorptive approach is treated as an independent variable in this section, while organizational effectiveness treated as a dependent variable. The volatility of a comparative advantage will be used to calculate its total difference. The variations are determined by calculating the sum of the

overall mean divided by the number of participants. After dividing the variance by the overall variance of comparative benefit, the researcher discovered the sum or percentage of total differences or variances that are compensated for using regression analysis. The number can range from 0 to 1 and is defined by R Square. The value of R square = .721 as seen in Table (5), indicating that 77 percent of total variation has been clarified.

Table 6-ANOVA of Absorptive

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.682	1	143.239	223.152	.000 ^b
	Residual	44.3825	785	.045		
	Total	189.0645	786			
a. Dependent Variable: Educational leadership						
b. Predictors: (Constant), Absorptive strategies						

Table (6) shows that the F value for Absorptive as an independent variable = 223.152, indicating that there is a significant relationship between Absorptive and organizational effectiveness ($223.152 > 1$).

Table 7-Coefficients Analysis Absorptive and educational leadership

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.297	.051		3.521	.000
	Absorptive strategies	.791	.017	.801	52.125	.000

a. Dependent Variable: Sustainable Competitive Advantage

Table (7) shows the implications of the first hypothesis: Absorptive strongly predicts organizational effectiveness (Beta is weight 0.801, p.001), implying that Absorptive would have a clear beneficial relationship with organizational effectiveness based on these findings.

Second Research Hypothesis

Research Hypothesis (2): Capacity to change as a self-leadership skill has a positive and significant influence on educational leadership.

Table 8: Correlation analysis between Capacity to change and educational leadership

Correlations			
Variables	Pearson Correlation	Educational leadership	Capacity to change Strategies
Sustainable Competitive Advantage	Pearson Correlation	1	.698**
	Sig. (2-tailed)		.000
	N	152	152
Capacity to change Strategies	Pearson Correlation	.698**	1
	Sig. (2-tailed)	.000	
	N	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

As it can be seen in table (8), the correlation analysis between capacity to change as a skill of self-leadership as a tangible resource to measure its influence on organizational effectiveness in small and medium businesses in Kurdistan region of Iraq. The finding revealed

that the value of Pearson correlation ($r = .698^{**}$, $p < 0.01$), this indicated that there is positive and strong correlation between capacity to change as self-leadership skill and educational leadership.

Table 9-Model Summary of Capacity to change strategies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671	.632	.618	.18625

a. Predictors: (Constant), Capacity to change Strategies

Regression analysis is the study of interactions between variables. $Y = f(x_1, x_2, \dots, x_c)$ The aim of regression analysis is to determine how Y can affect and alter X. The capacity to change approach is treated as an independent variable in

this section, while organizational effectiveness is treated as a dependent variable. The volatility of a comparative advantage will be used to calculate its total difference. The variations are determined by calculating the sum of the

overall mean divided by the number of participants. After dividing the variance by the overall variance of comparative benefit, the researcher discovered the sum or percentage of total differences or variances that are compensated for using

regression analysis. The number can range from 0 to 1 and is defined by R Square. The value of R square = .632 as seen in Table (9), indicating that 66 percent of total variation has been clarified.

Table 9-ANOVA of Capacity to change Strategies

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.078	1	129.649	293.198	.000 ^b
	Residual	38.219	469	.038		
	Total	169.297	470			
a. Dependent Variable: Educational leadership						
b. Predictors: (Constant), Capacity to change Strategies						

Table (10) shows that the F value for capacity to change as an independent variable =293.198, indicating that there is a

significant relationship between capacity to change and organizational effectiveness (293.198>1).

Table 11-Coefficients Analysis Capacity to change and educational leadership

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.331	.049		5.129	.000
	Capacity to change Strategies	.703	.028	.719	51.638	.000
a. Dependent Variable: Sustainable Competitive Advantage						

Table (11) shows the implications of the second hypothesis: Capacity to change strongly predicts organizational effectiveness (Beta is weight 0.719, p.001), implying that capacity to change would have a clear beneficial relationship with organizational effectiveness based on these findings.

Third Research Hypothesis

Research Hypothesis (3): Managerial wisdom as a self-leadership skill has a positive and significant influence on educational leadership.

Table 12: Correlation analysis between Managerial wisdom and educational leadership

Correlations			
Variables	Pearson Correlation	Educational leadership	Managerial wisdom
Sustainable Competitive Advantage	Pearson Correlation	1	.747**
	Sig. (2-tailed)		.000
	N	152	152
Managerial wisdom	Pearson Correlation	.747**	1
	Sig. (2-tailed)	.000	

N	152	152
**. Correlation is significant at the 0.01 level (2-tailed).		

As it can be seen in table (12), the correlation analysis between managerial wisdom as a skill of self- leadership as a tangible resource to measure its influence on organizational effectiveness in small and medium

businesses in Kurdistan region of Iraq. The finding revealed that the value of Pearson correlation ($r = .747^{**}$, $p < 0.01$), this indicated that there is positive and strong Regression analysis is the study of interactions between variables.

Table 13-Model Summary of Capacity to change strategies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751	.698	.618	.20154
a. Predictors: (Constant), Managerial wisdom				

$Y=f(x_1, x_2, \dots, X_c)$ The aim of regression analysis is to determine how Y can affect and alter X. The managerial wisdom approach is treated as an independent variable in this section, while organizational effectiveness is treated as a dependent variable. The volatility of a comparative advantage will be used to calculate its total difference. The variations are determined by calculating the sum of the squares of the expected educational leadership values by the

overall mean divided by the number of participants. After dividing the variance by the overall variance of comparative benefit, the researcher discovered the sum or percentage of total differences or variances that are compensated for using regression analysis. The number can range from 0 to 1 and is defined by R Square. The value of R square = .698 as seen in Table (13), indicating that 69 percent of total variation has been clarified.

Table 14-ANOVA of Managerial wisdom

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.211	1	112.001	118.206	.000 ^b
	Residual	21.682	722	.033		
	Total	139.893	723			
a. Dependent Variable: Educational leadership						
b. Predictors: (Constant), Managerial wisdom						

Table (14) shows that the F value for managerial wisdoms an independent variable = 118.206, indicating that there is a

significant relationship between managerial wisdom and organizational effectiveness ($118.206 > 1$).

Table 15-Coefficients Analysis Managerial wisdom and educational leadership

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.212	.029		3.541	.000
	Managerial wisdom	.671	.018	.689	32.784	.000
a. Dependent Variable: Sustainable Competitive Advantage						

Table (15) shows the implications of the third hypothesis: managerial wisdom strongly predicts organizational effectiveness (Beta is weight 0.689, p.001), implying that Managerial wisdom would have a clear beneficial relationship with organizational effectiveness based on these findings.

V. CONCLUSION

This article aims to examine the relationship between strong educational leadership and sustained educational leadership throughout the course of time. The research was conducted in Erbil's small and medium businesses. The current research looked at the effects of competent educational leadership (absorptive techniques, capacity to modify strategies, and managerial wisdom) on SMBs in Iraq's Kurdistan region. Researchers in the Kurdistan region of Iraq utilized simple regression analysis to gauge the effects of each independent variable on firm performance. This study examined the importance of educational leadership effectiveness in fostering the development and maintenance of competitive advantages for small and medium-sized enterprises (SMEs) in the city of Erbil. Long-term success in educational leadership requires developing and maintaining a trifecta of traits. This study makes a theoretical contribution to the literature on self-leadership and sustainable competitive advantage through its research methodology. Based on the findings, absorptive self-leadership has the most effect on educational leadership, while managerial wisdom as a self-leadership approach has the least.

REFERENCES

- [1] Qader, K. S., Jamil, D. A., Sabah, K. K., Anwer, S. A., Mohammad, A. J., Gardi, B., & Abdulrahman, B. S. (2022). The impact of Technological acceptance model (TAM) outcome on implementing accounting software.
- [2] Ismael, Z. N. (2022). Strategic Marketing: the importance of competitive intelligence in the decision -making for strategic marketing. *International journal of teaching, learning and education (IJTLE)*, 1(4), 6-22.
- [3] Hamad, H. A., Qader, K. S., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The essential variables to consider before investing in financial markets during Covid-19.
- [4] Ismael, F., & Yesiltas, M. (2020). Sustainability of CSR on Organizational Citizenship Behavior, Work Engagement and Job Satisfaction: Evidence from Iraq. *Revista de Cercetare si Interventie Sociala*, 71.
- [5] Gardi, B., Hamza, P. A., Qader, K. S., Anwar, H., Hamad, D., & Anwar, G. (2021). Factors affecting the quality of financial statements on investment decision making.
- [6] Ismael, F. O., Yeşiltaş, M., & Andrea, S. R. (2022). The impact of corporate social responsibility on organisational citizenship behaviour, work engagement, and job embeddedness. In *Research Anthology on Developing Socially Responsible Businesses* (pp. 1153-1165). IGI Global.
- [7] Qader, K. S., Hamad, H. A., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The role of sophisticated accounting system in organizational planning.
- [8] Ismael, F., Hussein, B., Ibrahim, M. S., & Akoye, S. (2022). The mediation role of organization citizenship behaviour between employee motivation and productivity: Analysis of Pharmaceutical Industries in KRG. *International Journal of Humanities and Education Development (IJHED)*, 4(1), 10-22.
- [9] Hamza, P. A., Hamad, H. A., Qader, K. S., Gardi, B., & Anwar, G. (2021). Management of outsourcing and its relationship with hotels' performance: An empirical analysis of selected hotels in Erbil. *International Journal of Advanced Engineering Research and Science*, 8, 10.
- [10] Hussein, B., Ibrahim, M. S., & Ismael, F. (2022). The influence of Perceived Leadership Styles on Employee Commitment: The Mediating Role of Conflict Management. *International Journal of Humanities and Education Development (IJHED)*, 4(1), 43-60.
- [11] Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J., & Sadq, Z. M. (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. *Faraj, KM, Faeq, DK, Abdulla, DF, Ali, BJ, & Sadq, ZM (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. Journal of Contemporary Issues in Business and Government*, 27(1), 3838-3855.
- [12] Hamad, H. A., Hamza, P. A., Gardi, B., Saeed, K., Qader, D., & Anwar, G. (2021). The influence of accounting software in minimizing business costs.
- [13] Faeq, D. K., Garanti, Z., & Sadq, Z. M. (2021). The Effect of Total Quality Management on Organizational Performance: Empirical Evidence from the Construction Sector in Sulaymaniyah City, Kurdistan Region-Iraq. *UKH Journal of Social Sciences*, 5(1), 29-41.
- [14] Hamza, P. A., Othman, R. N., Qader, K. S., Anwer, S. A., Hamad, H. A., Gardi, B., & Ibrahim, H. K. (2022). Financial crisis: Non-monetary factors influencing Employee performance at banking sectors.
- [15] Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147-164.
- [16] Abdalla Hamza, P., Sabir, B. Y., Qader, K., Mahmood Aziz, H., Ismeal, B., Sorguli, S., ... & Anwar, G. (2021). Global financial markets: Factors influencing the global financial

- markets. *International Journal of Advanced Studies of Scientific Research*, 7(6).
- [17] Othman, B., Harun, A., Sadq, Z. M., Rashid, W. N., Abdullah, K. M., Mohammed, H. O., & Faeq, D. K. (2020). Effects of service marketing mix on umrah customer satisfaction: Empirical study on umrah traveling industry in Malaysia. *TEST Engineering and Management*, 83, 22895-22909.
- [18] Jamil, D. A., Younus, S. Q., Ismail, Z. S., Sadeq, I., Kanabi, B. J. O., Faeq, H. T., ... & Jwmaa, S. J. (2022). Investing on the Stock Exchange: determining the essential factors affecting Stock Exchange Investment.
- [19] Ahmed, Y. A., & Faeq, D. K. (2020). An economic Evaluation of training and its Effect on employee performance in Building Construction Directory of Sulaimani province–Kurdistan region. *Qalaai Zanist Journal*, 5(2), 1048-1068.
- [20] Jwmaa, S. J., Kanabi, I. S., Younus, S. Q., Ismail, Z. S., Faeq, H. T., Othman, B. J., ... & Jamil, D. A. (2022). Corporative Governance in an International Context.
- [21] Sadq, Z. M., Faeq, D. K., & Abdulla, D. (2021). Role of servant leadership in achieving and developing employee's career satisfaction and intention to remain with the organization: an empirical study of tourist companies in erbil city, kurdistan region of iraq. *Ecoforum Journal*, 10(1).
- [22] Mahmood, R. K., Faeq, H. T., Ismail, Z. S., Sadeq, I., Kanabi, S. Q. Y., Jwmaa, S. J., ... & Jamil, D. A. (2022). Critically evaluate the relationship between the organisational effectiveness and its international environment.
- [23] Faeq, D. K. (2022). The Effect of Positive Affectivity on Creative Performance Mediating by Quality of Work Life. *QALAAI ZANIST JOURNAL*, 7(1), 862-877.
- [24] Ismeal, B. A., Aziz, H. M., Sorguli, S., Qader, K. S., Sabir, B. Y., Hamza, P. A., ... & Anwar, G. (2021). The Role of External Auditing in Reducing Creative Accounting Practices.
- [25] Faeq, D. K., Ismail, Z. N., & Sadq, Z. M. (2020). The Role of Body Language on Achieving Customer Satisfaction (An empirical study of consumers' perspectives of electronic devices in the commercial centers of Sulaymaniyah Governorate-Kurdistan Region/Iraq). *International Journal on Humanities and Social Sciences*, 16(1), 117-129.
- [26] Anwar, G., & Shukur, I. (2015). The impact of training and development on job satisfaction: a case study of private banks in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 65.
- [27] Hamad, H. A., Qader, K. S., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The essential variables to consider before investing in financial markets during Covid-19.
- [28] Faeq, D. K., Abdulla, D. F., Ali, B. J., & Akoi, S. (2021). Impact of job resources on employee green behavior: An Empirical Investigation Among Employees Work in The Tourist Companies in Erbil-City Kurdistan Region of Iraq. *The Scientific Journal of Cihan University–Sulaimaniya*, 5(2), 115-126.
- [29] Anwar, K. (2016). Comparison between cost leadership and differentiation strategy in agricultural businesses. *Custos E Agronegocio on Line*, 12(2), 212-231.
- [30] Gardi, B., Hamza, P. A., Qader, K. S., Anwar, H., Hamad, D., & Anwar, G. (2021). Factors affecting the quality of financial statements on investment decision making.
- [31] Faeq, D. K., Ali, B. J., & Akoi, S. (2022). The Impact of People Related TQM and CSR on Employees Job Satisfaction. *UKH Journal of Social Sciences*, 6(1), 1-9.
- [32] Hameed, A. A., & Anwar, K. (2018). Analyzing the Relationship between Intellectual Capital and Organizational Outcome: A Study of Selected Private Banks in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(4), 39.
- [33] Qader, K. S., Hamad, H. A., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The role of sophisticated accounting system in organizational planning.
- [34] Faeq, D. K., Ziad, K., & Hassan, R. (2022). Impact of resonant leadership in reducing workplace bullying: A case from Sulaymaniyah chamber of commerce & industry. *International Journal of Research in Business and Social Science (2147-4478)*, 11(6), 264-276.
- [35] Anwar, K. (2017). Analyzing the conceptual model of service quality and its relationship with guests'satisfaction: a study of hotels in erbil. *The International Journal of Accounting and Business Society*, 25(2), 1-16.
- [36] Hamza, P. A., Hamad, H. A., Qader, K. S., Gardi, B., & Anwar, G. (2021). Management of outsourcing and its relationship with hotels' performance: An empirical analysis of selected hotels in Erbil. *International Journal of Advanced Engineering Research and Science*, 8, 10.
- [37] Faeq, D. K., Saleh, P. F., Hiwa, H., Ismael, A., & Nawzad, M. (2022). Purchase intention in the scope firm of corporate social responsibility. *International Journal of Research in Business and Social Science (2147-4478)*, 11(6), 43-55.
- [38] Anwar, G., & Shukur, I. (2015). the impact of recruitment and selection on job satisfaction: Evidence from private school in Erbil. *International Journal of Social Sciences & Educational Studies*, 1(3), 4-13.
- [39] Hamad, H. A., Hamza, P. A., Gardi, B., Saeed, K., Qader, D., & Anwar, G. (2021). The influence of accounting software in minimizing business costs.
- [40] Faeq, D. K. (2022). Thee role of job bullying in promoting turnover intention an exploratory study of the opinions of a sample of employees in the General Directorate of Tourism in Sulaimania, Kurdistan Region, Iraq. *Cihan University-Erbil journal of humanities and social sciences*, 6(2), 17-26.
- [41] Abdullah, M. S., Toycan, M., & Anwar, K. (2017). The cost readiness of implementing e-learning. *Custos E Agronegocio On Line*, 13(2), 156-175.
- [42] Hamza, P. A., Qader, K. S., Gardi, B., Hamad, H. A., & Anwar, G. (2021). Analysis the impact of Information technology on Efficient tax Management. *International Journal of Advanced Engineering, Management and Science*, 7(9), 31-41.
- [43] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job

- Performance. *International journal of Engineering, Business and Management*, 6(5).
- [44] Anwar, G., & Shukur, I. (2015). The Impact of Service Quality Dimensions on Students' Satisfaction. *International Journal of Social Sciences & Educational Studies*, 76.
- [45] Aziz, H. M., Sorguli, S., Hamza, P. A., Sabir, B. Y., Qader, K. S., Ismeal, B. A., ... & Gardi, B. (2021). Factors affecting International Finance Corporation. *Journal of Humanities and Education Development (JHED)*, 3(3), 148-157.
- [46] Faeq, D. K. (2022). The importance of employee involvement in work activities to overall productivity. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 15-26.
- [47] Anwar, K. (2017). The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan. *QALAAI ZANIST JOURNAL*, 2(4), 326-338.
- [48] Qader, K. S., Ismeal, B. A., Aziz, H. M., Hamza, P. A., Sorguli, S., Sabir, B. Y., ... & Gardi, B. (2021). The Effect of Human Resources Management Skills on Accounting Information Quality in Kurdistan Public Sector. *Journal of Humanities and Education Development (JHED)*, 3(3), 131-143.
- [49] Faeq, D. K., & Ismael, Z. N. (2022). Organizational Culture as a mediator between Employee Dissatisfaction and Turnover Intention.
- [50] Sabir, B. Y., Qader, K. S., Hamza, P. A., Ali, B., Ismeal, S. S., Aziz, H. M., ... & Anwar, G. (2021). Analysis of Accounting-Based Measures of Expected Returns: A Study of Private SME In Kurdistan.
- [51] Anwar, K. (2016). The relationship between transformational leadership characteristics and effectiveness: A case study of construction companies in Erbil. *International Journal of Science Technology & Management*, 5(2), 250-156.
- [52] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [53] Sorguli, S., Hamza, P. A., Ismeal, B. A., Sabir, B. Y., Aziz, H. M., Qader, K. S., ... & Gardi, B. (2021). Adaption of E-Filing of Income Tax Returns in Kurdistan.
- [54] Anwar, G., & Surarchith, N. K. (2015). Factors Affecting Shoppers' Behavior in Erbil, Kurdistan-Iraq. *International Journal of Social Sciences & Educational Studies*, 1(4), 10.
- [55] Ismael, Z. N. (2022). Project team management: the significance of various leadership approaches in work environments when managing ICT project teams. *International journal of Advanced Engineering, Management and science (IJAEMS)*, 8(11), 1-15.
- [56] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [57] Anwer, S. A., Mohammad, A. J., Abdulrahman, B. S., Qader, K. S., Jamil, D. A., Gardi, B., & Khalid, K. (2022). Leading Project teams: The role of leadership styles in dynamic work environment.
- [58] Anwar, K., & Ghafoor, C. (2017). Knowledge management and organizational outcome: A study of private universities in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(2), 53.
- [59] Ismael, Z. N. (2022). Emotional intelligence: Employee attitudes as a Meditation Role between creativity and Emotional intelligence. *International journal of Language, Literature and Culture (IJLLC)*, 2(6), 16-29.
- [60] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [61] Abdulrahman, B. S., Qader, K. S., Jamil, D. A., Sabah, K. K., Gardi, B., & Anwer, S. A. (2022). Work engagement and its influence in boosting productivity.
- [62] Anwar, K. (2017). Leading Construction Project Teams: The Effectiveness of Transformational Leadership in Dynamic Work Environments in Kurdistan. *International Journal of Advanced Engineering, Management and Science*, 3(10), 239925.
- [63] Faeq, D. K. (2022). The importance of employee involvement in work activities to overall productivity. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 15-26.
- [64] Ismael, F., Hussein, B., Ibrahim, M. S., & Akoye, S. (2022). The mediation role of organization citizenship behaviour between employee motivation and productivity: Analysis of Pharmaceutical Industries in KRG. *International Journal of Humanities and Education Development (IJHED)*, 4(1), 10-22.
- [65] Anwar, K., & Climis, R. (2017). Analyzing the relationship between types of advertisement and customer choice: a study of retailer stores in erbil. *The International Journal of Accounting and Business Society*, 25(2), 43-52.
- [66] Anwar, K., & Louis, R. (2017). Factors Affecting Students' Anxiety in Language Learning: A Study of Private Universities in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(3), 160.
- [67] Akoi, S., Ali, B. J., Saleh, P. F., Najmalddin, B., Mustafa, R. S., Abdulmajid, M. R., & Hama, A. R. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. *Akoi, S., Jamal Ali, B., Fadel Saleh, P., Najmalddin, B., Sabah Mustafa, R., Rzgar Abdulmajid, M., & Rebwar Hama, A. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. Black Sea Journal of Management and Marketin.*
- [68] Ismael, Z. N. (2022). The Causes and Effects of Quality of Brand Relationship and Customer Engagement. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 73-84.
- [69] Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147-164.
- [70] Ismael, Z. N. (2022). Marketing strategy: The Influence of Corporate Social Responsibility on Brand

- Awareness. *International journal of Engineering, Business and Management*, 6(5).
- [71] Faeq, D. K., Ali, B. J., & Akoi, S. (2022). The Impact of People Related TQM and CSR on Employees Job Satisfaction. *UKH Journal of Social Sciences*, 6(1), 1-9.
- [72] Qader, K. S., Hamza, P. A., Othman, R. N., Anwer, S. A., Hamad, H. A., Gardi, B., & Ibrahim, H. K. (2022). Analyzing different types of advertising and its influence on customer choice. *International Journal of Humanities and Education Development (IJHED)*, 4(6), 8-21.
- [73] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [74] Akoi, S., & Andrea, S. (2020). The determinants of the performance of the banking sector: evidence from an emerging market. *Journal for Social Sciences (MEIJSS)*, 2(4), 192-202.
- [75] Faeq, D. K., Abdulla, D. F., Ali, B. J., & Akoi, S. (2021). Impact of job resources on employee green behavior: An Empirical Investigation Among Employees Work in The Tourist Companies in Erbil-City Kurdistan Region of Iraq. *The Scientific Journal of Cihan University– Sulaimaniya*, 5(2), 115-126.
- [76] Sabah, K. K., Anwer, S. A., Mohammad, A., J., Abdulrahman, B. S., Qader, K. S., ... & Jamil, D. A. (2022). Stock investment: Factors influencing stock exchange in banking sector.
- [77] Ali, B. J., Akoi, S., Saleh, P. F., & Sardar, Z. (2021). Factors shaping customer satisfaction with residential flats: Evidence from Sulaymaniyah City. *Jamal Ali, B., Akoi, S., Fadel Saleh, P., & Sardar, Z. (2021). Factors Shaping Customer Satisfaction with Residential Flats: Evidence from Sulaymaniyah City. Black Sea Journal of Management and Marketing*, 2(2), 1-12.
- [78] Faeq, D. K., & Ismael, Z. N. (2022). Organizational Culture as a mediator between Employee Dissatisfaction and Turnover Intention.
- [79] Ali, B. J., Akoi, S., Saleh, P. F., & Sardar, Z. (2021). Factors shaping customer satisfaction with residential flats: Evidence from Sulaymaniyah City. *Jamal Ali, B., Akoi, S., Fadel Saleh, P., & Sardar, Z. (2021). Factors Shaping Customer Satisfaction with Residential Flats: Evidence from Sulaymaniyah City. Black Sea Journal of Management and Marketing*, 2(2), 1-12.
- [80] Jamil, D. A., Sabah, K. K., Gardi, B., & Adnan, S. (2022). The mediation role of organizational culture between employee turnover intention and job satisfaction.
- [81] Akoi, S., Ali, B. J., Saleh, P. F., Najmalddin, B., Mustafa, R. S., Abdulmajid, M. R., & Hama, A. R. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. *Akoi, S., Jamal Ali, B., Fadel Saleh, P., Najmalddin, B., Sabah Mustafa, R., Rzgar Abdulmajid, M., & Rebwar Hama, A. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. Black Sea Journal of Management and Marketin*.
- [82] Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147-164.
- [83] Akoi, S. M., & Yesiltas, M. (2020). The impact of human resource development (Hrd) practices on organizational performance: the mediating role of human capital. *Revista de Cercetare Si Interventie Sociala*, 70, 90.
- [84] Jamil, D. A., Sabah, K. K., Anwer, S. A., & Qader, S. (2022). The role of external auditing in reducing creative cost practical in agricultural businesses.
- [85] Saleh, P. F., Ali, B. J., Akoi, S., Najmalddin, B., Ali, R. S., & Anwar, G. (2021). Factors affecting the Success of Female Entrepreneurs in Kurdistan. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- [86] Faeq, D. K. (2022). A Mediated Model of Employee commitment: The Impact of Knowledge Management Practices on Organizational Outcomes.
- [87] Ali, B. J., Saleh, P. F., Akoi, S., Abdulrahman, A. A., Muhamed, A. S., Noori, H. N., & Anwar, G. (2021, May). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. In *Ali, BJ, Saleh, Akoi, S., Abdulrahman, AA, Muhamed, AS, Noori, HN, Anwar, G. (2021). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. International journal of Engineering, Business and Management (Vol. 5, No. 2, pp. 65-77)*.