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Peshawa Qazi Street, Nawroz Qr.,

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Tel: + 964 66 2581001, + 964 66 2581002, + 964 66 2581003

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TABLE OF CONTENTS

Articles	Page
Applying Talent Management Practices by Management Involvement: A Theoretical Perspective	1-6
<i>Sahar J. Fatah</i>	
The Role of Electronic Payment Methods in Facilitating Money Transactions in Erbil City	7-14
<i>Dina A. AL-Saji</i>	
Proposed Statistical model for Scoring and Ranking Sport Tournaments: Racquetball, Squash and Badminton	15-19
<i>Abbood M. Jameel</i>	
Reciprocal Leadership Influence on Organizational Change	20-26
<i>Aram H. Massoudi, Sameer S. Hamdi</i>	
A Study on the Perceptual Relationship between Overtime and Output: Case Study of Knowledge University	27-31
<i>Yazen N. Mahmood, Manaf B. Raewf, Zaid S. AL- Hamadany</i>	
Figuring out the Varieties in Reporting News with an Eye on Translation and Semiotics	32-36
<i>Huda Y. Abdulwahid</i>	
Estimating Factors Affecting the Sustainable Environmental Development	37-42
<i>Ali Sh. Ahmed</i>	
The Factors Affecting Customer Relationship Management Implementation at DHL Company in Baghdad, Iraq	43-51
<i>Qusay H. Al-Salami, Ibraheem A. Saadi, Zaid T. Sawadi, Rabeea K. Saleh</i>	

Applying Talent Management Practices by Management Involvement: A Theoretical Perspective

Sahar J. Fatah

Department of Business Administration, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

Abstract—Talent management (TM) has become more important due to a growing recognition that it helps to drive corporate performance, even though the exact impact is hard to quantify. This research focuses on the impact of management involvement on nourishment of TM in organizations. The research problem explains the role of management, if any, in improving the TM concept in the organization. This research used a qualitative approach based on secondary data. The data were collected from the previous study literature, textbooks, and scientific journals. The result of this research showed that good TM consists of comprehensive development programs. Furthermore, Chief Executive Officer who maintain a focus on effective TM strategy will find their organizations better prepared for today's challenges and the inevitable but unknown opportunities for the future. This research contributes to filling the knowledge gap by reviewing the impact of senior management on TM.

Keywords—Senior Management, Talent management, Talent management practices.

1. INTRODUCTION

Talent management (TM) is an important, even “imperative” (Barlow, 2006. p. 6), the topic around the world (Berry, 2007; Birschel, 2006; Jenkins, 2006; Powell and Lubitsh, 2007). Likewise, it is prominent in “the world of HR” in the UK (Chartered Institute of Personnel and Development [CIPD], 2006a. p. 1). A sense of this importance and prominence can be seen in the expression “war for talent” that is often connected to TM. With its relative decency and high topicality, there are several if not numerous interpretations of TM as a concept. A key factor in understanding TM is, according to the CIPD (2006b. p. 3), the industry context of industry.

Businesses and consulting firms have been driving the practice and discourse on TM. In contrast, the academic field of TM is characterized by a lack of theoretical frameworks (Lewis and Heckman, 2006; Scullion et al., 2010). Research on TM has been lagging behind businesses in offering vision and leadership in this field. This paper contributes to filling this knowledge gap by sketching an outline of key theoretical and practical conceptions of TM. It offers important theoretical and methodological avenues that TM researchers might explore in the future. The topic of TM has gained increasing attention in the past decade. Both companies and

institutions have become interested in the concept. Some of these include, for example, McKinsey & Co., the CIPD, the Society of Human Resource Management (HRM), Asian and European governments, and governments of Arab Gulf countries, among others. To date, research has focused on current organizational practices, but it often lacks a theoretical perspective. Recent reviews have concluded that the academic field of TM is characterized by a lack of definitions and theoretical frameworks (Lewis and Heckman, 2006). In fact, the lack of consistent definitions appears to be the reason why there are at least three different ways of interpreting TM in practice: (1) TM is often used simply as a new term for common HR practices (old wine in new bottles), (2) it can allude to succession-planning practices, or (3) it can refer more generically to the management of talented employees (Lewis and Heckman, 2006). In short, there is neither a uniform understanding of the term “TM” nor of its aims and scope. There are, for example, ongoing controversies about whether TM is about managing the talent of all employees (inclusive or strengths-based approach to TM), or whether it is about the talents of high-potential or high-performing employees only (exclusive approach to TM; Chuai et al., 2008). Furthermore, there is very little focus on how TM could or needs to evolve through the senior management perspective in the future. Topics that have been discussed in

literature on TM include, among others, identifying the talent required for international business operations (Tarique and Schuler, 2010); managing senior management talent (Joyce and Slocum, 2012); linking the strategic management of business operations and TM practices (Collings and Mellahi, 2009); and understanding TM in the context of organizational linkage mechanisms such as mergers and acquisitions. Studies linking TM to topics such as skilled migration and expatriation, diversity management (Al Ariss and Crowley-Henry, 2013), and managing the various generations of the workforce (Meister and Willyerd, 2010) have also started to appear. A major challenge highlighted in literature is the failure of organizations to manage the talents of their employees effectively, despite the care taken to recruit that talent. The same applies to countries, in terms of managing their international skilled workforces.

A. Problem Statement

When faced with difficult business conditions, many companies are forced into survival mode. Taking a defensive stance, they choose to cut costs by reducing staff. It is understandable that in challenging economic conditions, an organization's leadership may view executive TM as a luxury or a costly distraction. It is precise due to this type of cost-cutting reaction, however, that organizations need to realize that by focusing solely on financial aspects, including the costs of human resources, businesses become distracted from their central objective to profitably satisfy customers. In fact, this goal can only be achieved with trained and motivated employees, who, in turn, are led by a talented, skilled, driven, and influential senior management team. Ensuring that an effective management team is in place is a primary responsibility of an organization's Chief Executive Officer (CEO). Therefore, the research question is what is the role of management in raising the level of talent among their subordinates?

B. Research Objectives

The research aims to aid future research in the area of TM through (1) helping to clarify the conceptual boundaries of TM and (2) providing a theoretical framework, which can help in framing their research efforts in the area. In addition, it should aid managers in engaging with some of the issues they face with regard to TM. This paper thus represents the clarification of a research agenda in the area of TM.

II. CONCEPTUALIZATION

A. Talent-management Theory

The term TM has acquired various meanings that reflect some key HR developments in modern societies. Some of the very early focus was on recruitment, specifically for top management positions, and the importance of attracting and selecting the most intelligent and capable talent, along with the recognition and evaluation of characteristics indicative of managerial success (Faragher, 2006). Overtime, however, as the HR field has developed, some more precise definitions

have emerged. Collings and Mellahi (2009, p. 304) defined TM as "activities and processes that involve the systematic identification of key positions that differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued commitment to the organization." The same authors recognize that TM systems should begin by identifying key organizational positions or mission-critical roles. This assumes a willingness to acknowledge the existence of strategic roles within organizations over non-strategic ones. Such an approach assumes that talent pools should be developed from which to fill these positions. "Recruitment is, therefore, managed based on the requirements of the role in question, and it is implemented through a combination of internal development and external recruitment" (p. 308). The authors emphasize that organizations should aim to cultivate work motivation, organizational commitment, and extra-role performance among employees to achieve the best from their talent and to avoid a turnover. With the internationalization of businesses, a more "global" dimension of TM (i.e., Global TM [GTM]) has emerged. Vaiman et al. (2012) defined GTM as including organizational initiatives that contribute to attracting, selecting, developing, and keeping the best employees in the most important roles worldwide. Vaiman et al. (2012) sought to identify GTM principles that should be developed and adapted to best ensure organizational development and success. The authors collected data from 33 multinational corporations (MNCs) headquartered in 11 countries and examined 18 companies in depth. The authors selected target companies based on their superior business performance and reputations as employers. The authors identified two distinct understandings of TM: The differentiated approach (limited to high-potential employees) and the inclusive approach (available to all employees). As a general conclusion, results suggest that firms avoid simply mimicking the practices of other top performing companies. Rather each firm should align its TM practices with its strategy and values. For successful GTM, the authors note the following six key principles: (1) Alignment with strategy, (2) internal consistency, (3) cultural embeddedness, (4) management involvement, (5) a balance of global and local needs, and (6) employer branding through differentiation. While the convergence of principles and also practices is evident, it remains essential that firms adopt "best" practices in light of their own particular contexts. "Best practices" are a start, but ultimately each organization must adopt GTM practices that reflect "best fit." A further point worth noting about GTM is the importance of expatriation. In this regard, Shen and Hall (2009) considered GTM as having to cope with deploying the competencies and managing the talent of expatriate employees anytime and anywhere in the world. No less important, however, is the need to manage the repatriation process for the benefit of the individual as well as for the organization. In conclusion, TM theories have been driven

by the assumption that maximizing the talents of employees is a source of sustained competitive advantage (Scullion et al., 2010). This has resulted in TM becoming extensively linked to HRM practices in organizations in the hope of increasing business performance (Farndale et al., 2010). Many multinational enterprises have adopted TM strategies, with medium- and small-size companies being less involved. The way TM is conceptualized, as illustrated, reflects such performance-driven trends. Congruent with Dries and Pepermans (2008), we believe that what constitutes “talent” needs to be agreed on by line managers, HR managers, and top managers, all of whom might have different perspectives on the sources of competitive advantage for their firms.

B. The Practice of TM

Research shows that firms have some convergent, but also divergent, TM practices (Vaiman et al., 2012). A performance-driven vision of TM is very common in TM processes. Early studies on managing people indicated that organizations need to pay greater attention to internal talent since managerial talent is just as likely to be presenting those employees working their way up through the ranks as in managers hired from outside the organization (Faragher, 2006). Groves (2007) explained that companies struggle to fill key strategic roles from within their organizations due to an insufficient pipeline of high-potential employees. Using the example of Procter and Gamble and HSBC, the same authors argue that TM should support the main concerns of the CEOs: “Driving performance and creating an effective climate.” This does not mean that companies are successful in managing their internal talent. For instance, Judie and Maher (2012) stress that organizations are failing to “capitalize on the opportunity for strategic success that a talented management team can bring” (p. 184) and that the importance of TM is being overlooked. The authors relied on a 200-firm study, drawn from 40 industries over a 10-year time period. The firms varied in size and were both the U.S. based and global in scope. Their article examines what managers can do to manage talent, taking account of the organization’s particular strategic situation, to achieve the highest levels of performance. Judie and Maher (2012) findings show that executives are the key assets of organizations and that their work to build and sustain talent is critical. Specifically, TM must be understood in the context of the firm’s strategic capabilities. Judie and Maher, (2012) identified four critical capabilities: In strategy, structure, culture, and execution. They argued that senior managers should manage talent in light of the strategic needs and opportunities of their firms. Furthermore, an innovative structure will enable firms to operate effectively. Linked to this, a supportive corporate culture will provide employees with a sense of cohesion, and at the same time, deepen their understanding and practice of the norms/ideals of their organization. Finally, executing unique TM processes enable companies to gain a competitive edge and allow them to meet or exceed their customer’s expectations. Another key dimension to TM is how employees perceive management practices. Using psychological contract theory as a lens,

Dewi et al. (2015) assessed “employee perceptions of the extent to which talent qualities are rewarded, and the effect of such perceptions on employee felt obligations to develop skills.” Dewi conducted an exploratory pre-study, comprising 17 face-to-face interviews with heads of HR in Nordic MNCs (10 Finnish, two Swedish, and five Norwegian MNCs. The firms employed between 2500 and 60,000 employees).

For the main study, data were collected by means of a web survey, using a sample of managers and professionals who were alumni of a Finnish business school. Results showed that managers should honor the psychological contract with employees so as not to breach their trust, fail to meet their expectations, and risk losing valuable workers. Building on this study, we recommend that researchers examine how psychological contract obligations differ among employees who know they are identified as talent, those who know that they are not identified as talent, and those who do not know whether or not they are identified as talent. For more on this, see the papers by Farndale et al. as well as Sonnenberg et al. in this Special Issue. This is but one example of how much research remains to be done and how much remains to be learned about this topic. Based on this discussion, it is essential to understand how the “global” dimension of TM is practiced in organizations. Shen and Hall (2009) suggested that the more connected the employee is to his/her job, coworkers, organization, and community, the more likely he/she is to stay and to seek intraorganizational growth opportunities on completion of an expatriation experience. The same authors propose facilitating repatriation adjustment through a series of actions: Shortening overseas assignments, enhancing the expatriation assessment and career planning process, improving the perceived link with the home organization, and increasing the perceived cost of leaving. To a large extent, these actions can be accomplished by providing developmental support, such as mentoring, coaching, and counseling to the employee, his or her spouse, and children during expatriation and repatriation. The repatriation process can also be enhanced by facilitating home visits, company sponsored networking activities, by providing information through regular company newsletters, and by creating expatriate networks and facilitating communications with back home mentors and colleagues. Research shows that it is essential to ensure that the HR executives responsible for international moves have a full understanding of international assignments. The role of HR in GTM is clearly a crucial element. Vaiman et al. (2012) argued that there is a shift toward increasing the contribution of the HR function by including it in organizational decision-making. To do that, effective decision-making in TM should be tightly linked to the strategy and corporate culture of the firm. An increasing number of academic voices are calling for a shift away from the U.S.-centric focus of TM. In this Kakinuma (2015) turned their attention to the recruitment of talented individuals in foreign markets with a study of Japanese companies in Vietnam. Based on a survey (in Vietnamese) of 326 university students in Vietnam, 31% had a friend or a relative who worked for a Japanese company. The authors selected extrinsic organizational characteristics

such as pay, reputation, and organizational culture to consider the interactive effects among different organizational factors. Personal characteristics considered included work centrality, money orientation, risk aversion, and individualism. Judie and Maher findings show that work-centric, money-oriented, and collectivistic job seekers were more attracted to Japanese companies. These results support the Attraction-Selection-Attrition Framework and Person-Organization Fit theory in an Asian setting. To recruit talent in Vietnam, the authors argue that it is necessary to have a deep understanding of individual dispositional factors. In another study, Iles et al. (2010) and researched TM perspectives and practices in seven MNCs in Beijing. For most companies studied, TM seems to promise new and different approaches to traditional HRM practices. Iles et al. (2010) and Iles et al. (2010) suggested that TM needs to be studied as embedded in its particular social and organizational contexts and we agree. Having reviewed some of the ways that TM is practiced, the following sections introduce the papers in this special issue, as well as offer suggestions for future research on this topic.

C. Executives Lead the Talent Crusade

CEOs seem to be reacting to the talent shortage by prioritizing leadership development. This view was reinforced through recent global research conducted by DDI and the Economist Intelligence Unit on the executive's role in TM. This study uncovered that CEOs are now spending as much as 30% of their time on TM – and looking to HR for support and advice. Therefore, is it not time for HR to move on from trying to prove the business value of building leadership capability and capacity, to finding creative, high-impact ways of involving the CEO in realizing this goal? While DDIs research suggests CEOs relish their role as chief talent officer, many operate in a surprising *ad hoc* fashion. A company's business leaders should reach a consensus on a few fundamental points before moving ahead and HR must instigate discussions around:

- What characterizes successful future leaders across all levels of the business?
- What personal accountabilities will individuals accept for improving talent?
- Are we prepared to differentiate focus and investment in our employees based on their leadership potential?

D. Shaping Strong Future Leaders

It then falls to HR to insist a strategy is created with the CEO (making outcomes easier to measure than a series of isolated initiatives), synchronize the timing, and focus of the people plans with business planning and ensure that the CEO retains personal ownership of the execution. The outcome of a successful TM strategy is developed leaders, ready for bigger jobs, sooner. A CEO's commitment is just the starting point when creating a "learning culture" that prepares people to handle each major transition and career move. The CEO alone can require that all leaders are responsible for unearthing early potential; actively support and track their people's development, are held accountable through the

performance management system for measurable objectives in growing leadership talent, and have incentives to support talent processes. However, it is up to HR to facilitate and formalize each of these components.

E. Setting Clear Standards

DDIs study reveals that, given the opportunity, many CEOs are natural teachers and mentors. They relish talent scouting, getting out in the field and looking for standout performers, but HR must provide clear criteria if a perception of fairness is to be maintained. Likewise, CEO participation in off-site events and learning sessions with future executives sharing knowledge of the business and stories of pivotal points in their own career energizes and helps retain top talent. However, HRs role in "keeping them honest" is critical. HR must ensure that they hone their own coaching skills, prioritizing time to coach their immediate team. HR can mobilize them as mentors for a handful of "stars" from further down the organization.

F. Defining Development Goals

A CEO is uniquely placed to see what's occurring in the business or organizational culture that might represent a development opportunity, but HR needs to help determine the desired outcomes to measure, as well as the organizational support the individual might need for success within their workplace. As one CEO in the report put it, "HR is my consigliere." Their respective skills and perspectives are beautifully complimentary toward the betterment of the organization to archive the possible performance.

III. DISCUSSION

Despite the variety of backgrounds, most senior management share a similar understanding of the importance of TM in identifying and grooming employees at all levels of the company so that they can rise faster up the corporate ladder. TM consists of many elements including performance evaluations to identify potential; psychological testing and assessment centers to determine capability gaps; and training and development programs, relocations, project work, and job experience to accelerate development. However, few of the executives appear to have a strategic approach to TM of the same rigor as other business planning processes. One who does is Martin Beaumont, the CEO of the Co-operative Group, who sets clear targets. The Coop wants to generate about 70% of its promotions from internal candidates; at present, the company uses headhunters to find about 80% of its executives. All of the firms evaluate executives annually or more frequently using scores and documenting the outcomes. CEOs hold follow-up meetings to discuss results and determine what programs and job experience their subordinates need to improve their weaknesses. HR advises on what programming is most appropriate for a range of options including off-site retreats, classroom and internet learning, executive coaching, and formal mentoring. Most of the executives mentor their direct reports and others on

a more informal basis. Good TM promotes people based not only on their performance but also on the manner, in which they have made their mark. “If I have a leader who’s getting results but is damaging the organization because of the way they’ve achieved results that are not okay,” says Mr. Zesbaugh. Moreover, Robert Care, the CEO of Arup Australasia, a division of Arup Group, remarks: “If their (employees’) attitude isn’t strong about the culture, ultimately that will undo you.” TM was traditionally the domain of HR and the role of the CEO and COO was intermittent and distant. Two factors largely account for increased CEO involvement in the past few years: The shift in focus toward intangible assets such as talent and increased board scrutiny in relation to both ethics and performance. Now, it is a strategic necessity for these executives not only to keep abreast of the latest developments in the company’s talent program but also to plot strategy, own associated initiatives, and regularly participate in events related to TM. “The competitive advantage of any company comes from excellent execution,” notes Maarten Hulshoff, the CEO of Rodamco Europe. “The execution of strategy is driven by the behavior of the leaders.” Says Thierry Porte, the CEO of Shinsei Bank in Japan: “Very specifically [my responsibility] is to be working with the senior team in developing their capabilities but also to assist them in coming up with ideas, concepts, procedures, policies to develop their workforce all the way through the organization. It is one of the most important things that I can do.”

IV. CONCLUSION AND RECOMMENDATIONS

Given the high level of interest in the concept of TM over the past decade, it is somewhat paradoxical that it remains relatively poorly defined and lacking in theoretical underpinning. This review of the current body of literature suggests that from a theoretical point of view, the area of TM is in its infancy and a significant degree of theoretical advancement is required. The contribution of this paper is two-fold; to develop a clear and concise definition of strategic TM and proposes a theoretical point of view of strategic TM implementation. In doing so, we draw insights from a number of discreet literature bases. The paper aims to aid future research in the area of TM though (1) helping to clarify the conceptual boundaries of TM and (2) providing a theoretical framework which can help in framing their research efforts in the area. In addition, it should aid managers in engaging with some of the issues they face with regard to TM. This paper thus represents the elucidation of a research agenda in the area of TM. While there have been some useful theoretical contributions to date (Boudreau, and Ramstad, 2007; Cappelli, 2008), heretofore, the theoretical foundations of TM have been relatively sparse. If TM is to gain more mainstream acceptance, then the theoretical foundations which underpin it must be advanced.

Our definition of strategic TM – as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s

sustainable competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization – emphasizes the identification of pivotal positions as the point of departure for strategic TM systems. For an organization to fully exploit the potential of their internal talent, they must first identify those positions within the organization which have the potential to differentially impact on performance. It is only then that the emphasis shifts to filling those positions. In this regard, we argue that the key is the development of a talent pool of high-potential and high-performing employees to fill these pivotal positions. Finally, we point to the requirement to support both of these stages with a differentiated HR architecture to maximize the potential for exploiting the talent pools. We propose that organizations which apply strategic TM systems in this way will achieve improved performance. However, rather than suggest that strategic TM leads directly to these firm-level outcomes, we introduce a number of mediating variables to reflect the significance of attitudes and behaviors of the organization’s talent pool in achieving this outcome. These variables recognize the importance of the talent pool in achieving financial performance. We hope our definition and framework for strategic TM will assist and motivate future researchers on TM. Future research efforts in the area could empirically test the model presented in the current paper. We can conclude that CEOs who maintain a focus on effective TM strategy will find their organizations better prepared for today’s challenges and the inevitable but unknown opportunities for the future.

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The Role of Electronic Payment Methods in Facilitating Money Transactions in Erbil City

Dina A. AL-Saji

Department of Finance and Banking Sciences, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

Abstract—The emergence of e-commerce has created new financial needs that in many cases cannot be effectively fulfilled by the traditional payment systems. All interested parties are exploring various types of electronic payment system (EPS) and issue EPS and digital currency. Therefore, I conducted a research on the availability and variety of electronic payment methods in Erbil city, to see the extent of use them in financial transactions. The sample of the research included three banks (Cihan, RT, and Byblos). The distributed questionnaires were 40 and collected just 31 were valid to statistically analysis. The questionnaire was designed according to the five-dimensional Likert scale. The SPSS program was used for statistical analysis to extract results. Based on the results, the following most important conclusions were achieved. The results showed that banks have a great interest in electronic payment methods to attract customers and improve customer services. Electronic payment methods are limited only to customers who have a good ability to handle the internet. According to the results, we made a number of recommendations: Banks should pay attention to issuing new and modern electronic payment methods to attract new customers and follow developments in global markets. Banks and other specialized organizations should conduct awareness programs for clients on the importance and ease of using electronic payment methods in financial transactions in local and international markets.

Keywords—Cards, Credit, Debit, Electronic cash, Electronic payment, Prepaid, Transaction.

I. INTRODUCTION

The electrification of payment services started many years ago and has reached a high level of maturity in many countries. The first stage of innovation, process innovation, and changed the way interbank payments are processed but went almost unnoticed by the public. Further stages of innovation were more visible since they affected the way that customers interacted with their banks.

Most notable was the product innovation of electronic banking, for example, automatic teller machine (ATMs), card payments, and remote banking facilities. The banking industry was the main driving force behind these developments, which were primarily aimed at cost-saving and gains in efficiency.

At present, the electronification of payments is approaching another stage, which can be largely grouped around new business opportunities in electronic commerce that has arisen from the use of the internet. High-speed networks for data transmission and communication allow new means of interaction between consumers and merchants. Many aspects of commerce have changed, including the availability of products and services and the way that customers search, order, and pay for them. Equally, they facilitate a larger

variety of remote interactions with banks. This development can lead to greater efficiency and convenience, especially if purchasing, invoicing, and payment solutions are integrated into ways that allow straight-through processing of transaction data. In addition, this development also facilitates the process of exchange and transfer of money in the case of unstable situations, thus providing the element of safety and reducing the risk.

A. Research Problem

The development of e-banking processes in recent years has had a significant impact on the development of e-commerce, which has been a key factor in the development of electronic payment means and has shifted from traditional money and paper-based payment methods to new electronic payment means.

Among these developments in the means of payment, the importance of the problem of research can be formulated as follows:

1. What is electronic payment means?
2. What are the factors that help and obstruct the development of electronic payment methods?
3. What is the future of electronic payment methods in Iraq?

B. Research Importance

In developed countries, individuals, families, and businesses use the internet and modern means for shopping, withdraw and pay the money and to carry out some banking operations. Thus, banks achieve returns and profits on the one hand and reduce the risk of money transfers on the other hand.

The importance of research is also shown by changing the traditional nature of banks from accepting deposits and granting credit to providing developing banking services based on information and communication technology. In addition, this research will shed light on the ability of electronic payments in dealing and handling the money transaction in Erbil city.

C. Research Objectives

Through this research, we aim to achieve the following objectives:

- Identify the practice of electronic payment methods and their use in the local market.
- To clarify the positive and negative factors that stand in the way of the use of electronic payment methods.
- Try to know the role of electronic payment systems (EPS) and their contribution to increasing the effectiveness of the money transaction.

D. Research Hypothesis

We will proceed in this research of the following assumptions:
 H_0 : There is a big number of electronic payment methods available in the banks of Erbil city.

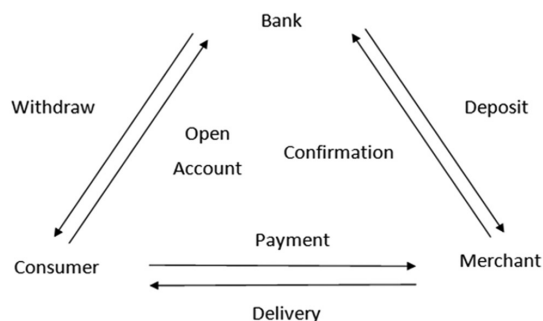
H_1 : There is a limited number of electronic payment methods available in the banks of Erbil city.

The sample of this research is three banks that issue E-payments methods, which are (Cihan Bank, RT Bank, and Byblos Bank); we distributed (40) questionnaires to the three banks management staff, 8 questionnaires were discarded, and (31) questionnaires were valid for analysis.

This study used an analytical descriptive methodology. This methodology is based on the study of one of the phenomena, regardless of its classification as it exists on the ground, describing it as an accurate description without exaggeration or minimization by defining it and then stating its causes and characteristics and the extent of their impact on other variables.

Hence, we can rely on the analysis of the results for the future and come out with recommendations that benefit the human future and improve the way of life and the type of services.

The diagram below represents E-payment processes in general:



Source: Preparation by the researcher

II. LITERATURE REVIEW

A. History of Payment System

The oldest known trading system is a barter system where goods were being exchanged for the desired goods. The problem with this system was the lacking of standardization on the quantity and goods to be exchanged. For example, if one has a cow and wants to trade for rice, how much rice should one received in equivalent to a cow, and if the rice's owner does not want a cow, how the trading should proceed? In solving the problem, coins and paper notes were introduced. The coins and paper notes have a market value attached to them that enable users to exchange for any desire goods and services. Using this system, one has to carry the coins and paper notes around and must have enough value in the pocket for every trading or transaction to complete. As time progresses, the next in line is payment through checks. The checks are issued with bank agreement as a trusted body to authenticate the validity of the payers and the amount stated. This system allows the consumer to make a large amount of transaction without having to carry coins or paper notes around which might risk consumer to robbery.

However, using this method, merchants are exposed to invalid checks where there is no money or account exists in the bank. Soon after the checks, ATM cards were introduced to improve the payment system and become the first to allow transaction through electronic. ATM cards are issued by banks or by chain stores that allow consumers to do shopping without a need to carry coins, paper notes, or checks. After the success of ATM cards, credit cards were introduced as a new payment scheme.

The new method requires consumers to loan money from card issuers on every transaction. On each transaction, the issuers will make the payment on behalf of the consumers; the consumer then pays back the amount to the card issuers within the given period or risk being charged with interest. For both ATM and credit cards, anyone who manages to obtain the card, illegally, will be able to utilize it because there is no authentication needed on the payment except for the signature, which also can be forged.

Since the explosion of the internet, more and more people are being hooked to the convenience, the internet has to offer. The Internet has connected people around the world and subsequently enables businesses to offer products and services around the globe without being physically present in front of consumers or potential consumers. As time goes by, the internet has become a part of daily life, which demands more and more applications being created and services being made available to make full use of the infrastructure. In line with the online business transaction, E-cash is one of the services that attract people attention for doing business transaction electronically. It is a replacement for traditional coins and paper notes, which is not viable for e-commerce. Another alternative for online payment scheme is the credit cards; however, credit cards require recording of transactions to be made into some individual accounts (Razali, 2002. p. 1).

*Definition of Important Terms**Definition of payment system*

A payment system is a set of processes and technologies that transfer monetary value from one entity or person to another. Payments are typically made in exchange for the provision of goods, services, or to satisfy a legal obligation. They can be made in a variety of currencies using several methods such as cash, checks, electronic payments, and cards (Treasury alliance, 2014. p. 2).

Definition of traditional payment method

A socially acceptable payment method to facilitates transactions for the exchange of goods and services as well as debt repayment (Khadija, 2013. p. 29).

Definition of electronic payment method

E-Payments may be defined as all payments that are initiated, processed, and received electronically (Hartmann, 2006. p. 7).

Parties of E-payment System

Although the means differ in these systems, they all contain four elements: (Al-Gedaya and Jawdat, 2008. p. 235)

1. Buyer, payer, and card holder: Are the person or persons who obtained the card after submitting a request to the issuer, and the issuer agreed to grant it to them to enable them to purchase or obtain a service or cash withdrawal or financial transfer.
2. Trader, seller, and beneficiary: A party that delivers the value of the electronic payment for the price of the goods or service provided to the buyer.
3. Source and editor: A bank or financial institution that issues electronic payment methods through which the payment is made.
4. Organizer (world card center: Is a global institution that carries out the process of establishing cards and sponsors them and issues licenses to all banks around the world to agree to enter the membership of these cards and undertakes the financial settlement due from their use and for a commission usually ranging between 1% and 4% of the value of the transaction paid by the trader in addition to the subscription Annual (Khadeja, 2013. p. 21).

Types of E-payment means

EPS can be classified into five categories (Kim et al., 2010), these categories are: (Oney et al., 2017. p. 397).

Electronic cash

Electronic cash is a method of payment in which a specific identification number is associated with a specific amount of money (Kim et al., 2010). This method was developed as an alternative of credit card and debit card for e-commerce. Electronic cash is the informational equivalent of physical banknotes and coins (Zwass, 1996). Individuals have to purchase electronic digital cash from the issuing company to be able to use this system (Abrazhevich, 2004). The purchased digital cash can be transferred through electronic telecommunication channels (Hsieh, 2001, Kim et al., 2010). Electronic cash can offer such benefits as buyer anonymity, global validity, and divisibility (Zwass, 1996), for example, PayPal and Western Union.

Pre-paid cards

Pre-paid cards are generated for a particular value by a specific merchant and are used for in-store or online transactions (Kim et al., 2010, Kniberg, 2002). Although in practice, the pre-paid cards are given as “gift cards” where a gifted can select goods or services up to the amount pre-loaded on the card, it is also common where they are used by an individual who pre-loaded the card for personal use. Alternatively, companies provide pre-paid cards as part of their customer relationship management strategies in the form of corporate gifts or compensation of individual customers who experienced dissatisfaction. The person, who would like to use pre-paid cards online, enters the unique card number on the seller’s website to pay for the goods or services during the checkout process. The amount to be paid to the seller is deducted from the value of the card. Most of the pre-paid cards are 1-time use only and they expire after a given time period if not used; a number of businesses started to allow customers to use pre-paid cards without an expiration date and on more than one transaction within a certain time period (e.g., Within a month’s time from its first use). The reason why pre-paid cards are preferred by consumers is their ease of use and convenience (Kim et al., 2010).

Credit cards

Credit cards are plastic payment cards issued to the users to make online or offline financial transactions. Credit cards are the most frequently used form of e-payment (Hsieh, 2001, Kim et al., 2010). Visa, which is one of the biggest credit card companies, reported that e-purchases reached \$350 billion this year. Credit cards involve highly complex transaction structure and provide a secure medium for its users (Wright, 2002). Compared to other EPS, credit cards are not appropriate for micropayments (i.e., payments smaller than \$1), unlike electronic cash.

Debit cards

Debit cards (also known as bank cards or check cards) are a plastic card which allows individuals to withdraw cash from their bank accounts through automated teller machines (ATMs) without face-to-face interaction in a bank, as well as to pay for goods and services both online and offline. Debit cards are issued by banks (public/private) and financial service providers. Unlike credit cards, once an individual pay with a debit card, the amount is automatically deducted from his/her bank account. Debit card is one of the most frequently used e-payment methods (Kim et al., 2010).

Electronic cheques

Electronic cheque is a form of e-payment, which is designed to work in the same way with a traditional/paper check. The main difference between electronic cheque and paper cheque is that actual funds are debited or credited electronically with the use of electronic check. Compared to other e-payment methods, the electronic cheque is the least popular (Yahid et al., 2013).

Based on the above review, it is apparent that pre-paid, credit, and debit cards are the most frequently used e-payment methods, whereas the electronic cash method has been operating as a complement to them. Electronic cash has been mostly used for small-value transactions while pre-paid,

credit, and debit cards have been employed for most types of transactions except small-value transactions. The reason for not using pre-paid, credit, and debit cards for small-value transactions is that it can be disproportionately expensive to employ these methods for small amounts. Since no single e-payment method pre-dominates the sector, all the methods can be seen as an alternative to each other. Furthermore, security mechanisms and ease of use are important elements for individuals while deciding on the type of EPS to use. Importance should be given appropriately to these elements to reduce transaction risk and increase the use of EPS.

Requirements for developing EPS in Iraq (Al-Khafagi, 2010. p. 11-13)

1. Upgrading to an advanced level of commercial and electronic exchange requires a project such as "Computer for All" home and "enterprise" and that means 6 million computers are needed in the country on the assumption that Iraq is composed of 5 million families and 1 million companies as well as modern communication and transportation facilities providing speed network connectivity. To achieve such a project, government agencies should reduce computer prices or subsidize it or installment it. Note that, Iraq is one of the countries that have enacted the tax exemption for the equipment of the computer, which contributes to the decline in prices but the prices remain not accessible to large sectors of Iraqi society.
2. Reduce the subscription prices to the internet to suit the income of citizens, because increasing the number of subscribers, means increasing the number of users of electronic commerce and thus increase the use of electronic payment. In recent years, Iraq has allowed the use of independent internet systems linked to the satellite – which made many institutions and individuals connect to network, and to compete with these owners, the subscription price has dropped dramatically but remains a financial burden for most individuals and institutions.
3. As far as is known, rural and remote areas accommodate more than 61% of Iraq's population. Most of these sectors are not serviced by infrastructure, and there are few advanced telecommunications systems that can support electronic trade and exchange. If we do not include this sector, Iraq will not actually enter the information age.
4. Another requirement is to take courageous and calculated decisions by private and public banks to launch credit cards and other e-transactions for trade-related requirements. This is done by reducing fees and commissions for electronic services. Some banks started calculated steps in this direction, but not at the level of achieving e-commerce or real electronic financial exchange.
5. Airports, hotels, and major companies must acquire the means of e-commerce to support tourism, which is a key element in the electronic trade exchange and using electronic payments. A study conducted by the researcher mentioned in the above source shows that airports and major hotels lack even electronic reservations.
6. The concerned authorities should inform and educate about the importance of electronic financial exchange. Without this

cultural awareness, the goal will not be realized. Iraq has made an encouraging step to hand over the wages of retirees through the smart card, although it needs more technical maturity, such a move can contribute significantly to raise awareness of electronic exchange and raise confidence.

7. Establish fair, secure, and enforceable laws that protect the issuers and users of electronic means of payment and electronic commerce from electronic crimes, fraud, and forgery, and this gives full confidence in their use. Iraq lacks such legislation and also lacks officers, investigators, and judges who specialize in cybercrime and lacks legislation that protects intellectual rights, making it dependent on external software.
8. Preparing trained and specialized cadres in information systems, computers, network security, and banking matters.

Determinants of electronic payment methods in Erbil (Ammar, 2009. p. 118)

The electronic payment methods that have been found to compensate for these traditional ones are not perfect. They create problems and shortcomings of a new type in the banking world, which affects their reputation among the public. This has led to caution when used. These determinants are as follows:

1. The security risk of electronic money
2. Legal risks of electronic money
3. Legal and regulatory challenges for smart cards
4. Management challenges
5. Technological challenges.

III. PRACTICAL STUDY

A. Data Collection and Data Analysis

The data for this research were generated from both primary and secondary sources. The primary data were sourced through a structured questionnaire. Copies of the questionnaire were distributed to the management of the three banks (Cihan, Byblos, and RT). The responses of the questionnaire were ranked with the Likert Scale.

B. Descriptive statistics

1. The mean of the first paragraph (3.61) at a standard deviation (0.882) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field. Which are the banks understand the importance of means of electronic payment in attracting customers?
2. The mean of the second paragraph (3.09) at a standard deviation (0.943) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field and that the bank is working on developing electronic payment methods in Erbil by issuing new and modern means.
3. The mean of the third paragraph (3.35) at a standard deviation (0.797) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field. The banks are working

to make electronic payment methods issued by them, acceptable in different places and locations of the world.

4. The mean of the fourth paragraph (3.45) at a standard deviation (0.767) was less than 1. This indicates that there was no dispersion in the sample. This indicates that the answers to the sample within the same field. That means that the electronic means of payment are restricted to those who are good to deal with them.
5. The mean of the fifth paragraph (3.77) at a standard deviation (0.762) less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field that the banks depend on the means of electronic payment in a large part of their profits.
6. The mean for the sixth paragraph (3.93) at a standard deviation (0.512) is less than 1. This indicates that there is no dispersion among the sample. This indicates that the sample answers within the same field. Indicate that the banks have an understanding that electronic payment methods reduce costs.
7. The mean of the seventh paragraph (3.16) at a standard deviation (0.860) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field. This indicates banks understand that electronic payment methods increase the volume of business transactions.
8. The mean of the eighth paragraph (3.48) at a standard deviation (0.851) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field and refer to payment facilitate access to international and local markets.
9. The mean of the ninth paragraph (3.51) at a standard deviation (0.811) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the answers within the same field mean that means that electronic payment methods improve customer service.
10. The mean of the tenth paragraph (3.09) at a standard deviation (0.934) is less than 1. This indicates that there is no dispersion in the sample of the research sample. This indicates that the sample answers within the same field. The bank is aware that electronic payment methods increase the efficiency of the bank's performance.
11. The mean of the eleventh paragraph (3.35) at a standard deviation (0.767) is less than 1. This indicates that there is no dispersion in the sample. The bank is aware that electronic payment methods contribute to the provision of new banking services.
12. The mean for the twelfth paragraph (3.45) at a standard deviation (0.762) is less than 1. This indicates that there is no dispersion in the sample which is that the banks are working to solve problems that hinder the use of electronic payment methods.
13. The mean of the thirteenth paragraph (3.77) at a standard deviation (0.838) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers within the same field. The banks are working to provide employees with the necessary training and skills.
14. The mean of the fourteen paragraphs (3.64) at a standard deviation (0.838) is less than 1. This indicates that there is no dispersion in the sample. This indicates that the sample answers

within the same field. That banks provide with of equipment and means for the use of electronic payment methods.

15. The mean of the fifteenth question (3.60) at a standard deviation (0.823) is less than 1 and this indicates that there is no dispersion in the sample of the research. This indicates that banks are working to increase customer confidence by increasing the use of electronic payment methods.

C. Results and Data Analysis

First, we collected some real information about three banks (RT, Cihan, and Byblos) and reached to this information:

General information of RT bank

1. The name of the bank or the company issuing the electronic payment methods: RT bank
2. The number of years of work in the city of Erbil: 17
3. Number of branches of the bank or company in Erbil: 1
4. Types of electronic payment methods issued by your company or bank (Cards, Online services, and ATM)
 - ATM
 - Online service
 - Cards
5. Number of electronic payment methods available in 2012: 0 and what are they?
6. Number of electronic payment methods currently available: 3

And what are they? ATM, Online service, and Cards.

General information of Cihan bank

1. The name of the bank or the company issuing the electronic payment methods: Cihan bank
2. The number of years of work in the city of Erbil: 9
3. Number of branches of the bank or company in Erbil: 2
4. Types of electronic payment methods issued by your company or bank (Cards, Online services, ATM)
 - ATM
 - swift
 - Cards
5. Number of electronic payment methods available in 2012: 1 and what are they? Swift

TABLE 1
SUMMARY OF ALL QUESTIONS

Statistics	N valid	Mean	Standard deviation
x1	31	3.61	0.882
x2	31	3.09	0.943
x3	31	3.35	0.797
x4	31	3.45	0.767
x5	31	3.77	0.762
x6	31	3.93	0.512
x7	31	3.16	0.860
x8	31	3.48	0.851
x9	31	3.51	0.811
x10	31	3.09	0.943
x11	31	3.35	0.797
x12	31	3.45	0.767
x13	31	3.77	0.762
x14	31	3.64	0.838
x15	31	3.60	0.823

6. Number of electronic payment methods currently available: 3 And What are they? ATM, Swift, and Cards.

General information of Byblos bank

1. The name of the bank or the company issuing the electronic payment methods: Byblos bank
2. The number of years of work in the city of Erbil: 11
3. Number of branches of the bank or company in Erbil: 1
4. Types of electronic payment methods issued by your company or bank (Cards, Online services, and ATM)
 - ATM
 - Cards
5. Number of electronic payment methods available in 2012: 1, and what are they? ATM
6. Number of electronic payment methods currently available: 2 And What are they? ATM, Cards.

From the above information, we noticed that in 2012 there is a little number of electronic payments methods (ATM + Swift), but they increased fast nowadays and reached to be more than five types (ATM, Swift, Cards, Prepaid + Master Card, and Online Service).

1. Your bank/company understands the most important means of electronic payment in attracting customers.

Valid	Frequency	Percent
Disagree	4	12.9
Neutral	8	25.8
Agree	15	48.4
Strongly agree	4	12.9
Total	31	100.0

The highest response was from 48.4% to the agreement of the statement. This indicates that most of the respondents agree with this paragraph.

2. Your bank/company is working on developing electronic payment methods in Erbil by issuing new and modern means.

Valid	Frequency	Percent
Disagree	9	29.0
Neutral	13	41.9
Agree	6	19.4
Strongly agree	3	9.7
Total	31	100.0

The highest level of response to the sample was 41.9% in favor of neutrality after this was disagreement percent by 29%. This indicates that most of the respondents' trend to disagree with this paragraph.

3. Your bank/company makes electronic payment methods issued by you acceptable in different places and locations of the world.

Valid	Frequency	Percent
Disagree	4	12.9
Neutral	14	45.2
Agree	11	35.5
Strongly agree	2	6.5
Total	31	100.0

The highest level of response to the sample was 45% in favor of neutrality, after that come, percent of the agreement

by 35.5%. This indicates that the respondents are agreeing with this paragraph.

4. Electronic payment methods are limited to customers who are good at dealing with the internet.

Valid	Frequency	Percent
Disagree	2	6.5
Neutral	16	51.6
Agree	10	32.3
Strongly agree	3	9.7
Total	31	100.0

The highest level of response to the sample was 51% in favor of neutrality after that come, percent of the agreement by 32.3%. This indicates that the respondents are between neutrality and agreement with this paragraph.

5. Your bank/company depends on the means of electronic payment in large part of the profits.

Valid	Frequency	Percent
Disagree	3	9.7
Neutral	4	12.9
Agree	21	67.7
Strongly agree	3	9.7
Total	31	100.0

The highest response was 67% toward the approval of the statement. This indicates that most of the respondents agree with this paragraph.

6. Your bank/company understands that electronic payment methods reduce costs.

Valid	Frequency	Percent
Disagree	4	12.9
Neutral	6	19.4
Agree	18	58.1
Strongly agree	3	9.7
Total	31	100.0

The highest response was 58% toward the approval of the statement, which indicates that most of the respondents agree with this paragraph.

7. Your bank/company understands that electronic payment methods increase the volume of business transactions.

Valid	Frequency	Percent
Neutral	5	16.1
Agree	23	74.2
Strongly agree	3	9.7
Total	31	100.0

The highest response was from 74.2% to the agreement of the statement, which indicates that most of the respondents agree with this paragraph.

8. Your bank/company understands that electronic payment methods facilitate access to local and international markets.

Valid	Frequency	Percent
Disagree	7	22.6
Neutral	14	45.2
Agree	8	25.8
Strongly agree	2	6.5
Total	31	100.0

The highest level of response to the sample was 45% in favor of neutrality. This indicates that most of the respondents are neutral in this paragraph.

9. Your bank/company understands that electronic payment methods improve customer service.

Valid	Frequency	Percent
Disagree	5	16.1
Neutral	8	25.8
Agree	16	51.6
Strongly agree	2	6.5
Total	31	100.0

The highest response was 51% toward the approval of the statement, which indicates that most of the respondents agree with this paragraph.

10. Your bank/company understands that electronic payment methods increase the efficiency of bank/company performance.

Valid	Frequency	Percent
Disagree	4	12.9
Neutral	9	29.0
Agree	16	51.6
Strongly agree	2	6.5
Total	31	100.0

The highest response was 51% toward the approval of the statement, which indicates that most of the respondents agree with this paragraph.

11. Your bank/company understands that electronic payment methods contribute to the provision of new banking services.

Valid	Frequency	Percent
Disagree	9	29.0
Neutral	13	41.9
Agree	6	19.4
Strongly agree	3	9.7
Total	31	100.0

The highest level of response to the sample was 41% in favor of neutrality. This indicates that most of the respondents are neutral in this paragraph. After that disagreement percent comes by 29%; therefore, the participants' trend to disagree with this statement.

12. Your bank/company is working to solve problems that hinder the use of electronic payment methods.

Valid	Frequency	Percent
Disagree	4	12.9
Neutral	14	45.2
Agree	11	35.5
Strongly agree	2	6.5
Total	31	100.0

The highest level of response to the sample was 45% in favor of neutrality. This indicates that most of the respondents are neutral in this paragraph.

13. Your bank/company work to provide employees with the necessary training and skills.

Valid	Frequency	Percent
Disagree	2	6.5
Neutral	16	51.6
Agree	10	32.3
Strongly agree	3	9.7
Total	31	100.0

The highest level of response to the sample was 51% in favor of neutrality. This indicates that most of the respondents are neutral in this paragraph.

14. Provision of equipment and means for the use of electronic payment methods.

Valid	Frequency	Percent
Disagree	3	9.7
Neutral	4	12.9
Agree	21	67.7
Strongly agree	3	9.7
Total	31	100.0

The highest response was 67% toward the approval of the statement. This indicates that most of the respondents agree in this paragraph.

15. Your bank/company is working to increase customer confidence by increasing the use of electronic payment methods.

Valid	Frequency	Percent
Disagree	4	12.9
Neutral	6	19.4
Agree	18	58.1
Strongly agree	3	9.7
Total	31	100.0

The highest response was 58% toward the approval of the statement, which indicates that most of the respondents agree in this paragraph.

IV. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

- The results showed that the banks have a great interest in electronic payment methods to attract customers and improve customer services.
- Banks rely on electronic payment methods for a large part of their profits. These banks believe that electronic payment methods increase the volume of business exchanges and help in reaching local and international markets and try to make these methods acceptable in various places in the world.
- The results of the research showed that there are a neutral answer and trends to disagreement about the issuance of these banks to new and modern electronic payment means.
- Electronic payment methods are limited only to customers who have a good ability to handle the internet.
- Banks believe that the use of electronic payment means reduces costs and increases the efficiency of banks' performance. However, the same banks do not believe in the importance of having electronic means of payment that contribute to the provision of new banking services.

6. Banks contribute to solving and removing obstacles to the use of electronic means of payment by providing skilled and trained employees and providing the equipment and means and electronic payment methods.
7. Banks are working to increase customer confidence in electronic payment methods through increased handling with these kinds of payments.
8. Through the answers of banks show that the future means of electronic payment in Erbil in the evolution, where there was no way to pay electronically before 6 years, now the banks have more than a means of electronic payment.

B. Recommendations

1. Banks should pay attention to issuing new and modern electronic payment methods to attract new customers and follow developments in global markets.
2. 2- Banks and other specialized organizations should conduct awareness programs for clients on the importance and ease of using electronic payment methods in financial transactions in local and international markets.

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Proposed Statistical Model for Scoring and Ranking Sport Tournaments: Racquetball, Squash, and Badminton

Abbood M. Jameel

Department of Accounting, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

Abstract—A class of modification is proposed for calculating a score for each player/team in unbalanced, incomplete paired-comparison sports tournaments. Many papers dealing with balanced incomplete paired-comparison sports tournaments with at most one comparison per pair have appeared since 1950. However, little has been written about unbalanced situations in which the player/the team (object) (j) plays unequal number of games against the player/the team (m) in a tournament, and the results of all games can be summarized in a Win-Lose matrix $Y=\{Y_{jm}\}$, where $Y_{jm}=1, 0, 1/2$, respectively, according to the player or the team (j) wins, losses or draws against the player or the team (m). Published papers by Ramanujacharyulu (1964), Cowden (1975), and David (1988) have concentrated on the problem of converting the results of unbalanced incomplete paired-comparison tournaments into rank with little consideration of the main relative ability on each player or team. We suggest (modification) other way of quantifying the outcomes of the games/tournaments, in particular, ratings on a scale, 0–5, 1–10, ect. It is important to consider not only the vector $V_j(d)$ or the vectors S_j in scoring and ranking the k teams in such tournaments but also the vector Z_j , where $Z_j=S_j+S_jR_j$, to take into account the ratio of the relative ability of each team (R_j). The proposed modification helps to introduce these methods for use in comparisons/games (tournaments), where the player/team are quantified on a special scale, for example, 0–5 and 1–10. We conclude the following: The scores stabilized to three decimal places at iteration two in Cowden's method $V_j(d)$ Table III. The scores stabilized to three decimal places at iteration two in David's method S_j , and its modification Z_j . The proposed modification (Z_j) has the advantage of removing ties from David's method (S_j), and hence, it is the best method.

Keywords—Paired comparisons, Ranking, Rating on a scale, Scoring, Sport tournaments unbalanced incomplete design.

I. INTRODUCTION

Many papers dealing with balanced incomplete paired-comparison tournaments with at most one comparison per pair have appeared since 1950. Bradley and Terry (1952), Bradley, 1954), and Dykstra (1990) have used Rank analysis of incomplete block of paired comparison. Buhrmann, and Huber (1963) use pairwise comparison and ranking in Tournaments. David and Andrews (1993) introduced a Nonparametric methods of Ranking from paired comparisons. Csato, L. (2013) used Ranking by Pairwise comparisons for Tournaments. However, little has been written about unbalanced situations in which the player/the team (object) (j) plays unequal number of games against the player/the team (m) in a tournament, and the results of all games are summarized in a Win-Lose matrix $Y=\{Y_{jm}\}$, where $Y_{jm}=1, 0, 1/2$, respectively, according to the player or the team (j) wins, losses or draws against the player or the team (m).

David (1987); (1988) used ranking from unbalanced paired comparison data. Published papers have concentrated on the problem of converting the results of unbalanced, incomplete paired-comparison tournaments into rank with little consideration of the main relative ability on each player or team. Chung and Hwang (1978). Introduce stronger players to win more knock-out tournaments

II. METHODOLOGY

Suppose that there are k teams T_1, \dots, T_k competing in a tournament, and the j_{th} team plays $i=1, 2, \dots, n$ games. The number of games won by the j_{th} team, in a Win-Lose matrix, is similar to the number of judges who prefer the j_{th} object in the "preference table." Gonzalez Diaz et al. (2013) Described Paired comparisons analysis by axiomatic approach to ranking methods.

A. Generating Scores

Let Y_{jm} be the number of times that team j wins against team m , and

Let $Y = \{Y_{jm}\}$

If $W_j^{(1)}$ is the row sums of the Win-Lose matrix Y (the marginal total number of wins),

Then $W_j^{(1)} = \sum_{m=1}^k Y_{jm} = Y \cdot \mathbf{1}$

Where $\mathbf{1}$ is the column vector of k ones.

Now let:

$$W_j^{(2)} = Y \cdot W_j^{(1)} = Y^2 \cdot \mathbf{1}$$

This process may be continued to generate:

$$W_j^{(d)} = Y \cdot W_j^{(d-1)} = Y^d \cdot \mathbf{1} \tag{2.1}$$

This approach is based on generating scores by powering the matrix (Y) Eq. (2.1). With increasing d , rankings based on $W_j^{(d)}$ tend to stabilize. Laslier (1997) introduced tournament solutions and majority voting in paired comparisons.

B. Ramanujacharyulu's Method

Ramanujacharyulu (1964) called $W_j^{(d)}$, the iterated power of order d and introduced the corresponding iterated weakness $W_m^{(d)}$, i.e. $W_m^{(1)}$ is the total number of losses for team j , which are the column sums of the Win-Lose matrix, such that

$$W_m^{(1)} = \sum_{j=1}^k Y_{jm} = Y^t \cdot \mathbf{1} \tag{2.2}$$

Where Y^t is the transpose of the matrix Y , as the matrix of losses.

Again $W_m^{(2)} = Y^t \cdot W_m^{(1)} = (Y^t)^2 \cdot \mathbf{1}$

And $W_m^{(d)} = Y^t \cdot W_m^{(d-1)} = (Y^t)^d \cdot \mathbf{1}$

C. Cowden's Method

Cowden in 1975, proposed that, instead of multiplying each Y_{jm} by the number of games won by each opponent defeated by him, we may multiply by $V_j^{(d)}$, the weighted proportion of games won, at iteration d .

Let $V_j^{(1)}$ be the proportion of games won by the j_{th} team.

Let $V_c^{(1)}$ be the proportion of games lost by the j_{th} team.

So

$$V_j^{(1)} = W_j^{(1)} / \{W_j^{(1)} + W_m^{(1)}\}$$

$$\text{And } V_c^{(1)} = W_c^{(1)} / \{W_c^{(1)} + W_j^{(1)}\}$$

Let $U_1^{(1)} = Y \cdot V_j^{(1)}$

$$U_2^{(1)} = Y^t \cdot V_c^{(1)}$$

$$V_j^{(2)} = U_1^{(1)} / \{U_1^{(1)} + U_2^{(1)}\}$$

$$V_c^{(2)} = U_2^{(1)} / \{U_1^{(1)} + U_2^{(1)}\}$$

The process may be continued to generate

$$V_j^{(d)} = U_j^{(d-1)} / \{U_j^{(d-1)} + U_c^{(d-1)}\} \tag{2.3}$$

Where $0 < V_j^{(d)} < 1, (d=1, 2, \dots)$

And $V_c^{(d)} = 1 - V_j^{(d)}$

It is convenient (as Cowden said) to use the values of $V_j^{(0)} = V_c^{(0)} = 0.5$, in which case $V_j^{(1)}$ is the weighted proportion of games won with iteration (1), and $V_c^{(1)}$ is the weighted proportion of games lost with iteration (1).

The values of $U_j^{(d)}, U_c^{(d)}, V_j^{(d)}$, and $V_c^{(d)}$, change with each iteration until the values of $V_j^{(d)}$ stabilize. This method of ranking and scoring is not very sensitive to the initial values of $V_j^{(0)}$ and $V_c^{(0)}$.

D. David's Method

David (1987) proposed a simple and useful formula for scoring, and hence ranking, the k_{th} team/player in an incomplete or unbalanced tournament, using the scores vector S_j , such that

$$S_j = W_j^{(2)} - W_m^{(2)} + W_j^{(1)} - W_m^{(1)} \tag{2.4}$$

The idea of this approach is that the vector S_j reflects equally the strength of those teams defeated by T_j and the weakness of those teams by whom T_j was defeated. He considers only (0, 1, 1/2) outcomes.

Ranking according to the score vectors, S_j , Eq. (2.4) has one disadvantage, in that it produces ties among players/teams/objects. Glenn and David (1960) introduced the concept of ties in paired comparison experiments

E. A Proposed Modification to David's Method

We will investigate other ways of quantifying the outcomes of the games/tournaments, in particular, ratings on a scale, 0-5, 0-10, instead of 0, 1 ect.

It is important (The Author suggests) to consider not only the $k \times 1$ vector $V_j^{(d)}$ (Eq. 2.3) or the $k \times 1$ vectors S_j (Eq. 2.4), in scoring and ranking k teams or contestants in such tournaments but also to take into account the ratio of the relative ability of each team (R_j).

To find this R_j , we work as follows:

Let

K =Number of teams.

H =Number of characters scores (attributes) per team per game

N =Number of games

Then, let

$$X_{ijmp} \quad i=1, 2, \dots, n$$

$$j, m=1, 2, \dots, k \quad j \neq m$$

$$p=1, 2, \dots, h$$

Be the score (rating on a scale) of the object j_{th} team playing against the m_{th} team for a characteristic score in the i_{th} game.

Thus

$$M_{ijm} = \sum_{p=1}^h X_{ijmp} / h \tag{2.5}$$

Is the average score per team per game.

Now, define M_{jm} such that

$$M_{jm} = \sum_{p=1}^h \sum_{i=1}^n X_{ijmp} / hn$$

Hence,

$$M_j = \sum_{m=1}^k M_{jm} / n \tag{2.6}$$

Are the means of averages.

The marginal means of the matrix M_{jm} represents the means of the average scores per game for the j_{th} and the m_{th} teams.

i.e.,

$$M_j = \sum_{m=1}^k M_{jm} / k \quad [\text{mean of the average scores for player } j].$$

And

$$M_m = \sum_{j=1}^k M_{jm} / k \quad [\text{mean of the average scores for player } j\text{'s opponents}].$$

Hence, our ratio R_j becomes

$$R_j = M_j / [M_j + M_m] \tag{2.7}$$

As a ratio of the relative ability of team j to team m (as a correction factor).

Cowden (1975) has ranked the players according to the score vector $V_j^{(d)}$, Eq. (2.3). David (1987) has ranked the players to the score vector, S_j Eq. (2.4). However, S_j uses simply the information into the Win-Lose matrix. Now, if the information relating to the actual scores in any game/ tournament is available, we could use Z_j , as a simple combination between S_j and R_j , where:

$$\begin{aligned} Z_j &= S_j^* R_j + S_j \\ Z_j &= S_j^* (R_j + 1) \end{aligned} \tag{2.8}$$

This particular combination of S_j and R_j seems a responsible way for incorporating all the information. It should reduce the number of ties produced by David's method.

III. APPLICATION OF THE PROPOSED METHOD (MODIFICATION) (RACQUETBALL TOURNAMENT)

We can apply the proposed method (modification) in scoring and ranking sport tournament results for a large group of popular sports, such as Racquetball, Squash, and Badminton. All these games involve repeated rallies, with the special rule that points can only be scored by the player who is serving. The game ends when one player earns a fixed number n of points; in Racquetball, Badminton, and Squash, n is often taken to be 21, 15, and 9, respectively, while the other player earns $j = 0, 1, 2, \dots, n-1$ of points unless players tie at $n-1$ points, when special rules are applied.

In these sports, each game results in a numerical score which should be much more informative than the simple Win-Lose results. These results could be treated as a simple Win-Lose tournament. However, in view of the scoring concept, one could incorporate the Rjextra information to assign a rate to each player, and then select the best.

Strauss and Arnold (1987) have described a numerical method of rating this type of sport. They have developed MLE and moment estimation for rally - winning probabilities for these sports as a simple alternative procedure to fit a model with one parameter θ_j , (the rate for the j_{th} player), assuming a Bradley-Terry model of the form:

$$P_{jm} = \exp \theta_j / (\exp \theta_j + \exp \theta_m) \tag{3.1}$$

Where P_{jm} is the probability that player j wins a rally over player m . They suggested, for this purpose, that the moment estimator of the expected number of rallies is given by:

$$X^* = X_j + X_m + 2SQRT(X_j X_m) \tag{3.2}$$

Where X^* is the number of rallies, X_j is the number of points scored by player j , X_m is the number of points scored by player m . We know that $n=21, j=0, 1, 2, \dots, n-1$. Hence,

the score of n to j is just like the outcome of X^* Bernoulli trials, where X^* is given by Eq. (3.2) and the number of successes for player (j) and player (m), respectively, are: $n+SQRT(X_j)$, $j+SQRT(X_m)$. Thus, $X_j+SQRT(X_j X_m)$ is the number of successes for player j . $X_m+SQRT(X_j X_m)$ is the number of successes for player m . Using Eq. (3.1) and Eq. (3.2), θ_j (the estimated rate) can be estimated by minimizing the following:

$$\sum_{j,m}^k X^* \{ \log[(X_j+Q)/(X_m+Q)] - (\theta_j - \theta_m) \}^2 \tag{3.3}$$

Where

$Q=SQRT(X_j X_m)$ the sum being over all the matches in the tournament.

Estimated ratings, θ_j are displayed in column 1 of Table VI. Our aim is to assign a score to each player, corresponding to his level of ability, such that the probability of victory of one player over the others is a prescribed function of the ratio of points scored by player j to the total points scored by him and by other players with whom we call again the ratio R_j : such that:

$$R_j = X_j / (X_j + X_m) \tag{3.4}$$

Where $X_j = \sum X_{jm}$ is the total points scored by player j , $X_m = \sum X_{jm}$ is the total points lost by player j . X_m is the number of points scored by player j against the player m . We use Eq. (2.3), Eq. (2.4), Eq. (2.7), and Eq. (2.8) to find $V_j^{(d)}$, S_j , R_j , and Z_j , respectively, as final scores of the players. These scores are regarded as a descriptive indicator rather than the parameters of an exact model. Now we illustrate this application on data supplied by Strauss and Arnold 1987, as in the following example: Eleven players were taking part in a Racquetball tournament. Each pair of them played g games. A game ends when one player earns a fixed number of points $n=21$, while his opponent earns $J=0, 1, 2, n-1$ points. Each player's scores are recorded in his row as is shown in Table I: (Strauss, D. and Arnold, B.C. 1987)

Score "for" a player: Read across the row; score "against:" Read down the column.

Table I has the following aspects:

- a. Each game involves two players (paired comparisons)

TABLE I
RACQUETBALL TOURNAMENT

Player	1	2	3	4	5	6	7	8	9	10	11	X_j	R_j	
1-Currier	1	—	--	--	21	21	--	--	21	21	--	21	84	0.583
2-Strauss	2	—	--	10	12	21	21	--	--	21	21	21	136	0.680
3-Morrison	3	_	21	--	—	13	21	--	21	--	21	10	119	0.546
4-Irving	4	--	11	21	--	8	12	--	20	12	21	4	109	0.408
5-Espinosa	5	17	9	21	21	--	21	21	21	21	21	8	181	0.562
6-Koning	6	--	1	8	21	17	--	21	19	16	14	--	117	0.433
7-Abercrombie	7	--	--	--	--	8	15	--	--	--	21	--	44	0.431
8-Knoflock	8	16	--	15	21	5	21	--	--	15	21	--	114	0.465
9-Mix	9	8	7	--	21	16	21	--	21	--	21	11	126	0.472
10-Davies	10	_	5	3	20	11	21	16	8	14	--	4	102	0.359
11-Carlsson	11	19	10	21	21	21	--	--	--	21	21	--	134	0.629
X_m		60	64	99	158	141	153	58	131	141	182	79		

TABLE II
WIN-LOSE DATA MATRIX

Player	1	2	3	4	5	6	7	8	9	10	11	$W_j^{(1)}$
1	-	--	—	—	1	-	-	1	1	-	1	4
2	--	—	0	1	1	1	-	-	1	1	1	6
3	—	1	—	0	0	1	-	1	-	1	0	4
4	—	0	1	—	0	0	-	0	0	1	0	2
5	0	0	1	1	-	1	1	1	1	1	0	7
6	—	0	0	1	0	-	1	0	0	0	-	2
7	—	—	—	-	0	0	-	-	-	1	-	1
8	0	—	0	1	0	1	-	-	0	1	-	3
9	0	0	-	1	0	1	-	1	-	1	0	4
10	—	0	0	0	0	1	0	0	0	-	0	1
11	0	0	1	1	1	-	-	-	1	1	-	5
$W_m(1)$	0	1	3	6	3	6	2	4	4	8	2	39

TABLE III
 V_j THE SCORES VECTOR (COWDEN'S METHOD)

Player	1	2	3	4	5	6	7	8	9	10	11	$W_j^{(1)}$	$V_j^{(3)}$	Rank
1	-	-	-	-	1	-	-	1	1	-	1	4	1.000	1
2	-	-	0	1	1	1	-	-	1	1	1	6	0.863	4
3	-	1	-	0	0	1	-	1	-	1	0	4	0.586	6
4	-	0	1	-	0	0	-	0	0	1	0	2	0.213	8
5	0	0	1	1	-	1	1	1	1	1	0	7	0.906	3
6	-	0	0	1	0	-	1	0	0	0	-	2	0.100	9
7	-	-	-	-	0	0	-	-	-	1	-	1	0.061	10
8	0	-	0	1	0	1	-	-	0	1	-	3	0.306	7
9	0	0	-	1	0	1	-	1	-	1	0	4	0.685	5
10	-	0	0	0	0	1	0	0	0	-	0	1	0.045	11
11	0	0	1	1	1	-	-	-	1	1	-	5	0.939	2
$W_m(1)$	0	1	3	6	3	6	2	4	4	8	2			

TABLE IV
 S_j THE SCORES VECTOR (DAVID'S METHOD)

Player	1	2	3	4	5	6	7	8	9	10	11	$W_j^{(1)}$	S_j	Rank
1	-	-	-	-	1	-	-	1	1	-	1	4	23	1.5
2	-	-	0	1	1	1	-	-	1	1	1	6	23	1.5
3	-	1	-	0	0	1	-	1	-	1	0	4	2	5.5
4	-	0	1	-	0	0	-	0	0	1	0	2	-19	9
5	0	0	1	1	-	1	1	1	1	1	0	7	18	4
6	-	0	0	1	0	-	1	0	0	0	-	2	-24	10
7	-	-	-	-	0	0	-	-	-	1	-	1	-9	8
8	0	-	0	1	0	1	-	-	0	1	-	3	-6	7
9	0	0	-	1	0	1	-	1	-	1	0	4	2	5.5
10	-	0	0	0	0	1	0	0	0	-	0	1	-30	11
11	0	0	1	1	1	-	-	-	1	1	-	5	20	3
$W_m(1)$	0	1	3	6	3	6	2	4	4	8	2			

b. Each player does not play against every other one (incomplete tournament).

The results of all games are summarized in a Win-Lose matrix, as shown in Table II:

Now: 1-Use Eq. (3.4) and data in Table III to find R_j , the relative ability of each player. 2-Use Eq. (2.3), and data in Table II to find V_j the scores vector (Cowden's Method) (Table III).

3-Use Eq. (2.4), and data in Table II to find S_j the scores vector (David's Method) (Table IV).

Then, we find Z_j , by Eq. (2.8), the weighted scores vector, we can see the result in Table V.

TABLE V
MODIFIED DAVID'S METHOD

Player	R_j	Z_j	Rank of Z_j
1	0.583	13.41	2
2	0.680	15.64	1
3	0.546	1.09	5
4	0.408	-7.75	9
5	0.562	10.12	4
6	0.433	-10.39	10
7	0.431	-3.88	8
8	0.465	-2.79	7
9	0.472	0.94	6
10	0.359	-10.77	11
11	0.629	12.58	3

TABLE VI
RANKS FOR THREE SCORES VECTORS COMPARED WITH THE RANK OF RATING PARAMETER (Θ_j)

Player	Rating (Θ_j)	$V_j^{(d)}$	S_j	Z_j	Win-game rank ratio %
1-Currier	3	1	1.5	2	100.0
2-Strauss	1	4	1.5	1	85.7
3-Morrison	4	6	5.5	5	57.1
4-Irving	8	8	9	9	25.0
5-Espinosa	5	3	4	4	70.0
6-Koning	9	9	10	10	25.0
7-Abercrombie	10	10	8	8	33.3
8-Knoflock	7	7	7	7	42.8
9-Mix	6	5	5.5	6	50.0
10-Davies	11	11	11	11	11.1
11-Carlsson	2	2	3	3	71.4

Now, rank the results of the three scores vectors V_j , S_j , and Z_j to see if there is any difference between these ranks and Strauss-Arnold's rank (Table VI).

The 6th column of Table VI gives the percentage of games won to a total number of games played. From Table VI, we can see the following results:

1. Player No.1 (Currier) becomes the 2nd, by Z_j method, instead of 3rd, by Θ_j method.
2. Player No. 2 (Strauss) becomes the 1st, by either method, Z_j and Θ_j .
3. Player No. 3 (Morrison) becomes the 5th, by Z_j method, instead of 4th, by Θ_j method
4. Player No. 11 (Carlsson) becomes the 3rd, by Z_j method, instead of 2nd, by Θ_j method.

These results seem very reasonable because: First: Player no. 11 (Carlsson) has been beaten by player no. 1 (Currier).

Second: The percentages of games won to a total number of games played by player No. 1, and No. 11 are, respectively, 100 and 71.4. A similar story holds for the other players.

Important note: These results give us a very important indicator that the procedure of devising a score for each player by the proposed modification Z_j , Eq. (2.8) is more appropriate than the other methods, since:

- It incorporates more information about the relative abilities of the players.

- b. It uses deferent scale of measurement (0–21), instead (0, 1) data.
- c. It removes the ties between players.
- d. Strauss and Arnold have developed maximum likelihood and moment estimates for rally-winning probabilities for these types of sport. Such estimates are then used to develop a rating system for the players in a tournament (i.e. modeling, to forecast a rating for the players).

In contrast, we are trying to rate these players using only the actual outcome of a tournament (trying to devise an overall score for each player to see the winner).

IV. CONCLUSION

The two methods, Cowden's method and David's method, are interested in calculating scores and then ranks for each player from the "preference matrix" Win-Lose matrix, as shown in Table II. The proposed modification helps to introduce these methods for use in comparisons/games (tournaments), where the players are quantified on a special scale, for example, 0–21, instead, (0, 1) data... The scores stabilized to three decimal places at iteration 2 in Cowden's method $V_j^{(d)}$, Table III.

The scores stabilized to three decimal places at iteration 2 in David's method, S_j , and its modification, Z_j (Table IV and Table V).

Table VI shows the ranks for three scores vectors $V_j^{(d)}$, S_j and Z_j at the second iteration. There is a difference between $V_j^{(d)}$ and Z_j , where Player no. 3 becomes the 7th instead of the 6th (Player no. 3 won one game out of five games whereas player no.6 won one game out of four games).

The proposed modification (Z_j) for David's method, (S_j), has the advantage of removing ties from David's method, and it uses a deferent scale of measurement (0–21), instead (0, 1) data. Hence, it is reasonable, good, and the best method.

V. RECOMMENDATIONS

From the results shown in Table VI, we recommend using the proposed method (Z_j) in sport tournaments instead of other methods, because it has many advantages as mentioned before.

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Reciprocal Leadership Influence on Organizational Change

Aram H. Massoudi¹ and Samir S. Hamdi²

¹Department of Business Administration, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

²Department of Public Administration, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

Abstract—The devastating effect of the crisis of 2011 on Syrian tourism industry was enormous; this led the industry's hoteliers to shift their attention to different strategies and organizational change to regain the business lost from such crisis. This research introduces the concept of reciprocal leadership as an effective tool in implementing organizational change in the Dama Rose Hotel post-Syrian crisis of 2011. We presented the research problem in the following question: Do the dimensions of reciprocal leadership have any role in the success of managing the process of organizational change? The research used a qualitative approach; the primary data were composed of a questionnaire distributed to 65 employees working at Dama Rose Hotel located in Damascus, Syria. The secondary data were composed of scientific journals, website, and textbooks. The outcome showed a positive relationship between reciprocal leadership dimensions on the process of managing the organizational change in the hotel, and there was a positive relationship between reciprocal leadership and organizational change.

Keywords—Conditional rewards, Management by exception, Organizational change, Reciprocal leadership.

I. INTRODUCTION

Change is happening everywhere, and its speed, complexity is increasing rapidly, and the future success of organizations in today world depends on the ability of leaders in making changes inside their organizations. Perhaps, leadership, and change are one of the most challenging topics that face organizations these days.

The ability to deal with change in an effective manner requires a suitable style of leadership for the organization to work efficiently and effectively. This is what James MacGregor Burns called the reciprocal leader. Hence, this has become a topic of focus for researchers and scholars in the past decade. There is no doubt that the interest in the concept of reciprocal leadership is an essential element of contemporary organizations, including service organizations that seek to satisfy its clientele and fulfill their need.

The case study of Dama Rose Hotel situated in the heart of Damascus, the Syrian capital, is an excellent example of organizational change. The hotel has been welcoming guests since 1996 and offers all the conveniences of an international five-star Hotel. The 13 stories hotel has 370 rooms and suites managed by 285 employees. The hotel gives visitors up-to-date lodging. The hotel has seven beautiful restaurants with four full bars positioned in different areas of the hotel,

especially the one on the impressive swimming pool. Its rooms are equipped with a contemporary decoration, air-conditioned, free WiFi, a mini-bar, and satellite TV. The marble toilet tailored with a ceramic shower and free toiletries. In addition, the hotel offers other accommodations such as a spa, a barber/hair stylist, a fitness center a tennis court, conference hall, and rental car services (lovedamascus.com, 2018).

A. Research Problem

The topic of organizational change was a growing interest by many writers, researchers, and specialists to research and analyze it for its active role in the sustainability and continues success of organization where to manage change become one essential actor in responding to increased environmental changes (internal and external) and the effect of reciprocal leadership role in the organizational change.

The following questions clarify the research problem and its causes:

1. What are the dimensions of reciprocal leadership and what is the most commonly used dimension in the hotel under study?
2. What is the organizational change and what are its justifications in the hotel under study?

3. Do the dimensions of reciprocal leadership have any role in the success of managing the process of organizational change?
4. What is the correlation between the dimensions of reciprocal leadership and the causes of organizational change?

B. Research Importance

The research importance comes from the following points:

1. Theoretical importance: To contribute to the enrichment of knowledge in the interactive field of leadership and organizational change
2. Scientific importance: To reach the results and offer some recommendations that will contribute to the effectiveness of managing the desired goals in the organizational change.

C. Research Objectives

The objectives are as follows:

1. Description and diagnosis of reciprocal leadership dimensions and the internal and external causes of organizational change in the hotel studied
2. The objectives of the study reflect an attempt to identify the reciprocal leadership dimensions used within the studied hotel
3. Identify the causes of organizational change most influence on the dimensions of reciprocal leadership in the studied hotel
4. Identify the effect of reciprocal leadership dimensions on the organizational change in the studied hotel
5. Identify the extent of the interaction between the elements of reciprocal leadership and the process of change within the hotel.

II. METHODOLOGY

The researchers depended on descriptive analytical approach through what provided to them from books and literature review on the research topic. In the practical section, the researchers depended on field study through the distribution of a questionnaire to the employees of Dama Rose Hotel, Damascus. Therefore, a total population of 285 employees working in the hotel, 65 questionnaires were distributed, 15 invalids were discarded, and thus, the sample was 50 employees.

The researcher chose organizational change as dependent variable and the dimensions of reciprocal leadership represented by driving conditional reward and management by exception as independent variables. Reciprocal leadership dimensions are considered independent variables (conditional reward five statements), (management by exception five statements), and organizational change as dependent variable seven statements. The respondents were asked: Please circle your answer to each statement using 5-Likert scale ([1] = Strongly Disagree, [2] = Disagree, [3] = Neutral, [4] = Agree, [5] = Strongly Agree). The data were analyzed by SPSS 20.

The researcher used applied statistics such as frequencies and percentage to analyze the demographics. Furthermore, Pearson Correlation Coefficient was used to test the hypothesis.

A. Research Hypothesis

Main hypothesis: There is no statistically significant relationship between reciprocal leadership and organizational change

- Sub-hypotheses 1: There is no statistically significant relationship between management by exception and the organizational change
- Sub-hypotheses 2: There is no statistically significant relationship between conditional reward and organizational change.

III. LITERATURE REVIEW

A. The Concept of Change

Change is a common reply to some substantial threat or opportunity that happened outside of the firm. According to Richards (2018), any commercial entity in today's rapidly changing environment not looking for change is likely to suffer dire consequences. In fact, organizations must adapt to change. Change is essential to all businesses since, without change, firms would probably lose their competitive advantage in meeting the wants of its devoted customers. Therefore, it is vital that business constantly watch what is happening around it; by creating a logical consciousness that appears from knowing the need to changes, which will retain its advantage or place it ahead of its competitions. It is apparent that for management must implement a firm to last, change at all levels. It is also required to study what the reasons for change and what is really needed for change.

Change Management: Change management is the concept that leads, trains, and support individuals and effectively adopts change to determine the success of the firm and achieving its objectives (Prosci Inc., 2018). Therefore, it is vital to realize what this concept is and how to implement effectively and efficiently. Change management is an organized method for confirming that changes are implemented carefully and easily for attaining permanent aids of change. Change management emphasis on the broader effects of change, mainly on individuals and groups and also how to transfer from the present condition to the future state. The change can be a simple procedure or complex one; total organizational change exists to attain the firm's goals. Change management is two types: Regular business-wide change that contains a broad and comprehensive change. Furthermore, a precise interior change that includes: Providing gears and procedures to monitor daily operation or department-detailed changes. The two of these programs have similar tools but have dissimilar objectives and urgencies. They are likewise vital for the firm's success.

B. Understanding Change

The word "change" denotes to any modification that happens in the overall work environment of a business. Planning for change can make the results attainable, and help control the procedures, guide decision-making, and provide security when faced by uncertainties (Stroh, 2005). This

change contains a classification of business procedures that happens over time.

C. Change Management Perspectives

It is vital to know that business does not change, but people inside the business do. Consequently, the accomplishment of the project eventually is measured by the variance in work done by each individual multiplied by the number of employees impacted by the change. Therefore, actual change management needs an understanding for, and gratitude of how one individual makes a change successfully. Without an individual standpoint, change management leads to activities performed without goals or outcomes.

D. ADKAR Model

Organizational change begins by knowing how to manage change with one individual. One of the many available tools to drive individual change is the ADKAR model established by Prosci Inc., a well-known institution specialized in change management research. ADKAR is an abbreviation for Awareness, Desire, Knowledge, Ability, and Reinforcement. For change to be successful, knowledge of the necessity for change is necessary, the agreement between staff, contribution and backing the change wholeheartedly, information on how to change, aptitude to implement vital skills and performances, finally, reinforcement and fortification to withstand the process of change. ADKAR defines positive change at the personal level and summarizes the objectives or results of an effective change. It is a real instrument for planning change management actions, identifying gap-holes, developing remedial action, and supporting executives and administrators.

E. Change Theories

The change theory is considered one of the fundamental tools needed to attain long-term objectives. Plenty of theories known on how to implement change; nevertheless, the researcher will shed the light on the two of the most important theories: John P. Kotter 8 steps model and Kurt Lewin model of organizational change.

F. Kotter's 8-Step Change Model

In his book "Leading Change" 1996, Kotter presented an eight-step process for change in organizations. Kotter proposed that for an organization to be successful, the majority of the firm's management should be interested seriously into change. He expanded the scope of the 8-Step Process from its original version in "Leading Change" to the version outlined in his 2014 book, "Accelerate" The eight-step process are presented in Table I below.

Kotter's model was founded on effective communication, empowerment, and attention. After the change, it is imperative to implant novel methods so that staff does not return to previous behaviors. Controlling, response, and involvement are needed for a period after the changes have been implemented (Kotter International, 2014).

TABLE I
8-STEP CHANGE BY KOTTER

Step Name	Explanation
Creating immediate action	Aid others see the necessity for change, and they will be persuaded of the urgency to act fast
Forming the supervisory alliance	Create a team with adequate authority to lead the change
Evolving a change idea	Develop a vision to lead the change, put plans for attaining that vision
Collaborating the vision	Make your staff recognize and approve the vision and its strategy
Allowing a broad-based plan	Eliminate difficulties to change, inspire risk-taking, and new philosophies and actions
Producing short-term successes	Encourage visible accomplishments, follow-up with those attainments, identify and recompensed employees who were involved
Never give up	Use reliability to change arrangements, assemblies, and rules that are not associated with the vision
Integrating changes into organizational culture	Lucid contacts between new behaviors and business success. Inspire leadership development

Source: (Kotter, 2014)

G. Kurt Lewin's Iceberg Model

Lewin developed his model in 1947, and it is considered the cornerstone of organizational change. Lewin identifies a three-phase process of behavior modification to achieve organizational change as Unfreeze–Change–Refreeze these words refer to the change process. He labeled organizational change using the altering form of an iceberg as an illustration (Mullins, 2014).

Lewin's model is a very simple three-step framework for managing change, these easy steps are: First, unfreezing by recognizing the driving forces that divert worker's behavior from the current situation and restraining forces, which delay movement from the existing status quo, second, the implementation of change and third, refreezing by establishing a new balanced state (Rubbins and DeCenzo, 2008).

All three steps promote certain actions that support enthusiasm, application, and devotion to organizational changes.

H. Causes of Change

The core reasons for change are external and internal forces. External forces resulted from changes in the technology, economic, consumer's needs and wants, competition, products "quality, government laws, or political events. Companies react differently based on their ambitions and goals. In addition, internal forces of change are based on organizational mission, centralization or decentralization, chain of command, and span of control (Wilson, 1994, p. 164).

I. Barriers to Change

Change officials must have knowledge concerning staff resistance to change, and what are the obstacles that prevent change from happening? The reasons can be attributed to complications in the firm, its hierarchy, authority and command, and culture. These barriers must be realized before the unfreezing step. Individuals may become persistent and

protect the status quo. They may violently test the reliability of any change suggestions. Otherwise, staff might pretend collaboration while secretly looking for eliminating change program. Woodcock and Francis, p. 1994 identified some barriers that are impeding change: Unsuitable management attitude, uncertain standards, lack of staffing, ambiguous objectives, jumbled structure and hierarchy, insufficient communication, lack of training, insufficient control, and deficiency in management development.

J. Reciprocal Leadership

According to Romig, 2009, "Leadership is made up of reciprocal relationships." Reciprocal leadership has two features, positive and negative. Leadership can be positive when leaders and subordinates have mutual agreement and cooperation about the benefits for both sides. The second feature of reciprocal leadership happens when the subordinate's behavior is the opposite of the leaders concerning performance. Many autocratic leaders take their own approach to problem-solving without involving their subordinates; in this case, subordinates have difficulties in solving the problems themselves.

Reciprocity is the processes of social interaction between people, the "pattern of exchange through which the mutual dependence of people, brought about by the division of labor, is realized" (Gouldner, 1960, p 169–170).

Reciprocity leadership refers to the daily exchanges that arise between leaders, subordinates who are routinely respect the duties, and these exchanges are the foundation to provide potential reward. The main characteristic of the reciprocal leadership is power, and wherever there may be power, there is a reciprocal relationship. In this style, leaders focus on efforts to motivate subordinates by linking the efforts of subordinates and the return they get. Thus, we conclude that the reciprocal leader determines the ways and methods of work of subordinates by watching and looking for deviations from the rules and sets standards to correct these deviations.

K. Dimensions of Reciprocal Leadership

We can identify two dimensions of reciprocal leadership; these dimensions are:

Conditional Bonuses

It represents the amount of financial support the subordinates get from their leaders in case of exceptional performance that is suitable to the functional behavior of the organization. It refers to the exchange function between leaders and subordinates, which is an exchange effort for a certain reward linking this reward to good work and performance. Subordinate does not have the right to discuss or cross leader decision with respect to the proceeds given to them because this return gives them their achievement at a particular job.

Management by Exception

It represents a management style that is based on mutual understanding between the leader and his subordinates about non-interference in the implementation of any task, except in cases where problems occur, especially when the work is going according to plans by the management there is no need for the subordinates to inform their superiors on the progress of work and is reported only in exceptional cases, to take the right decision. The preoccupation of the leaders with small detail and simple procedures will take the leader away from more important tasks that cannot be delegated to subordinates.

L. Characteristics of Reciprocal Leader

What distinguishes a reciprocal leader from others are:

1. Reward performance and estimated completion
2. Looks for deviations and take action to correct them
3. Cooperate with his subordinates in exchanging their performance with reward and by avoiding punishment
4. Setting goals for the group and determines the goals and procedures for implementation
5. Designing work structure, procedures, and assign tasks to workers.

As a result, we find that the reciprocal leadership style uses commitment and compliance with laws and maintain stability in the organization, rather than change. This leadership follow a cost and return approach based on the relationship between the manager and the subordinate; this approach does not change the habits and values of subordinates but affect the behavior of employees.

M. The Role of Reciprocal Leadership in Organizational Change

Studies indicate that there is a correlation between the reciprocal leadership and many variables driving organizations, including the change. Kotter (1996, p. 166) reaffirms that finding, "a caring environment that adapts change depends on the provision of administrative leadership, which is an indication of the distinction between successful cultural variables and the failed one as the reciprocity leadership inspires and motivates followers and interested in individual feelings and help them adapted to the changes that occur in the organization."

To achieve change, a fundamental characteristics of the reciprocity leadership determine the change that brings transformative leadership and are based on two methods of changes: The change in the behaviors of the followers and change in organizational culture, but the primary focus of transformational leader is to motivate followers and can consider the changes in the behavior of personnel associated with one of the fundamental requirements of organizational change. This requires the availability of a set of core competencies those competencies are listed below:

1. Participation and integration of all employees in the organization to build commitment to the process of change
2. Execution and maintaining the changes where you must build and develop an effective plan to implement change and ensure a follow-up plan

3. Ensure the development of the capacity of individuals to work by facing change and support the requirements through all the stages of change.

IV. DATA ANALYSIS AND DISCUSSION

The researcher distributed 65 questionnaires randomly to the employees at the Dama Rose Hotel in Damascus, the Syrian Capital. Fifteen of the questionnaires were rejected, and 50 were accepted fully. We applied the statistical program SPSS to analyze the data and test the hypothesis.

A. Descriptive Analysis

Table III shows that the sample of this research is 50 employees, chosen randomly and the result of this survey shows that 38 are male employees (65%) and 18 are female employees (36%).

Table IV shows the age distribution among respondents where it varies between 15 respondents between the ages of 37 and 42 was the highest at about 30%. Moreover, 12 respondents between the ages of 27-32 (24%), and 11 respondents between 32-37 (22%).

In Table V, we can see that 20 respondents have bachelor degree (40%) and 16 respondents have high school diploma (32%) and rest between higher education (8%) and elementary school respondents were 20%.

Table VI shows that most experienced respondents have between 3 and 6 years (36%) followed by 6 and 10 years (24%) and more than 10 years (16%).

TABLE II
LEWIN'S CHANGE MANAGEMENT MODEL

Stage	Description
Unfreeze	Persuade the institution to agree that change is needed Eliminate the status quo to implement a new method for staff to follow Establish convincing messages for staff to why the change is needed Contest the organizational views, standards, defiance, and actions Assume that high risk is expected.
Change	Staffs start to determine their doubt and look for new ideas in doing their work Staffs begin to trust and perform their tasks in accordance with the new path drawn by their leader Patience is needed to execute the new path and contribute positively to the change Staffs have to know the outcome of the change
Refreeze	Changes commence to shape up and staff supports the new direction Changes are adopted or established through integration into daily tasks Credit of staffs works and support their trust in future changes Celebrating the change achievement aids staff to forget the past

Source: (Connelly, 2016)

TABLE III
GENDER

Variable	Frequency (%)
Gender	
Female	18 (36)
Male	38 (64)
Total	50 (100)

B. Testing the First Hypothesis

Testing first hypothesis used Pearson correlation for reciprocal leadership and organizational change and the dimensions of reciprocity leadership and organizational change are illustrated in Tables VII and VIII.

Table VII shows that there is a correlation between the reciprocal leadership and organizational change, where the value of Pearson correlation coefficient is 0.684, and this leads us to study the dimensions of reciprocal leadership and its relationship to organizational change to see which dimension has greatest influence.

Table VII shows the outcomes of the correlations between the dimensions of reciprocal leadership individually and organizational change: Table VII indicates the existence of a significant positive correlation between conditional reward and organizational change, where the correlation coefficient reached (0.514) and this means reciprocal leadership has a role in the organizational change inside the hotel.

The Pearson correlation between management by exception and organizational change reached (0.452), this mean there is a relationship between management by exception and the desired organizational change.

TABLE IV
AGE

Variable	Frequency (%)
Age	
18-23	3 (6)
23-37	7 (14)
27-32	12 (24)
32-37	11 (22)
37-42	15 (30)
42 above	2 (4)
Total	50 (100)

TABLE V
EDUCATION

Variable	Frequency (%)
Education	
Elementary school	10 (20)
Secondary school diploma	16 (32)
Undergraduate degree	20 (40)
Postgraduate degree	3 (6)
Doctorate degree	1 (2)
Total	50 (100)

TABLE VI
EXPERIENCE

Variable	Frequency (%)
Experience (year)	
<1	4 (8)
1-3	8 (16)
3-6	18 (36)
6-10	12 (24)
10 or more	8 (16)
Total	100 (100)

TABLE VII

CORRELATION FOR RECIPROCAL LEADERSHIP AND ORGANIZATIONAL CHANGE		
Variables	Reciprocal leadership	Organization change
Reciprocal leadership		
Pearson correlation	1	0.684**
Sig. (two-tailed)		000
N	50	50
Organizational change		
Pearson correlation	0.421**	1
Sig. (two-tailed)	000	
N	50	50

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

TABLE VIII

CORRELATION BETWEEN DIMENSION OF LEADERSHIP AND ORGANIZATION CHANGE			
Variables	Conditional reward	Management by exception	Organization change
Conditional rewards			
Pearson correlation	1	0.550**	0.514**
Sig. (two-tailed)		0.000	0.000
N	50	50	50
Management by exception			
Pearson correlation	0.421**	1	0.552**
Sig. (two-tailed)	0.000		0.000
N	50	50	50
Organization change			
Pearson correlation	0.514**	0.452**	1
Sig. (two-tailed)	0.000	0.000	
N	50	50	50

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

Through the study of Tables VI and VIII, we find that the value of a statistical test is 0.00, which is smaller than 0.05 and thus we came with the following result:

The invalidity of the null hypothesis and acceptance of the alternative hypothesis, this means that there is a significant relationship between reciprocal leadership styles and organizational change.

C. Testing the Second Hypothesis

To test this hypothesis, the researcher calculates the correlation between the reciprocal leadership and the justifications for organizational change. Table VII illustrates the correlation between reciprocal leadership and justifications for internal and external organizational change; the correlation coefficient reached (0.514) (0.684), this means that reciprocal leadership is affecting the causes of organizational change.

It is evident from the preceding tables that there is a significant effect between reciprocal leadership and the external and internal justifications for organizational change at the level of 5%, in the hotel.

This confirms the invalidity of the null hypothesis and the acceptance of the alternative hypothesis.

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

The outcome of the data analysis and correlation showed a positive significant relationship between the reciprocal

leadership and organizational change, and in spite of a positive relationship. In addition, the outcomes of the statistical analysis showed the presence of significantly positive effect between reciprocal leadership and organizational change, and the biggest impact is on the external justification for the change. Finally, according to the respondents' answers, we found out that there is no clear indication that the reciprocal leadership in the hotel had implemented other dimensions that support change.

B. Recommendations

1. Management should increase their interest in the process of organizational change, especially when administrative leadership wanted to make a real change in the operations of the organization
2. Applying all reciprocal leadership dimensions to thrive in the process of organizational change and be able to achieve company's goals
3. Delegation of powers to enable reciprocal leaders of motivating employees and attention must be given to reciprocal leadership approach which has a positive impact on the achievement of organizational justice in the business climate
4. Management should pay attention to those who have the experience and leadership qualities and characteristics because they can affect their subordinates in smoothing the way toward positive change.

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A Study on the Perceptual Relationship between Overtime and Output: Case Study of Knowledge University

Yazen N. Mahmood¹, Manaf B. Raewf² and Zaid S. AL- Hamadany³

¹Department of Administration, Knowledge University, Erbil, Kurdistan Region, Iraq

²Department of Banking and Financial Sciences, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

³Department of Accounting, Knowledge University, Erbil, Kurdistan Region, Iraq

Abstract—The overtime is an extra effort to ensure that the job or duty is completed. In private universities, overtime is needed to cover all hours of the courses, and this may affect in good or bad way on lecture “depending on the number of extra hours,” This research highlights the importance of overtime and how it effects the performance of private universities. The (SPSS) program has been used to analyze the data. Thirty-four questionnaire papers were obtained out of 40 have been distributed on employees at Knowledge University. The study was found that there is a strong relationship between employees’ productivity and factors (Wages, Environment and Health, Job content, and information technology skill). Moreover, there is a weak relationship between the employees’ productivity and factors (Work Arrangement, and stress-satisfaction).

Keywords—Employees’ productivity, Extra hours, Overtime, Private universities, Skills.

I. INTRODUCTION

In today’s working environments, universities and other organizations are seeking for satisfying their customers. To achieve customer satisfaction, organizations have to develop products or services quality by improving the performance of employees or staff.

However, some organizations are imposing pressure on their employees to perform more without considering the disadvantages of such pressure. In addition, competitors are looking for ways to improve their offered services quality at the same time. Therefore, employees satisfaction encourage employees to perform in a better way; thus, organizations’ objectives will be achieved.

In this study, researchers aim to find, if employees are able to perform their extra duties effectively if they work for extra hours and they are able to enhance organizations’ productivity, as well as, understanding the working environment in term of employees loyalty, customer satisfaction, and productivity.

II. METHODOLOGY

A. Research Problem

Some factors are playing an important role to find out the effect of overtime; therefore, the research problem

is going to be expressed in the form of the following question: How the overtime effects on employees productivity?

B. Research Importance

1. To examine the relationship between overtime and employees productivity
2. To answer research questions’, test the hypothesis, and to give conclusions, and recommendations
3. To present a theoretical background of the overtime and employees productivity.

C. Research Hypotheses

- H₁: There is a relationship between factors and employees productivity
- H₂: There is a relationship between wages and employees productivity
- H₃: There is a relationship between work arrangement and employees productivity
- H₄: There is a relationship between (environment and health) and employees’ productivity
- H₅: There is a relationship between job content and information technology (IT) skill and employees productivity

H₀: There is a relationship between (stress-satisfaction) and employees' productivity.

D. Research Methods

The research uses qualitative and quantitative approaches on both primary and secondary data using the (SPSS) program. The primary data were collected from questionnaires distributed on employees at Knowledge University in Erbil. The secondary data were collected from books, journals, and websites.

E. Research framework

Figure 1 below shows the research framework.

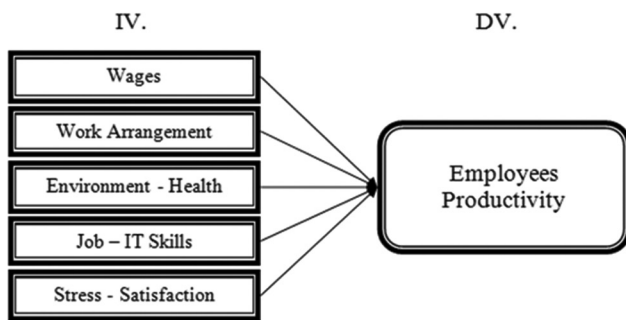


Fig. 1. Research framework.

III. OVERVIEW

A. Over Time Definition

“The innate human desire to improve one’s lot is strong enough to make workmen apt to overwork themselves and ruin their health and constitution in a few years” --Adam Smith, 1776, Wealth of Nations, Book One, Chapter VIII.

Overtime can be defined as a way or method to full the needs in rush hours to respond to the requirements and to compensate fail of machine working or employees absence. Cakmak, 2018. p. 21, and Yang, 2015. p. 13 define overtime as all the time spent for working or doing activities in institution (the organization or home) out of work time installed in the contract, while CWDC, 2015. p. 1, said that it is extra time of working above employee’s normal hours. According to Al-Hakim et al., (2017). Overtime is about the extra hours that should be taken into account and add it later to hours of staff work, and there are regulations for the overtime. Overtime is about the extra hours that should be taken into account and add it later to hours of staff work, and there are regulations for the overtime: First, any extra hours more the time of work or “normal hours” is called overtime. Second, all office working times and the overtime are considered as working time when the organization needed. Moreover, (State Human Resources Manual, 2011. p. 3), Thabit et al., 2016b. p. 5, stated some conditions about overtime regulations as following:

1. Any overtime working more than normal office hours must be paid as wages to the employees at salary time
2. The organization must pay the wages of the extra time for the employees as soon as possible unless the employees have a day off

3. The extra hours should be paid through 12 months (365 days) or paid with the salary
4. If an employee left his organization or changed his position or went to another place before taking his overtime wages, the organization should pay his receivable for overtime.

B. Overtime Policy

Having no enough staff to full the rush hours or office working hours, the organization adopts overtime style to do the activities or missions. Hence, the organization depends on some procedures, according to Corporate Policy Manual, 2011. p. 1, (Thabit et al., 2016a. p. 123) these procedures are:

1. Any overtime must be accompanied by approval from the manager who decides when and who will do it and which methods must be used
2. The manager should have the authority to determine the overtime at any time and decide the payment amount
3. The standard of employees overtime should be more than 14 h of office working in the organization
4. The overtime must not only be taken at the necessary situation, and but also not be considered as weekly activities
5. The work between the employees must be distributed if the overtime is necessary to complete activates or jobs
6. The overtime work should be executed as an order from the manager to employees and except that, any extra hours will not be accounted
7. Agreement is required from the employees when they approve to work more than normal hours specified in the contract.

There are some reasons behind working overtime by employees. Yamada, 2013. p. 106, and Thabit et al., 2016c. p. 41, mentioned that there are three points for that: First, the employee takes overtime to attract attention of organization and manger to occupy a new position better than his current one. Second, the employee takes overtime to prove himself and improve his abilities and experiences for doing work in organization. Third, the employee works overtime to obtain a high score in organization evaluation and make a good positive impression for the managers. Hence, according to above, Simeonova et al., 2017. p. 3,(Nibusinessinfo, 2018, Department of Trade and Industry, 2003, and Raewf and Thabit, 2015. p. 65 summarized some overtime advantages and disadvantages as follows:

Advantages

1. Money is the main reason. Thus, overtime adds high earning to the salary of employees
2. The overtime gives the employee more experience and flexibility in work, especially in rush hour at work with no need for more staff
3. Avoiding employee from looking for another job in another place and makes him more controller on his work in the organization
4. Increasing productivity and efficiency in work performance, where this makes the staff more focus in their work in the organization
5. Giving employees the flexibility to deal with different

situations and the ability to work in many places and departments in the organization

6. Increasing capacity of the employees to endure the long working hours.

Disadvantages

1. Manager or organization does not count all overtime hours without convincing reason
2. The management of organization compensates few numbers of employees with overtime wages to cover the long hours work
3. Too much overtime exhausts employee efforts and affects their health, safety, and reduces their productivity and performance, and increases the work accident in the organization
4. Too much overtime affects the private life of employees through spending long time at work (less or more 40 h in a week).

C. The Effect of Overtime on the Employees' Productivity

According to Man and Ling, 2014, and Thabit and Younus, 2015. p. 39, there are some effects influence on the employees' productivity, which are they:

Wages

It is a payment or compensation pay to the employees for their work or service (Administrative policy, 2104. p. 1). Basten, 2017, and Thabit and Mohammed, 2017. p. 41, mention that there are five types of wages:

1. Minimum wage is the minimum salary pay to employees
2. Living wage is the payment for basic cost of living
3. Prevailing wage is a contract payment between the company and government
4. Tipped wage is a payment given to the employee for his information and experiences for doing work
5. Fair wage is a salary pay to employees with adding serving years.

Work arrangement

It is a vision about the working structure and doing tasks depending on organizer's system and instructions (Georgetown University Law Center, 2010. p. 2), and including:

1. Flexibility work arrangement in the scheduling of hours worked
2. Flexibility work arrangement in the amount of hours worked
3. Flexibility work arrangement in the place of work.

Job Content and ICT skills

It is critical skills for experience in design and programming the systems (Blanco and Boo, 2010. p. 5). According to Gareis, 2014. p. 20, and Thabit and Raewf, 2017. p. 35, there are three important points as follows:

ICT

1. ICT practitioner skills: It is required to implementing the task by the employees
2. ICT user skills: It is supporting the employees in their own task

3. e-Leadership skills: It is the highest level of experience in ICT skills.

Working environment and personal health

A healthy working environment makes the organization an attractive place for employees and keeps them; also, if the organization wants to have a healthy working environment, it should provide three elements (The Government of British Columbia, 2009. p. 8), (Raewf and Thabit, 2017. p. 44):

1. Occupational health and safety are about a personal clean and safety of employees in their work
2. Health promotion: The employees should know about health and wellness through making seminars by the organization
3. Organizational health: Establishing health culture by supporting any health and safety activates.

Stress and job satisfaction

Bemana, 2013. p. 233, and Hadj Aissa et al., 2018. p. 70, stated that job stress can be defined as a hard and harmful effort done by employees when the result does not match the organization desire. According to The Government of British Columbia, 2009. p. 10, there are six factors lead to job stress:

1. Job demands/workload
2. Control over workload
3. Support received from management and coworkers
4. Relationships at work
5. Role conflict or ambiguity
6. Change and how it is managed.

IV. DATA ANALYSIS

A. Demographical Data

Table I shows the demographical data. The sample size of the research consists of 17 female and 17 male respondents.

B. Multiple Regressions

This research summarizes the regression analysis that is resulted in Table II:

To check dependency of employees' productivity on perception, multiple regression analysis was done.

TABLE I
DEMOGRAPHICAL DATA

Factors	Sub-factors	Percentage
Gender	Male	50
	Female	50
Age	Below 25	0
	26–35	55.8
	36–46	32.3
	Above 46	11.9
Experience	1–5 years	5.8
	6–10 years	38.2
	11–15 years	41.3
	Above 15 years	14.7

Prepared by the researchers

TABLE II
REGRESSION ANALYSIS RESULT

Metrics	Value
R square	0.536
Significant value	0.046

Prepared by the researchers

TABLE III
CORRELATION ANALYSIS RESULT

In depended variable	Measuring factors
Dependent	
People corporative	0.543*

Prepared by the researchers. *P<0.05, n=34

TABLE IV
COEFFICIENTS (A)

Standardized coefficient	Beta	P
Wages	0.436	0.043*
Work arrangement	0.019	0.063 ^{N.S}
Environment and health	0.375	0.038*
Job content and information technology skill	0.324	0.031*
Stress- satisfaction	0.023	0.058 ^{N.S}

Prepared by the researchers. *P<0.05, N.S: Not significant

($R_2 = 0.536$) This suggests that 59% of the variance factors can be explained. The significant value is 0.046, it means 65% change occurring in dependent variable due to independent variable.

In order to check dependency of employees' productivity, multiple regression analysis was done as shown in Table III ($R_s = 0.543$). This suggests that variance of factors can be explained, which supports hypothesis 1.

C. Dependent Variable

Coefficient values which indicate that if the independent variable is increased by one unit dependent variable will change by reported value as shown in Table IV:

Beta indicates that $\text{Beat} = 0.436$ of Wages is significant and positive, which supports hypothesis 2. $\text{Beta} = 0.019$ of work arrangement is not significant and negative, which not supports hypothesis 3. $\text{Beta} = 0.375$ of environment and health is significant and positive, which supports hypothesis 4. $\text{Beta} = 0.324$ of job content and IT skill is significant and positive, which supports hypothesis 5. $\text{Beta} = 0.023$ of stress-satisfaction is not significant and negative, which not supports hypothesis 6.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

1. There is a strong relationship between the employees' productivity and factors (wages, environment and health, job content, and IT skill)
2. There is a weak relationship between the employees' productivity and factors (work arrangement, and stress-satisfaction)

3. The reason for overtime shows that there is no enough number of staff in the university
4. The employees are not satisfied with the arrangement because there are many changes happen in the schedule to avoid interference between the duties extra hours (overtime)
5. The employees are not willing to have overtime working because of they afraid of not getting there overtime payment
6. The late payment makes the employees doing incomplete tasks deliberately
7. The overtime is often at evening, and that makes more stress to the employees
8. The stress that happens in overtime becomes harmful to the employees and the university
9. Healthy work environment that university provides can help but do not prevent pressure which it effects on employees' health.

B. Recommendation

1. Because the stress and arrangement problem that happen in overtime, the university should depend on a new style by separation the morning study from evening study
2. The university should hire more staff to prevent overtime or reduce it in the department that has high number of students
3. The university should use a supportive overtime strategy to reduce the effort and make the staff devoted to do their tasks properly and improve university performance.

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Figuring out the Varieties in Reporting News with an Eye on Translation and Semiotics

Huda Y. Abdulwahid

Department of English Language, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

Abstract—Although most of the people focus on the written message and forget about other non-verbal messages, some researchers keep looking for other signal that might send some messages but are stronger enough to affect the readers. This research is an attempt to figure out the size of the blackout that we experience in the world concerning reporting news. The reasons behind such vagueness are the factors encompassed in delivering the news such as the translator's viewpoint and signs translation. The semiotic approach has been used to shed light on these elements and to raise the attention of readers before taking every little news guaranteed.

Keywords—News, Politics, Semiotics, Signs, Translation, Vagueness.

I. INTRODUCTION

A. What is Semiotics?

Semiotics, as its name implies, is the study on signs. From the standpoints of semiotics, all languages are a system, consisting of coherent signs. Consequently, all texts can be described and analyzed semiotically. Such being the same case, translation, based on language, is considered as compatible with semiotics in that both are concerned with “the use, interpretation, and exchange of messages or texts, --that is of signs” (Gorlée, 1994). Semiotics is the study of signs and emerged in a literary or linguistic context through the work of two theorists: The Swiss Linguist Ferdinand de Saussure (1857–1913) and the American philosopher Peirce (1839–1914). Saussure divides a sign into two components – the signifier (the sound, image, or word) and the signified (the concept the signifier represents, or the meaning). For Peirce a sign is of a triadic nature. It consists of a representamen which stands for an object, interpretant, “somebody,” and ground “some respect.” Therefore, a sign stands for something (representamen), to somebody (interpretant), and in some respect (ground) and to be able to figure out the meaning of every sign (word), we are in need of an interpretation or translation. Petrilli (n.d.) says that sign activity or semiotics is a translation process and he agrees with Peirce that signs do not exist without an interpretant and that the meaning of a sign can only be expressed by another sign acting as its interpretant, translation is constitutive of the sign.

Petrilli (2013) says that translation is not only a practice but also a method of interpretation and understanding, of investigation and discovery, verification, and acquisition of new knowledge, and as such is also a method of critique. Moreover, translation theory can also be a theory that reflects on sign and meaning. Such an approach can contribute to a better understanding of the practice of translation. That is why some researchers try to blend these two approaches into one approach called “translation semiotics.” The identity of translation semiotics as a discipline that has evolved in the contacts between translation studies and semiotics (of culture) can first be understood through mutual influences (Torop, 2008). Translation studies have already long ago turned to semiotics, and semiotics in its turn has made use of the concept of translation. Kourdis (2007) explains semiotics as a way to understand the meaning through the translation process since semiotics considers translation as a sociocultural phenomenon. Translation activity in culture cannot take place in isolation from experience of culture and technological development. The interpretation of words is affected by the speaker, the audience, and the cultural background of them both. Victoria Welby (1837-1912) describes man's capacity for signification in terms of “translative thinking.”

Translated into semiotic terms, we can say that translative thinking is a semiotic process in which something stands for something else, in which different sign systems are related, in which one sign is more fully developed, enriched, criticized, put at a distance, and in any case, and interpreted in terms of

another sign (Petrilli, 1992). Wittgensten (1989) describes the translation process as semiosis. It takes as its point of departure the (simple or complex) verbal sign (such as a word, sentence, or text) as referring to its object (or set of objects).

Tracing back the particular way in which a sign is encoded (its ground) is followed by the creation, in the mind, of an interpretant, the meaning of which is equivalent to, or more developed version, of the meaning of the first sign. He says that semiosis in the language-game of translation means that the interpreter/translator interprets and translates, in fact, his or her own interpretants. Therefore, the translator embodies the sign user or interpreter which Peirce did not include as an explicit fourth component of semiosis, in addition to the interpretant. Sutiste and Torop (2007, p. 196) talk about the translation semiotics, a discipline that, as part of semiotics, engages in comparative analysis of sign systems and functional relations between different sign systems and, as an autonomous discipline, provides the means to distinguish and discern of sign system translatability.

Kourdis (2007) makes a comparison between two advertisements in terms of translation in two different languages; Greek and English. He has focused on the semiotic role of translation in advertising. He has pinpointed that the use of English connotes a West-European *modus vivendi* encompassing style, traveling, and shopping. Especially in Greece, the use of English in the transmitted message aims to affect consumers implicitly and enticing them to adopt the whole lifestyle that is, somehow, different to their tradition and culture. Besides, he has figured out that the use of the sign system of chromatics is very important for the preservation of esthetic equivalence of the advertisement. Therefore, the translation process includes the translation of verbal and non-verbal signs taking into consideration the fact that the linguistic message occupies only $\frac{1}{4}$ of the advertisement which connotes that for the advertisers the intersemiotic translation is more important than the interlingual translation.

Gottlieb (2005) says that any kind of translation is a multi-faceted entity, and even the word "translation" covers at least two dimensions: (1) Time, including the semantics and temporal progression of the translational process and (2) space, including the semiotics and texture, or composition, of the translational product. He adds that the process of translation involves a chain of disparate and consecutive entities, ranging from the conceiver(s) of the original text, through the text itself to the receivers of the translated version of it. Even the translational product is a complex notion. As a simultaneously presented synthesis of signs constituting either a mono- or polysemiotic text, the translated text encompasses much more than the rephrasing of original verbal utterances. Even in the case of "words-only" – i.e., monosemiotic – texts, other factors than verbal semantics form part of translational products. Translation is described by Welby as "inter-translation," a method of interpretation and understanding and is related to reflection on signs and meaning (1983 [1903], p. 120). Moreover, semiotics is concerned with everything that can be taken as a sign.

A sign is everything which can be taken as significantly substituting for something else. This something else does not

necessarily have to exist to be somewhere at the moment in which a sign stands for it (Eco, 1976). The role of translation, therefore, is to find out the implied meaning and given that translative processes are structural to sign processes as they develop across systemic and typological boundaries, the question of translation from a signficant perspective is no less than structural to the theory of meaning (cited by Petrilli and August, 2007).

II. PURPOSES UNDERLYING ANALYZING THIS SPEECH

Within the trend of the Arab spring that prevails the Arab world starting with Tunisia and ending with Syria, President Obama has delivered many speeches concerning it, especially after pretending that President Bashar Al-Assad has used chemical weapons against Syrians. The speech under scrutiny is catchy enough since it has been translated by many channels. In each one, we can notice the difference in terms of the title, the images, and the context. To figure out the reason behind these differences, I will follow the method used by Kourdis in his paper entitled with "the semiotic role of translation in advertising. The case of bilingual advertisement from a comparative aspect."

III. THE INTERLINGUAL TRANSLATION OF THE SPEECH MESSAGE

The motivation behind devising an interlingua was the long-lived belief that while languages differ greatly in their "surface structures," they all share a common "deep structure." Hence, arose the idea of creating a universal representation capable of conveying this deep structure while enjoying the regularity and predictability natural languages lack. To be capable of representing natural language content, an interlingua should be, first, unambiguous; it should be more explicit even than the natural language it is representing (Al-Ansary, n.d). It also involves two equivalent messages in two different codes. I try to make a kind of equivalence between the source text and the target text in an attempt to increase communication efficiency (Van Kesteren as cited by Kourdis, 2007). In my research, I try to find out whether the interlingual translation increases or decreases the communication efficiency and in which way.

The first semiotic observation deals with the language which appears first. In the English version, the speech is full of pictures and the font is different which gives an impression of how much this speech is important (Abal Hassan and Alshalawi, 2000). The Arabic version, on the other hand, is quite short and no difference in the font has been noticed which reflects the marginalization in reporting news.

A. The Interpretation of the Title of the Advertisement

The first thing to be said about the title of the English version is the use of the verb (say) which has been translated into (اوضح). The aforementioned verb cancels the option of explanation and reflects the idea that how much President Obama was brief in his speech. Besides, the deletion of

the phrase “back from the brink” in the Arabic version and the addition of (لكنه أضاف أن هدف عمل عسكري محدود سيكون ردع) (استخدام أسلحة كيميائية في المستقبل). The deletion of “Back from the brink” has the reference to the Iraqi dilemma and the chaos and disturbance that have been created after waging war against Iraq in 2003. Its deletion is due to the fact that the Arab world all know and still live the aftermath of the war against Iraq while its existence in the English version has the connotation of reminding Barak of this action to think thoroughly before doing an action that leads to loss of people and money. The addition of (لكنه أضاف أن هدف عمل) (عسكري محدود سيكون ردع استخدام أسلحة كيميائية في المستقبل) has the connotation of assuring the Arab world and showing the good intention of President Obama and how much he cares about the interest of people and his neighbors Israel, Jordan, Turkey, and Iraq.

B. The Interpretation of the Principal Message of the Speech

The first thing comes to our mind when we look at the translation of the principal message is that there is no quantitative equivalence between the English and the Arabic versions. The English version contains more than 100 words, while the Arabic version <70 words. The addition of some details concerning the interviewers, the channel and the position of the president indicate the importance of the interviewee and the time spent for the preparation of such an interview. Besides, it connotes the significance of the context of the speech which talks about the existence of mass destruction weapons, and possibility of waging a military war against a country has its own position in the region and the repercussions of it on the countries in the region. In addition, the report is accompanied by a picture of the President Obama and the American flag is located behind him in an attempt to show how much he is patriotic and he cares for the interest of American people. Furthermore, we see in the English version the opinions of others such as parliament, commons, and the British prime minister which indicate that the president cannot do anything alone and the democratic approach is followed in any case. Moreover, some other pictures for the demonstrations and the activists have been added to show the democracy atmosphere and the given right for the expatriates. The Arabic version, however, is brief enough and no more details concerning anything except the president and the airstrike on Syria. This briefness connotes that Arab community does not care for all these details and even the airstrike against Syria since each country in the Middle East is busy enough with arranging the interior situation of its own people and has a lot of challenges to be faced.

Concerning the pictures of activists, people might get angry once they see them since those activists cannot feel the hunger, the misery, and the lack of safety that Syrian people live unless they come to Syria and see what is going on the ground. Below are the examples of the translation of the speeches' principal message.

The English version

President Obama said that he has not made a decision yet regarding a possible U.S. strike against Syria. The president said that allegations that his Syrian counterpart, Bashar al-Assad, used chemical weapons on civilian populations would factor into his calculation and he warned that Assad should be held accountable.

The Arabic version

و وضع الرئيس الأمريكي أن معاقبة حكومة الرئيس الأسد لن تحل المشاكل في سوريا. بالتأكيد هذا الأمر لن يضع حداً لسقوط قتلى في صفوف المدنيين الأبرياء في سوريا. و أضاف قائلاً في مقابلة مع شبكة التليفزيون الامريكى العامة التحرك بشكل واضح و حاسم لوقف استخدام اسلحة كيميائية في سوريا يمكن ان يكون له تأثير ايجابي على الأمن القومي على المدى الطويل.

The use of “allegations” in the English version indicates nothing has been confirmed concerning the use of chemical weapons by Bashar al-Assad. It also indicates that the airstrike against Syria has not been approved. The Arabic version, however, has translated it into “تلكيدات” which reveals that the war against Syria is out of the debate.

C. The Translation of the Explanatory Part of the Speeches

The main point to be discussed here is to explain any behavior seen. In these speeches, I have seen the use of apostrophes for lexical items that are not with apostrophes in the source text. For example, in the Arabic version the civil war has become “قضية الابرحة” which connotes the situation in Lebanon that took place the late seventies and beginning of eighties and how hard was it and people are still living the aftermath. The other example is “we want the Assad regime to understand that using chemical weapons on a large scale against your own people, against women, against infants, against children, you are not only breaking international norms and standards of decency, but you are also creating a situation where U.S. national interests are affected, and that needs to stop which becomes سيئ جداً حضوا و ايروس يف لكاشملا لك لحت نل» دسأل سيئزلا قموكح تبق اع فوفص يف لى لتق طوقسل ادح عضى نل رمال اذه ،ديكأتلاب ”ايروس يف ايربأل نيي ندملا“

قضية كيريمال نوي زفلتلا فكش عم قباقم يف اللواق فاضا و دخلسا مادختسا فقول مساحو حضوا لكش ب كرحتلا ن! قماعل لى ع يباحيا ريثأت مل نوكي نأ نكمي» ايروس يف قيواميك ”ل.يوطلا ىدملا لى ع يموقلا انمأ“

This has a reference to the point that Mr. Obama has no intention to punish his counterpart Bashar al-Assad since it will not stop the massacre against Syrians. The actions, however, must be taken to stop the use of chemical weapons since it has a direct impact on our national security.

D. The Translation of the Informative Part of Speeches

The last part of the interlingual translation has to do with the translation of the speeches' informative part, which provides information on how to stop the use of chemical weapons in Syria without making any conflict in the Middle East. This action requires a hastily preparation of a military strike against Syria. Mr. Obama made it clear that the presence of a major stockpile of chemical weapons in a volatile country like Syria with known ties to terrorists

organizations could present a real threat to the U.S. The Arabic version, however, mention that

نأمل التوصل الى مرحلة انتقالية في نهاية المطاف بسوريا و نحن مستعدون للعمل مع كل العالم، الروس و الأخرين في محاولة لجمع الاطراف بهدف التوصل الى حل النزاع. و أوباما الذي عارض قبل عشر سنوات اجتياح العراق من قبل سلفه الجمهوري جورج بوش الابن الذي تخطى موافقة الامم المتحدة، رفض مسبقاً قيام اية مقارنة تاريخية. و تحدث اوباما عن مقارنة محدودة كي لا نجد انفسنا متورطين في ني نزاع طويل و عدم تكرار تجربة العراق الامر الذي يقلق الكثيرين.

These two messages differ in one point that in the English version has no place for any comparison between the Iraqi situation and the Syrian one. This comparison has a connotation that America is ready for the repercussions of waging war against Syria and the U.S. now is stronger than 10 years later. This strength comes from the assistance of Israel since its situation will be deteriorating if Assad remains in his position with some strikes against Julian which is occupied by Israel. The other non-verbal sign is the use of apostrophes which indicates how much this channel is brief enough in reporting the news. This briefness has an indication that the speech community is fed up with listening to politicians' speeches which are full of lies.

IV. THE INTERSEMIOTIC TRANSLATION OF THE SPEECHES' MESSAGE

Intersemiotic translation, the interpretation of a verbal sign (the linguistic message) by means of signs of non-verbal sign system (an image), is an important type of translation in the political speech since the images are powerful in the semiotic system. It takes place from the moment when a text is transformed into a performance, that is, when it is staged. The staged or theatrical text is already, in itself, an intersemiotic translation. The difficulties in staging a text are surmounted through the new directions theater has taken, using codes of other systems, and arguing that the performances have the power to activate the imagination, in a different though not more efficient way than the written text (Diniz, n.d.). This transmutation presupposes that the source language is the text itself (the verbal language) so this study will consider the English and the Arabic versions of news as a source language and the symbolic message of the speeches as a target language. This shows the duality feature of intersemiotic translation. That is, there are two language sources with equivalent messages, English and Arabic, and there are two kinds of transmutation, one including pictures and more details and the other including no pictures and briefness.

More analytically, the principal messages of the speeches have been translated interlinguistic and intersemiotic. The English version.

President Obama said that he has not made a decision yet regarding a possible U.S. strike against Syria. The president said that allegations that his Syrian counterpart, Bashar as-Assad, used chemical weapons on civilian populations would factor into his calculation and he warned that Assad should be held accountable

Has been translated into the Arabic version:

وقال أوباما في لقاء تلفزيوني، الخميس، إن لدى إدارته تأكيدات بشأن استخدام دمشق للأسلحة الكيماوية في الهجوم الذي وقع في الغوطة بريف العاصمة قبل عدة أيام، وأدى إلى مقتل المئات و فقا لمصادر في المعارضة السورية

وأشار الرئيس الأميركي إلى أن دمشق تمتلك أكبر مخزون كيماوي في العالم، وأن الأعراف الدولية تحرم استخدام تلك النوعية من الأسلحة.

It is obvious that some of these verbal signs are translated by iconic signs only because they are part of some speeches' connotation since some of them may have other connotations. For example, the word "allegations" "تاكيدات" and "his counterpart" "دمشق" and we know that they refer to Mr. Obama's intention to strike Syria through the intersemiotic translation in comparison with the linguistic message. However, this kind of intersemiotic translation is not a one-way translation since comprehending the messages requires getting into consideration the whole context and situation. Thus, the one-way translation, verbal sign to non-verbal sign is adequate but we have to mention that other linguists insist that intersemiotic translation is not only the result of the translation of a verbal language to a non-verbal one but is also the reverse and, in addition, the translation of a non-verbal language using another non-verbal language (Kourdis, 2007).

Picturing is a system of internal codification that concerns the use of pictures. It is a way of reading based on selective signification. In this research, it is clear that there is the symbolism of pictures that allow especially for the linguistic message to be connoted through the system of pictures. As such, we can see the background of Mr. Obama which shows the flag of America that connotes the fidelity of him to his country. Another picture shows the demonstrations that prevail the U.K. protesting against the war which shows the democratic atmosphere provided by the European countries.

V. CONCLUSION

The research has tackled the event, which is waging war against Syria and has dealt with the way of reporting it in two different languages. It has used Obama's interview with PBS NewsHour talking about America's plans concerning Syria and its translation into Arabic Language by Nile channel to show how the translation plays an important role in deceiving people and sometimes turning the facts. The translation includes translation of verbal and non-verbal signs, and since there is no equivalence in the political message, translation can never say the same thing, but it can say almost the same thing which seems to correspond to this observation. The study comes out with the following remarks:

- Intersemiotic translation is considered ambiguous when the speakers use pictures and figures that have sociological features which affect receivers' comprehension.
- Total quantitative equivalence seems to be necessary for the translation process especially for the title, which plays an affective role on the readers.
- The fact that the linguistic message occupies a small area indicates that the intersemiotic translation is more significant than the interlingual translation.

From the above points, the study concludes that the role of interlingual translation looks to be complementary to other semiotic systems and not the most affective. The power of the non-verbal sign system, especially of the pictures, makes interlingual translation a secondary, but necessary, factor in the transmission of a political message.

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Estimating Factors Affecting the Sustainable Environmental Development

Ali Sh. Ahmed

Department of Accounting, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

Abstract—An issue of sustainable environmental development has occupied a wide range of interests of researchers and economists in some developing countries. The environmental issues are tightly linked to the development policies and the environmental grasp is no longer a matter of social welfare but rather is a matter of economical, social, and human dimensions. The research presents the concept of sustainable development and an assessment of the factors influencing sustainable development. The research will give an economic development and the ecosystem vitality in some countries, such as Iraq. Increasing demand for foods in these countries has led them toward the intensive usage of natural resources which has, eventually, impaired the rates of development and contributed in the deterioration of environmental system. The results of the analysis showed that the environmental ecosystem variable has a greater impact on sustainable environmental development than the economic development variable, which means that the environmental situation of some countries, especially the developing countries, continues to deteriorate, requiring all specialists and governments to make efforts to preserve the ecosystem for future generations.

Keywords—Development, Environment, Sustainable environmental development.

I. INTRODUCTION

More recently, the definition of disasters was no longer limited to natural disasters but included a completely new concept that reflected environmental disasters. Global warming, environmental degradation, population degradation, poverty, hunger, loss of biodiversity, desertification, drought, etc., have changed the perception that these problems cannot be separated from social welfare problems or problems of economic and social development. The reciprocal relationship between environment and development has prompted many countries to reconsider development patterns that are incompatible with environmental balances.

The demand for development has grown from the demand for environmental protection when the world realized that it was neglecting the environment and was being degraded. Since the 1970s, and as a reflection of increasing environmental problems and increasing human awareness, economists and scientists have become more interested in the relationship between environment and development. The United Nations Development Strategy for the 1980s states that hunger and malnutrition must be eliminated before the end of the 20th century. The interrelationships between poverty, underdevelopment, economic resources, environment, and population are interlinked within the

framework of the development process called sustainable development. UNESCO has defined sustainable development that every generation has to leave the water, soil, and other resources to the next generation, in the form, it has acquired, and to leave behind the species of organisms found on the ground without being endangered (Al-Kubaisi, 2005).

A. Research Problem

The problem of research is that some countries, especially the developing countries and with conditions and characteristics similar to Iraq, are suffering from imbalances between the use of limited natural resources to achieve economic growth and which pay no attention to the deterioration of environment and then meet the needs of population for products in contexts that ensure sustainability of these resources and preserve the environment to meet the needs of future generations and work to reduce the negative effects on environment.

B. Importance and Purpose of Research

The importance of research is to identify the concepts of economic growth and sustainable development, then to study the relationship between the economic growth and vitality of the ecosystem in one hand, and the environmental sustainability on the other hand in some developing countries.

C. Hypothesis

The growing demand for food and products in developing countries has led to their intensive use of natural resources and, consequently, to engage in production activity in a manner that does not take into account the sustainability of environment, which has weakened their economic growth rates and contributed to the degradation of their ecosystems.

D. Methodology

The research includes the definition of economic growth, economic development, and their relation to the environmental sustainability. The first chapter deals with the economic growth and environmental development in the developing countries. The second chapter deals with the impact of economic growth on sustainable environmental development. The research uses the descriptive method and quantitative indicators to present the facts about sustainable development in the developing countries and the main factors affecting them.

Data required were obtained from the various sources according to their availability at the publications of some international organizations. It was necessary to contact these organizations through their websites to check some figures, especially in respect to the figures of Environmental Sustainability Index (ESI). The last attempt to assess the ESI of the developing countries as well as the vital indicators of the ecosystem in the developing countries was conducted in 2005 and its results are still supported by researchers. Data of the gross domestic product (GDP) and population were calculated by the World Bank (WB) and International Monetary Fund; however, the data published by Wikipedia in 2017 were used.

II. LITERATURE REVIEW

Economic growth is an increase in GDP with the potential of increasing per capita income and thus improves the social status of individuals. The search for economic growth in the developing countries leads to research in economic development. Economic development indicates that the state has reached an economic situation that can continue to allocate certain amount of its surplus to the economic growth. The developing countries are suffering from the structural imbalances that must be addressed to rise the level of economic growth due to constraints on production processes. Therefore, there is a close relationship between the two concepts, economic growth and economic development and the extent to which they are overlapped.

A. Economic Growth and Economic Development

Economic growth is defined as the long-term increase in production. It can also be defined as the result of successive economic expansion. The economic growth is reflected in the increase in real GDP between two periods and the increase in per capita income. It can be accompanied by the economic progress if the growth of domestic output is greater than the rate of population growth. Economic growth is achieved with the following conditions:

1. Increasing production: Which means increasing the volume of productive activity or economic expansion. The real increase in production as well as increasing per capita income accompanied with the production increased must be mentioned during a particular period compared to the previous periods.
2. Change in the level of organization methods: Since the objective of the production processes is to satisfy human needs, investors are seeking to find new organization methods to facilitate the dynamic of work and the circulation of factors of production easier and search for factors less cost and more profitable. This leads to find new regulatory methods that are more efficient than those prevailing to achieve greater surplus and continuation of the process of growth.
3. Economic progress: It is a feature of economic growth and its continuation in achieving social goals of the entire community (Abu Joudeh, 2011).

Elements of economic growth are labor, capital, and technological progress. Work is the sum of the physical, scientific, and cultural capacities that individuals can use to produce goods and services necessary to meet their needs. Capital is the sum of goods that exist within a given period of time in a particular economy, while technological progress represents a new system that allows producing more quantities of production with the same quantities of elements or producing the same quantity of production in fewer quantities of elements. It also means the optimal use of the elements of production in the production process, and therefore, even if the quantities of these elements remain unchanged and with technological progress, this will inevitably lead to increase production and economic growth (Al-Kenani, 2008).

Economic development is a series of changes without which economic growth depends. It can be defined as the sum of the policies adopted by a given society which lead to increase rates of economic growth on the basis of its own potential, ensuring that this growth is sustained and balanced to meet the need of society in addition to achieve social justice as much as possible. Therefore, the concept of economic development is more comprehensive than the concept of economic growth.

In addition to increasing output and improving efficiency, economic development requires change in the production structure which, in turn, requires redistributing production elements among the different sectors of economy. The difference between growth and development is that economic growth means more production, while economic development means increasing and diversifying production. Development can be described as growth accompanied by changes in the structure of the national economy which seeks to diversify sources of income. The developing countries need not only growth but also the development, as they need to increase quantity, quality, efficiency of productivity, and making real changes in the economic and social structures (Al-Ghamdi, 2004).

Economic development focused on efforts of people of the developing countries. These efforts focused on economic

aspects without paying attention to the other aspects. The development experience until the 1970s showed an unsatisfactory picture of the standard of living of most people in these countries, despite the existence of some positive signs of economic growth. Therefore, attention has been paid to the social aspects of development. In the later step, the concept of development expanded to cover the economic, social, and environmental aspects. It was then called the comprehensive development. The WB adopted the Comprehensive Development Initiative, which includes the economic, social, environmental, and humanitarian aspects (The World Bank, 2016).

B. Sustainable Environmental Development

The World Commission for Environment and Development defined “sustainable development as the development which encompasses broader dimensions that require change in the content of growth to become less material, less energy use, and more effective.” These changes must be achieved in all countries as part of a package of measuring environmental capital, improving income distribution, and reducing sensitivity to the economic crises (Donato, 2004). Economic development and conservation of environment are both integrated processes, that is, sustainable development recognizes the need to achieve economic growth appropriate to the capabilities of the environment (Ghneim and Abu Zant, 2004). Sustainable development is not focused only on the environmental aspect but also on economic, social, and technological aspects, which can be clarified as follows:

1. Economically: It includes stopping the waste of natural resources by improving their efficiency and consumption patterns that threaten biodiversity.
2. Socially: It includes the transition from ensuring on meeting the needs of the current generation to ensure the needs of future generations through the equitable distribution of wealth, combating poverty and increasing the level of employment.
3. Technologically: It includes a shift toward cleaner technology and reducing energy consumption and other natural resources.
4. Environmentally: It includes the ability of earth to bear human element through providing all the resources he needs from natural resources and the absorption of waste and radiation left by him.

In 2002, the Economic Forum for sustainable development indicators was presented five key characteristics in a country that achieves sustainable development: (1) It can maintain its natural systems at advanced levels, (2) human pressures are low on the environment, (3) its social systems and population are not vulnerable to the environmental degradation, (4) be able to establish institutional and social systems that have the potential to respond to environmental challenges, and (5) be cooperative with other countries in achieving common goals in protecting the environment internationally (Al-Ghamidi, 2004).

C. Growth and Sustainable Environmental Development

Study the relationship between economic growth and environment is not new. It comes back to Aristotle, who

stated that “poverty is inevitable when there are no limits on the rate of population growth.” It was followed by the classical economists who emphasized that economic activities should be subject to the environmental constraints and considered that growth is a function of the environment and natural resources play a key role in economic growth and development (Al-Batat and Ahmad, 2005). The research then developed by that published by Kuznetes who analyzed the relationship of economic growth with income inequality distributed. He suggested that as income increases, the disparity of income distribution increases and begins to decline with the continuation of economic growth. This analysis accurately describes the relationship between per capita income and environmental sustainability, wherein the early stages of economic growth, both the GDP and environmental pollution, move in the same direction and when the level of income reaches a certain level, people started to be interesting in the health and environment, in which they are living.

The early stages of growth in developing countries started with the intensive use of natural resources, putting pressure on the environment. When the production expands and the citizens of these countries become richer than before, they move to another level of the need scale and then environmental values become more important. As a result of the growth of wealth, investment, and technological development, the methods of production and consumption of natural resources become more economic so that environmental pressure stabilizes with increasing economic growth (Yandle, 2002). The positive relationship between economic growth and environmental sustainability is reflected in a balanced economic growth. The rapid and unbalanced growth often leads to environmental problems that increase the misery of society. This can be seen in various fields such as the steady increase in the development projects that are polluting environment and their impact on public health, or may appear in the form of instability of productivity through the improper exploitation of water and arable land.

D. Estimating the Impact of Economic Growth on Sustainable Environmental Development

The multiple linear regression models for cross-section data selected from the average data of the years 2005–2016 with respect to the ESI and from the years 2009 to 2016 for the average data of per capita GDP. The ecosystem efficiency data were used for 16 countries, “mainly the Arab developing countries which their conditions are nearly similar to Iraq.” They were selected as a sample from among 142 developing countries around the world and can be seen as a model for the other developing countries in the world. They are divided between the continents of Asia and Africa, which are the two continents with the highest percentage of developing countries.

E. ESI

The selected countries are varied in their environmental performance and thus vary in their ability to preserve their

natural environmental resources for future generations. ESI is a measure of overall evolution toward environmental sustainability, and its points are based on a set of 20 standard indicators each consisting two to eight variables with a total of 68 variables. ESI compares locally with environmental progress both quantitatively and qualitatively and represents the first step toward further analytical methods of environmental decision-making. ESI allows comparison to the local level of environmental progress from an organizational and environmental perspective and represents a first step toward more analytical methods of environmental decision-making. This indicator takes into account not only the country's environmental achievements, its institutional structure, and other key indicators but also the economic capacity as a factor that reflects sustainable environmental development. In other words, the achievements of countries at the environmental level are seen as having the economic potential to reach those achievements. The Sustainability Index is the result of a concerted effort between the World Economic Forum, the Yale Center for Policy and Environmental Legislation, and Columbia University for the International Information Network (Environmental Sustainability Index, 2005). A review of ESI in the selected countries in 2005 shows that they were in descending order starting with Tunisia, which achieved the highest model in preserving the environment. The index of sustainability reached 51.8, while Iraq came last with a value of 33.6. Perhaps, the circumstances experienced by Iraq in that period of time had a significant impact in the emergence of this result.

F. Economic Development Index (EDI)

For the purpose of estimating the impact of economic growth, it was expressed in per capita GDP of the developing countries. As mentioned earlier, economic growth is achieved when an increase in the GDP or gross national income is raising real per capita income of individuals. Therefore, the concept of economic growth is the same as the economic well-being, which does not mean only an increase in GDP but must result in an increase in the real per capita income. This means that the rate of economic growth must exceed the rate of population growth resulting in an increase in the level of well-being of society. However, the growth of the population at a higher rate prevents the increase in the average per capita income, despite the increase in the GDP, but did not achieve economic growth.

The average per capita income is calculated according to the following equation:

$$\text{Average per capita income} = \frac{\text{GDP (income)}}{\text{Population}}$$

Which is an indicator of the level of economic growth or economic well-being. An increase in average per capita income means increased levels of growth or social well-being and vice versa (Elfatih and Al Otaibi, 2011).

Data on per capita GDP in the developing countries (Appendix 1) indicate a very large disparity between

them. The Group of Gulf Countries has a very high per capita share compared to other countries because they have large wealth and less population, while per capita in Lebanon (15.5 thousand dollars/year) is higher than in all other countries. The per capita income in Jordan (5.9 thousand dollars/year) outperforms richer countries such as Libya (5.8 thousand dollars/year) and Iraq (3.9 thousand dollars/year).

G. Bioecological System Index

One of the most important factors affecting environmental sustainability is the vitality of the ecosystem. An ecosystem is a community of organisms that live and interact with each other in a particular place such as forests and lakes. It is also known as organism, where it is located, and its components. The ecosystem reflects the dynamic interaction of all parts of the environment, with particular emphasis on the exchange of materials between living and non-living parts (Bin Jumaan, 2004).

The environment, its issues, its management, and protection have become the focus of attention of the world as the countries face problems of decline of their savings from natural and vital resources, in addition to problems of the environmental pollution and the risk of extinction of many organisms. Countries have given great importance for protecting the environment and finding a kind of balance between the environment requirements and the use of their available resources. The environment was seen from its physical and vital aspects only, but the view now has its social, economic, and cultural aspects, which constitute the natural foundation of the human environment, which calls for realizing the importance of preserving natural resources and protecting them from corruption (Environmental Sustainability Index, 2005).

Data on the vitality of the ecosystem in the selected developing countries, mostly the Arab countries (Appendix 1), were derived from a table of all developing countries presented in the percentages) between 0 and 100). We found that the figures in those countries bear a negative signal, with the exception of Sudan, which showed a positive sign. The index provides rate for the values of the variable components in the form of z-scores, which is zero for the mean and then (+1) or (-1) standard deviation higher or less than the arithmetic mean and (+2) or (-2) standard deviation higher or lower than the arithmetic mean. They are naturally distributed, where 68% of which are below standard deviation by one degree, 95% are below the standard deviation by two degrees, and 99.7% fall below the standard deviation by three degrees. Therefore, the negative figures in the table indicate the degree of deviation of these values from the general arithmetic mean. The largest negative number is a positive deviation higher than the global arithmetic mean. This is shown by all countries except Sudan, which means that it is a negative deviation from the global arithmetic mean in maintaining the efficiency of the vital system (Environmental Sustainability Index, 2005).

The standard model used to analyze the relationship between economic growth and sustainable development is as follows:

$$Y=a+b_1X_1+B_2 X_2+e$$

Where, Y is the index of sustainable development, X_1 is an indicator per capita share of GDP, and X_2 is a vital ecosystem indicator, then the random variable.

III. RESEARCH ANALYSIS AND DISCUSSION

Statistical analysis package (SPSS) was used in data analysis. The results shown that the linear model is best in interpreting the relationship between variables according to the following equation:

$$Y=0.065+0.032X_1+0.440X_2$$

$$t=(4.980) (12.206)$$

$$R^2=0.599, F=16.002, DW=1.348$$

The parameters of model are statistically significant by calculated t values which are higher than their tabular values at a level of 5%. The value of F indicates statistical significance of the function as it is higher than the tabular value at a level of 5% and indicates a significance linear relationship between the dependent and independent variables. The DW value indicates that the model does not suffer from the problem of autocorrelation between its random variables and is located outside the critical area. Furthermore, there is no multicollinearity problem among variables. The independent variables explain about 60% of the change in the dependent variable, while 40% fall within the effect of the random variable.

It is also clear that an increase in the economic growth rate of 1% will increase the level of environmental sustainability in the developing countries by about 0.032%. Furthermore, stimulating environmental vitality by 1% will lead to increase environmental sustainability by about 0.440%. This indicates that the effect of the ecosystem dynamic variable was much higher than the effect of the variable economic growth on environmental sustainability.

IV. CONCLUSIONS

1. Development in general and the economic development in particular in any country completely dependent on the general environmental situation. The relationship between environment and development is a reciprocal. Preservation of environment ensures the continuation of economic development and economic growth.
2. Achieving sustainable and natural environment at any of the developing countries requires permanent cooperation between researchers and the research institutions in relation to the exchange of information on the economic and social effects of human activities that they leave on the environmental content surrounding them.

3. There is a positive relationship between per capita GDP and environmental sustainability. Increasing per capita income by 1% leads to increase of 0.032% in ESI.
4. Furthermore, the results shown that increasing the level of ecosystem vitality by 1% will raise the level of environmental sustainability by 0.440%, which means that the selected countries have to pay great attention to preserving elements of the vitality of ecosystem and raise the efficiency of this system due to its significant impact on sustainability environmental issues.

A. Recommendations

1. Environmental awareness should be continually intensified in all the developing countries and remind of the dangers of environmental degradation to communities caused by production and manufacturing processes that do not take into account the preservation of the vitality of environment.
2. The international organizations, especially the United Nations and its affiliated institutions, should intensify their efforts to achieve environmental balance by issuing instructions on alleviating the environmental problems facing the natural resources in the developing countries such as the desertification, drought, erosion, and lack of water, to ensure the sustainability of these resources for future generations. Moreover, emphasizing the efficient use of clean technologies that reduce the consumption of natural resources and, thus, reduces pollution in the environment.
3. The UN should also expand conferences, symposiums, and meetings that bring together local and international experiences in the field of environmental conservation and sustainability. The first Conference on Environment and Sustainable Development, entitled "Water and Energy" which was held in Beirut (2013), has presented important recommendations to ensure ecological restraints to preserve the environment and sustainability.

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The Factors Affecting Customer Relationship Management Implementation at DHL Company in Baghdad, Iraq

Qusay H. Al-Salami¹, Ibraheem A. Saadi², Zaid T. Sawadi³ and Rabeea Kh. Saleh¹

¹Department of Business Administration, Cihan University-Erbil, Erbil, Kurdistan Region, Iraq

²Malaysian Graduate School of Entrepreneurship and Business, University Malaysia Kelantan, Kuala Lumpur, Malaysia

³Department of Management Information Systems, University of Mosul, Mosul, Iraq

Abstract—Customer relationship management (CRM) has the ability to achieve success and growth of enterprises in the present time's environment of broad competition and rapid technological development. CRM helps organizations to know the customers well and to establish sustainable relationships with them. The main goal of this study is to investigate the factors affecting CRM implementation at DHL Baghdad. To achieve this goal and considering the research model, four hypotheses were formulated, and the required data were collected through a structured questionnaire. The data were quantitatively analyzed using SPSS 17. According to the findings derived from the data analysis, the researchers concluded that the first factor (technology) has a positive and significant influence on CRM implementation, while the other three factors (human resource, knowledge of CRM, and knowledge management) had an insignificant but positive influence on CRM implementation. Thus, H1 was supported, while H2, H3, and H4 were partly supported.

Keywords—Customer relationship management technology, Customer relationship management, Human resource, Knowledge management, Knowledge of customer relationship management.

I. INTRODUCTION

Customer relationship management (CRM) becomes increasingly popular and has become one of the hottest topics of scientific and practical area in the field of business. In fact, due to the rapid competitive environment, CRM is critical and has become an area for the performance of companies. Recently, CRM has become one of the most contentious issues and a focal point in the field of business (Balaram and Adhikari, 2010). It is important to mention that CRM is largely based on the belief that establishing a continuous relationship with customers is the keystone of obtaining loyal customers who are more advantageous than those nonloyal ones (Dowling, 2002). In this regard, the successful implementation of CRM will be of large profit to the organizations adopting it as well as a help in increasing the benefits of sales through superior market segmentation, higher quality products, customizing products and services, gaining access to employee satisfaction, and above all, ensuring long-term customer loyalty, and retention (Almotairi, 2009).

This study has investigated the factors that affect CRM implementation, such as (Technology, human resource [HR],

knowledge of CRM (KCRM), and knowledge management [KM]), whereby this can be achieved by providing answers to the following question.

How can technology, HR, and KCRM and KM affect CRM implementation at DHL Baghdad?

II. REVIEW OF CRM

CRM is not a product or service; it is an overall business strategy that enables companies to successfully control relationships with the customers. CRM provides an overview of customers in organizations (Parvatiyar and Sheth, 2001). The reasons for CRM coming into existence are the changes and development in the environment and market technology. The goal of a professional CRM strategy is to extend, retain, and keep the profitability of customers (Stone and Foss, 2001).

CRM is a method that can lead to build enduring relationships with the customers and raise profits by the strategies of focusing on the customer. CRM is a customer-oriented marketing effort which is dependable for managing and accumulating customers' details to serve

the customers in the present and future. Moreover, CRM is a process of strategic marketing of which the purpose is to manage, understand, and predict the customers' demands.

As well, CRM is the development, establishment, optimization, and maintenance of long-standing mutually important relationships. It is a set of business practices to verify, identify, develop, acquire, and maintain the loyalty of the customers and sustainable profitability through providing suitable services and products, in due time (Perppers and Rogers, 1999), whereby CRM is a wide-ranging strategy and process of retaining, partnering, and acquiring with customers to make greater value for the customer and the company (Parvatiyar and Sheth, 2001). It is a means of understanding the customers' behavior through deep communication with them to develop performance, which is represented in attracting clients, keeping them and increasing their profitability and loyalty (Swift, 2001).

The companies must use CRM in the field of technology, e-commerce, and research methodology to manage customer relationships (Stone and Foss, 2001). This CRM definition clarifies that it is important to use technology in dealing with customers. CRM is the act of considering the main organization's customers in the management of customer knowledge and the organization's efficiency, by way of enhancing the efficiency of the organizational decisions interrelated with leading customers, therefore, to the improvement of the performance of marketing in the organizational performance in particular (Arnett and Badrinarayanan, 2005).

Fig. 1 clarifies the timeline of the CRM concept evolution. The change from transactional marketing to relational marketing has radically increased the significance of the long-term economic value of the organizations' customers. The concept of customer value indicates the current value of the future cash flows attributed to the customer relationship. Customer value is the economic value of the customer relationship to the company. Customer value tends to transmit the strategic planning forms toward a long-term relationship with the customer, rather than maximizing the short-term sales (Kumar and Reinartz, 2008).

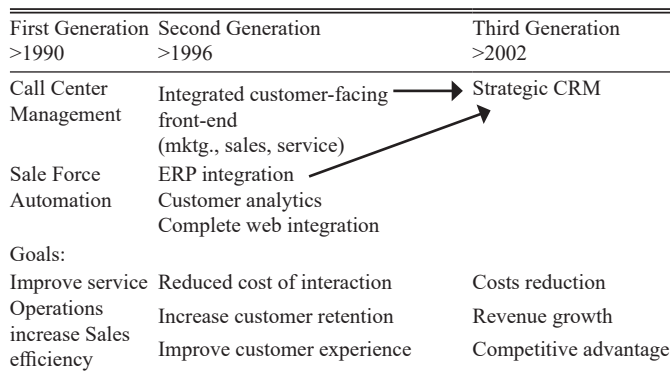


Fig. 1. Timeline of Customer relationship management evolution (Kumar and Reinartz, 2008).

III. CRM IMPLEMENTATION

Implementation of the CRM system is more than the installation of a software package. All purposeful areas of the business must be involved in marketing, HRs, IT, sales, and product development and so on. This can be achieved through ensuring that all employees understand CRM with all its' aspects and what CRM means in the business. Moreover, information meetings or formal training are necessary to be provided to the employees (Mamoun et al., 2011).

The existence of a suitable strategy in the organization does not guarantee its' success with CRM. It is necessary to apply an effective implementation of CRM (Bohling et al., 2006). According to Mamoun et al. (2011), the model of CRM implementation has four main elements: Change management, readiness assessment, employee engagement, and project management. Moreover, they added, the successful CRM's implementation lies on the employment of five functional processes which combine these four elements: Value creation process, strategy development process, information management process, multichannel integration process, and performance assessment process.

The positive implementation of CRM has been proven to reduce operational costs, inspire employee confidence, develop decision-making, and increase customer satisfaction (Reid and Catterall, 2002).

Bohling et al. (2006) suggest five dimensions of CRM implementation: Organizational structure designed for relationships, managerial behaviors, employee training programs which manage relationships, systems to facilitate the process and a plan that supports retention, loyalty, and stable customer interaction. The CRM's implementation needs to be an integrated approach toward people, processes, and technology. The definitions mentioned above indicate that the successful implementation of CRM relies on staff, technological tools, and a variety of processes that cover the entire company (Reid and Catterall, 2002). In the interest of parsimony, the implementation process of CRM is examined under three headings: Processes, technology, and people.

Viljoen et al. (2005) suggest technological utilization: The use of technology in CRM facilitates the effectiveness of business operations. Mahdi et al. (2012) indicated that companies must use technological tools to increase the reliability of building relationships and help them to respond to and monitor the changing demands of customers. Technology allows companies to mechanize operations and enable CRM to be highly qualified.

In addition, technological tools facilitate change management within organizations. CRM technologies have three types that can be implemented: Collaborative CRM, analytical CRM, and operational CRM (Prasanna and Kumar, 2014). According to Viljoen et al. (2005), the operation of CRM system stores will appropriate the information of customers in databases to facilitate business communication. These systems are responsible for the CRM's functionality and they also develop the efficiency of the CRMs supporting processes. Besides that, they listed examples of several technologies which help in faxes, call centers, websites, and

mail. Analytical CRM helps companies to recognize their customers by employing different tools of data analyzing. Processes and leverage by technology increase efforts to build a relationship (Belghis, and Gholamhossein, 2013).

According to Parvatiyar and Sheth (2001), “the lifeblood of the CRM’s implementation is the HR, as they are the building blocks of customer relationships.” It is necessary to have a perfect staff to recover investments made in systems and processes. To have thriving CRM implementation, firms have to engage in change management, which helps the employees in the company to understand how the change affects their implementation vis-à-vis CRM implementation. Furthermore, it is necessary to consider the culture regarding change management. The culture requires staff to accept any changes and be prepared for the consequences of the implementation of CRM. This is important when establishing an organizational structure which emphasizes the need for every member of the company to focus on establishing a strong customer relationship (Dowling, 2002).

Adrian and Pennie (2006) suggested that there are five base processes that help one to be aware of CRM: Performance assessment, strategy review, value creation, multi-channel integration, and information management. Perppers and Rogers (1999) listed six necessary processes for the successful implementation of CRM: Lead management, campaign management, contract management, offer management, complaint management, and service management. In contrast, Almotairi (2009) presents three more CRM processes: Services, sales, and marketing.

Reid and Catterall (2002) suggested that CRM aims to provide value for all customers and stakeholders to achieve a different valuable relationship; other than that, the strategy must be handled in progress followed by the process of creating value. Fakhraddin et al. (2013) argued that imposing and achieving the full advantages of CRM require the dedication of top management with a clear organizational change which is compiled through the expected CRM creativities. He added that the effective implementation of CRM requires a company to coordinate people effectively, business processes, and technology; it also represents the

degree to which management and employees agree to take CRM and support CRM implementation.

Viljoen et al. (2005) stated that there is some complexity in measuring the outcomes of CRMs performance since, as various authors have increased the importance of the CRM idea, there is still no validated measurement scale to evaluate its outcome. The measurement of companies’ performance depends on a limited number of analyses of financial measures. However, if the aim was to assess the impact of CRMs ambition, which seeks to improve relations with customers, any measure of results must also include the viewpoint of the customers. Thus, the success of the CRM implementation depends on the active participation of the workers in the organization. Hence, a CRM organization should be a primary means through which companies effect fundamental changes in the way they organize their actual business processes for customers and employees (Mamoun et al., 2011).

According to Venelin and Vanya (2017), CRM is an information system designed to manage and improves the service provided to the customer, use its contacts in targeted marketing campaigns, and organize information and interactions with its customers to create loyal customers and thus generate more income. Because of their diversity and flexibility, there are three types of standard CRM systems.

IV. FACTORS AFFECTING CRM IMPLANTATION

Table I illustrates the investigated factors from different authors which affect CRM. It is clear from this table that there are 11 authors who have published several papers related to the factors affecting CRM. As it turns out, there are four core factors (Technology, HR, KCRM, and KM) that have been investigated separately in different studies; however, they have not been put together in one study as factors affecting CRM. Based on that, this paper has been the first to do so.

V. TECHNOLOGY

Prasanna and Kumar have been proven that technology positively affects CRM implementation as it is mentioned

TABLE I
FACTORS AFFECTING CRM IMPLANTATION AS PRESENTED IN LITERATURE (CREATED BY RESEARCHERS)

Authors	CRM factors							
	Technology	Human resource	Knowledge of CRM	Knowledge management	Information technology	management commitment	Communication channels of interaction	CRM strategies
Belghis and Gholamhossein,(2013)		√	√		√	√		
Fakhraddin and Marzieh (2013)				√				
Fakhraddin et al. (2013)	√						√	√
Hadi et al. (2011)			√					
Viljoen et al. (2005)	√							
Bidisha and Mukulesh, (2013)		√						
Mahdi et al. (2012)					√			
David and Wendy, (2010)	√							
Khushboo, (2015)		√						
Gebert et al. (2002)			√	√				
Garcia-Murillo and Annabi, (2002)				√				

CRM: Customer relationship management

in their published paper in 2014, "CRM technology is an important strategic tool for any organization to achieve CRM success in application." The technology role enables CRM use (Prasanna and Kumar, 2014) and allows organizations to achieve better customization and greater service at a lower cost (Mahdi et al., 2012).

Moreover, technologies play significant roles in companies' CRM programs and chiefly for those with huge customer bases. In fact, CRM technology is the backbone of various operational aspects of CRM, such as the automation of the sales force and operations of the call center. Accordingly, it is necessary from both perspectives of administrative and academic departments to understand how organizations use, implement, and take advantage of these technologies (Swift, 2001).

Whereby, Alhassan (2005) has also proved the impact of technology on CRM implementation in 2012, "as with many other modern business concepts, CRM has largely developed the Western World.

However, due to the marketing load of CRM technology vendors, organizations in developing parts of the world are only gradually adopting the technologies and principles of CRM to manage their relationships with customers."

CRM technology has been used for CRM application software in several ways of organizations' CRM programs. These range from account management applications through business intelligence systems, sales force automation, and marketing automation.

According to the perspective of a relationship process management, an organization can use CRM technology to maintain the relationship initiation and termination activities, as well as to carry out the necessary analytics to create information in supporting these activities (Mahdi et al., 2012).

H1: Technology has a positive and significant influence on CRM implementation.

VI. HR

As for HR and its relationship with CRM, Khushboo (2015) has mentioned in his published paper in 2015 that HRs positively affect CRM implementation. "It has been observed that the employees are the central effectiveness of CRM; so, due to the importance of the employees, organizations should manage its relationships with them if the organization seeks to serve well the customers. Thus, the company must consider the employees as the eyes of the customer."

According to Simns (2003), Bill Cooney, who was a deputy CEO in a USAA company, specializing in American property and casualty insurance with a profit of over \$60 billion and customer retention of 100% while always ranking among the 100 top companies in the USA, remarked that: "If you do not care about your employees, the employees will not care about the customers. We must give employees everything they need to be happy; in contrast, we will have satisfied customers and that will help our company survive."

Therefore, Simns (2003) stated the success of CRM depends heavily on the involvement of the staff in all stages.

It is quite wrong to impose the CRM without the mutual involvement between the employees and the customers.

The most complex stage in the CRM process is contacting the individuals in the firm. Internal marketing plays the most significant task of customer service delivery and customer-oriented processes in every organization. Internal marketing is the interactivity between marketing and HR management (Mamoun et al., 2011).

Kumar and Reinartz (2006) suggested that customers would prefer to communicate with employees rather than electronic systems. This indicates the reason of why academic researchers state that HR is the first priority to be considered among all the CRM resources. Based on Rigby et al. (2002), CRM can be implemented more powerfully by encouraging employees to be more conscious of customer's expectations. HR management is an extremely important element for employees' behavior and skills in the company.

H2: HR has a positive and significant influence on CRM implementation.

VII. KCRM

This factor deals with people or organization administrators who are involved in drawing up the policies and in driving CRM to success (Belghis and Gholamhossein, 2013).

KCRM is one of the factors that positively affect CRM implementation as it is mentioned by Garrido-Moreno and Padilla-Meléndez in their published paper in 2011, "It is important for administrators to have good management capacity; they must know CRM and understand it well. They are expected to make clear visions to guide the company through representing CRM in an effective approach, to assume responsibility for developing strategies of CRM, and to propel performance through some securities supporting CRM, including working environment, resources, technology, and time. The directors have to have the ability to relieve the troubles which make them unsuccessful in achieving the target they had expected."

While Greenberg (2001) has also proved that KCRM strongly affects CRM implementation, "The employees are required to know well the CRM system, organizational visions and strategies, and to also be aware of the customer-oriented services' values as well as the importance of building and maintaining a perfect relationship between the organization and its customers."

H3: KCRM has a positive and significant influence on CRM implementation.

VIII. KM

According to the high growth of customers' knowledge, managing knowledge has become an important key in all aspects of the CRM process, which helps in getting successful CRM. Thus, managers must manage and update their knowledge to identify and achieve the customers' needs as fast as they can (Stefanou et al., 2003).

The company cannot focus on customers without knowing the customers' needs. Customer needs driven the CRM strategies to clarify the needs of the customer through analyzing customer information. According to Stefanou et al. (2003), when an organization transfers customer information to customer knowledge, it is an exponent of CRM success. Gebert et al. (2002) state that information about customers must be collected through interactions across all areas or functions of the organization so that a 360-degree customer view is established, maintained, and continually updated."

According to Garrido-Moreno and Padilla-Meléndez, who proved the significant relationship between KM and CRM implementation in their published paper in 2011 "CRM utilization is directly associated with the increase of customer knowledge, which in contrast will positively affect customer satisfaction. KM helps an organization to improve its relationship with its valuable customers to obtain loyal customers and create competitive advantages."

Moreover, Zablah et al. proved this significant relationship in 2004, "organizations must be expert at managing knowledge about their customers and knowledge that is beneficial to the customers; consequently, customer focus will be one of the organization's goals."

This knowledge includes, but is not limited to, industry, knowledge about one's company, customers, competitors, the processes and procedures that allow companies to work well with partners and the company structures that allow companies to be effective and efficient (Belghis and Gholamhossein, 2013).

H4: KM has a positive and significant influence on CRM implementation.

IX. RESEARCH MODEL

The research model (Fig. 2) suggests that the research independent variables (technology, HR, KCRM, and KM) have a significant and positive influence on CRM implementation.

The research questions which are 25 demonstrates in Table II with its resources that measuring the research dependent and independent variables. Five questions were asked based on each variable.

X. RESEARCH METHODOLOGY

The case study of this research is DHL Company/Baghdad branches. DHL is a division of a German postal center, offers international express mail services. DHL established in 1969 to deliver documents between San Francisco and Honolulu. In the late seventies of the 20th century, the company has expanded it activates in the whole world. In Iraq, there are many DHL branches separated in seven Iraqi Governorates that are Baghdad, Mosul, Basra, Salah AL-Dien, Erbil, Tikrit, and Kirkuk.

However, in Baghdad, there are six DHL branches which located at Sadoun Street, Palestine Street, Kadhimiya, Sixty-

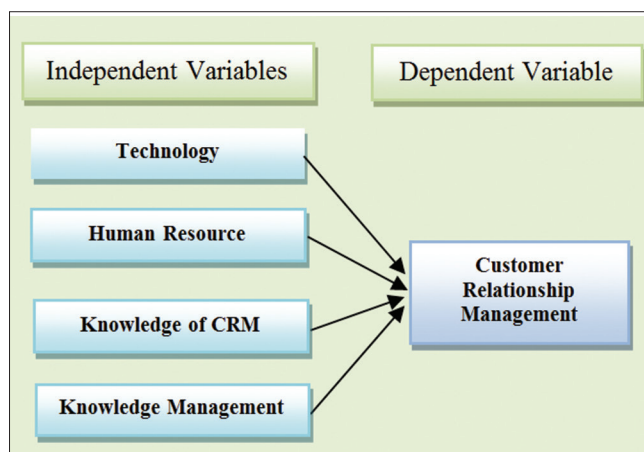


Fig. 2. Research model (Created by Researchers).

Two Street, and Mansour Branch with a total population of 93 employees.

In the process of gathering data; quantitative approach was used to collect information from the employees of DHL/Baghdad. A structured questionnaire has been used with closed-ended questions. The purpose of the questionnaire was to measure the influence of the research independent variables (Technology, HR, KCRM, and KM) on the dependent variable CRM implementation. The questionnaire consists of three sections. Section 1 consists of three general questions related to the respondents' background and experience. Section 2 consists of five questions related to overall CRM performance in the company, and its impact on the marketing and financial results. Section 3 consists of 25 questions measuring the research's dependent and independent variables. Five questions were asked based on each variable, while five-point Likert scale was used as a response scale for each statement in the survey questionnaire which ranges as 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The researchers used the rating scale because it is clear and commonly used to ask people about their opinion and attitude (Tsapelas et al., 2010). The questionnaire has been distributed randomly among the employees using a sample survey method, and the results are generalized to the entire population. Randomization has been used as it protects against bias in the selection process, so in distributing the questionnaire there was no preferential treatment in respondents selection. The researchers were keen to distribute questionnaires to a range of gender and age. This is to avoid bias for surveying all the respondents from only a certain range of age and gender. Finally, the data statistically analyzed using (SPSS) software.

XI. POPULATION AND SAMPLE

The target population of this study was the employees of DHL/Baghdad. The sample size is 75 employees from the population of 93 employees. This sample was calculated using Eq. 1 based on a formula (Yamane, 1973; Anaman and Okai, 2016) given as follows, while the significant level is accepted at 95%.

TABLE II
MEASUREMENT SCALE ITEMS FOR MODEL VARIABLES (ADAPTED THE QUESTIONNAIRES FROM PREVIOUS STUDIES)

Factors	Measurement criterions (indicators)	References
Customer relationship management	There is a perfect CRM system in the company.	Ampoful, A. (2012). The Effect of Customer Relationship Management (CRM) on the Profitability of Financial, Master Thesis, Institute of Distance Learning, KNUST.
	CRM system in the company building better relationship with customers	Saeed, F. (2011). Customer Relationship Management Practices, Master Thesis, Luleå University of Technology.
	CRM directly affects trust and perceived customer value	Maroofi, F., & Dehghani, M. (2013). The effect of knowledge management on CRM prosperity. <i>International Journal of Research</i> , 9 (3), 80-81.
	CRM achieves growth in sales and market share	Maroofi, F., & Dehghani, M. (2013). The effect of knowledge management on CRM prosperity. <i>International Journal of Research</i> , 9 (3), 80-81.
	CRM increases the profitability of the company	Maroofi, F., & Dehghani, M. (2013). The effect of knowledge management on CRM prosperity. <i>International Journal of Research</i> , 9 (3), 80-81.
Technology	CRM customizations documented	Drohan, R. (2010). Exploring the Nature of Effective Customer Relationship Management Capability, Master Thesis, Waterford Institute of Technology.
	CRM technologies support the customer's environment, such as (Database, operating system, web server, and so forth)	Saeed, F. (2011). Customer Relationship Management Practices, Master Thesis, Luleå University of Technology.
	The company applies Microsoft Dynamics CRM update rollups on your environments such as (Server, Client, Email Router, Report Server....)	Drohan, R. (2010). Exploring the Nature of Effective Customer Relationship Management Capability, Master Thesis, Waterford Institute of Technology.
	IT organization utilizes and adheres to an established operations framework such as Microsoft Operations Framework (MOF) or Information Technology Infrastructure Library (ITIL)	Maroofi, F., & Dehghani, M. (2013). The effect of knowledge management on CRM prosperity. <i>International Journal of Research</i> , 9 (3), 80-81.
	The company provides you a roadmap for your CRM system such as (Upgrades, additional features, technical enhancements, and so forth.)	Lynch, P. (2008). Measuring and Understanding the Intensity of Industrial User Involvement in the Early Stages of New Product Development, PhD Thesis, Waterford Institute of Technology.
Human resource	The employees are well trained in using customer-related technologies	Rigby et al., 2002; Reinartz et al. (2004). Keramati et al. (2009). Keramati et al., 2010.
	There is a qualified technical staff to provide technical support for the use of technology to build satisfactory relationships with customers	Nili, A. (2010). The Impact of CRM on Customer Retention in Electronic Banking, Master Thesis, Luleå University of Technology.
	There is marketing and sales expertise to have the desired CRM	Rigby et al., 2002; Reinartz et al. (2004). Keramati et al. (2009). Keramati et al., 2010.
	The employees have shown their commitment to the customers' strategy	Nili, A. (2010). The Impact of CRM on Customer Retention in Electronic Banking, Master Thesis, Luleå University of Technology.
	Firm motivates employees to submit with CRM objectives	Maroofi, F., & Dehghani, M. (2013). The effect of knowledge management on CRM prosperity. <i>International Journal of Research</i> , 9 (3), 80-81.
Knowledge of CRM	The company implemented CRM guidelines	Ghavani, A. (2006). The Impact of CRM on Customer Retention, Master Thesis, Luleå University of Technology.
	The company has enough knowledge about CRM practices and improvement	Barbara, E. (2011). Improving Customer Relationship Management in the Banking Industry. Master Thesis, Kwame Nkrumah University of Science and Technology.
	The company prepared employees to work in CRM environment	Barbara, E. (2011). Improving Customer Relationship Management in the Banking Industry. Master Thesis, Kwame Nkrumah University of Science and Technology.
	There is a clear action to educate all employees on CRM system	Ghavani, A. (2006). The Impact of CRM on Customer Retention, Master Thesis, Luleå University of Technology.
	CRM practices customers oriented	Ghavani, A. (2006). The Impact of CRM on Customer Retention, Master Thesis, Luleå University of Technology.
Knowledge management	There is intranet facilitates interaction between employees in a different location and accelerates flow knowledge sharing	Kumer, T. (2007). Customer Management in the e-Business Environment, Master Thesis, Lulea University of Technology.
	Leadership and charisma are one of the organizational culture features that lead to successful customer knowledge sharing the atmosphere	Kumer, T. (2007). Customer Management in the e-Business Environment, Master Thesis, Lulea University of Technology.
	Management has Customer experience about products and/or services, which enhance tacit knowledge sharing process.	Ventaglio, D. (2013). Knowledge Management Driving Customer Behavior, Master Thesis, Pepperdine University.
	Self-management is one of the organizational culture features that lead to success in customer knowledge sharing the atmosphere	Vaezitehrani, S. (2013). Customer Knowledge Management in Global Software Projects, Master Thesis, Chalmers University of Technology.
	Groupware products and/or software enhances rapid knowledge creation, classification, storing, and reuse	Ventaglio, D. (2013). Knowledge Management Driving Customer Behavior, Master Thesis, Pepperdine University.

CRM: Customer relationship management

$$n = N/[1+N (e)^2] \tag{1}$$

$n=93/[1+93 (0.05)^2] = 75$ samples

Here, n =Sample size, N =Population of sample, e =Significance level (0.05).

A pilot test was conducted before finalizing the questionnaire, and the survey was conducted during the month of March 2019.

XII. FINDING AND DISCUSSION

The questionnaire was distributed among the employees of DHL/Baghdad; for the purpose of investigating the influence of technology, HR, KCRM, and KM on CRM implementation.

The first section of this questionnaire is three general questions related to the respondents' background and experience as reported in Table III.

The second and third sections of the questionnaire are measuring the research dependent and independent variable. Different statistical analysis was used. First, the mean value and standard deviation for all variables were determined after computing the five items related to each variable. Furthermore, a reliability analysis using Cronbach's Alpha was performed to determine to what extent items are related to each other.

According to Nunnally and Bernstein, (1994) Cronbach's alpha with larger values (>0.70) indicates higher internal consistency in the measured dimension and hence greater

reliability. The result indicates that the measurement set used in the study was reliable as Cronbach Alpha >0.70.

Moreover, correlation analysis was used to investigate the strength and direction of the linear relationship between the independent variables and the dependent variable. According to Cohen, (1988) the strength of relationship between two variables considered low in case of $r=(0.10-0.29/-0.10--0.29)$, moderate $r=(0.30-0.49/-0.30--0.49)$, and high $r=(0.50-1/-0.50--1)$. This research indicated that there is a highly significant positive relationship found between all independent variables and CRM implementation as $r>0.5, p<0.001$ for all variables. The higher the score is on technology, HR, KCRM, and KM, the more success in CRM implementation will be achieved. Table IV presents the results of reliability and correlation.

The regression statistic shows that R^2 is 0.778 which means 78% of the variation in CRM implementation is explained by the independent variables. The Durbin Watson statistics show that the serial correlation of residuals is 1.731 which falls within the acceptable range (1.5 and 2.5). This indicates that there is no autocorrelation problem in the data. The F value (61.445) is also found to be significant at 5% level of significance (0.000). This concludes that the regression model used in this study was fit.

The collinearity statistics (tolerance test and variance inflation factor [VIF] test) were used to determine the presence of multicollinearity among the independent variable in this study. Both the VIF and tolerance fall within acceptable range (VIF = 1-10 and tolerance = 0.1-1.0) that means there is no multicollinearity problem in the regression model used for this study. Furthermore, the result indicates that technology has a positive and significant influence on CRM implementation; as it assigned a high unstandardized coefficient value (beta) of 0.747; and $p=0$, while HR, KCRM, and KM have an insignificant and positive influence on CRM implementation, as they assigned positive unstandardized coefficient values; and $p>0.01$. Thus, H1 was supported, while H2, H3, and H4 were partly supported. Details of regression statistics are presented in Table V.

TABLE III
RESPONDENTS' BACKGROUND

Factor	Categories	Frequency	Count	Percentage
1. Gender	Male	75	47	63
	Female		28	37
2. Work experience	<1	75	14	19
	1-2		33	44
	3-5		19	25
	>5		9	12
3. Managerial level	Top	75	9	12
	Middle		21	28
	Lower		45	60

TABLE IV
RELIABILITY AND CORRELATION RESULTS

Factors	No. of items	Mean±Std. deviation	Cronbach's alpha	Correlation			
Independent variables (IV)							
Technology	5	4.38±0.829	0.925	IV with DV	Pearson Correlation (r)	Sig. (2-tailed)	Correlation's direction
Human resources	5	4.20±0.881	0.857	Tech and CRM	0.880	0.000	High
Knowledge of CRM	5	4.24±0.836	0.820	HR and CRM	0.662	0.000	High
Knowledge management	5	4.32±0.617	0.853	KCRM and CRM	0.777	0.000	High
Dependent variable (DV)							
CRM implementation	5	4.22±0.845	0.842	KM and CRM	0.530	0.000	High

CRM: Customer relationship management, KM: Knowledge management, KCRM: Knowledge of customer relationship management, HR: Human resource

TABLE V
RESULTS OF REGRESSION STATISTICS

Factors	Unstandardized coefficient value (beta)	p value	Collinearity statistics	
			Tolerance	VIF
Technology	0.761	0.000	0.179	5.585
Human resource	0.043	0.589	0.472	2.120
Knowledge of CRM	0.090	0.425	0.256	3.903
Knowledge management	0.058	0.543	0.652	1.534

R²= 0.778, Adjusted R² = 0.766, F value= 61.445, Sig. F change= 0.000
CRM: Customer relationship management, VIF: Variance inflation factor

XIII. CONCLUSION

This study focused on the factors that affected CRM at DHL Baghdad. The purpose of this study was to measure the influence of independent variables (technology, HR, KCRM, and KM) on CRM implementation. According to the finding of this study, it has been found that the first factor (technology) has a positive and significant influence on CRM implementation; as it assigned a high unstandardized coefficient value while the other three factors (HR, KCRM, and KM) have insignificant but positive influence on CRM implementation.

As they assigned positive unstandardized coefficient values, thus, H1 was supported, while H2, H3, and H4 were partly supported.

Finally, it can be concluded that high quality of CRM implementation will enhance the organization sales and marketing activities.

Without customers, you will not have a long-term business. To attract customers, the organization must have good effective CRM system which helps to classify the customers' needs and communicate them in a way that can meet their satisfaction.

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