

The Stage of Management and Consumer Behavior and its Implications for the Efficiency and Effectiveness of the Organization's Management (An Applied Study in a Sample of Iraqi Industrial Companies)

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Abstract: The graph shown in the image, the denominator in the displayed image, and the denominator in the current series. A hypothesis model has been put forward, on: (1) it helps in business administration in directing and managing consumer behavior in the manner managed by the organization's management, (2) and the research bid was given to a group of workers in Iraqi industrial companies, including administrators, accountants and engineers for the year 2020. The data was designed A questionnaire form for the objectives and hypotheses of the research, and a set of statistical methods were used to analyze the data.

Introduction:

Many strategic decision-makers in various fields in business organizations face many obstacles and urgent matters that were not taken into account, and he may encounter multiple crises that require him to deal directly with them, and take the necessary measures to avoid them during his resurrection of strategic decision-making, and for example, the change in consumer behavior, the matter Which can negatively affect the efficiency and effectiveness of the performance of the organization's management, and there is no doubt that the nature of dealing with those obstacles and crises may negatively or positively affect the strategic decision-making process and ways to implement it on the ground. Which prompts us to search for a way to help strategic decision-makers to overcome such obstacles and crises that he may face when carrying out his various tasks when formulating the strategic decision. And to provide the necessary recommendations, if necessary, to correct the course on a timely basis, in order to avoid the deviation of the strategic decision-maker from the main role entrusted to him, and to be preoccupied with searching for ways and means that help him in overcoming such obstacles and matters.

Research problem:

The topic of studying and analyzing consumer behavior is one of the important topics as a result of the acceleration rates of change in the business environment and the intensification of competition between organizations. The importance of this topic has increased as one of the options that the organization resorts to adapt and adapt to the requirements of competition and change. The strategy in directing consumer behavior and what helps in improving the effectiveness and efficiency of the organization's management?

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Objectives of the research:

The research aims to demonstrate the impact of strategic management on consumer behavior, whether the current consumer or the prospective consumer, in a way that helps improve the effectiveness and efficiency of the organization's management and in proportion to the rapid and successive changes accompanying the modern business environment.

Importance of the research:

The importance of the research comes from the importance of its variables represented by both strategic management, consumer behavior and the efficiency and effectiveness of the organization's management, as strategic management is concerned with the process of setting the goals of the institution in the long term, in addition to identifying the means to achieve these goals, and therefore strategic management is a dynamic process that seeks to achieve Enterprise mission through efficient resource management.

Research hypothesis:

The research is based on two hypotheses: (1) strategic management helps in directing consumer behavior in a way that serves the management of the organization, (2) strategic management helps in improving the effectiveness and efficiency of the organization's management.

Research Sample:

The sample of the research is represented by a group of workers in Iraqi industrial companies, including administrators, accountants and engineers, about data for the year 2020 .

Concept and levels of strategic management:

Strategic management is seen as the art and science of shaping, implementing and evaluating overlapping functional decisions that enable the institution to achieve its goals, and thus strategic management focuses on achieving integration between the functions of the institution, from marketing, financing, production, research and development, and computer information systems, with the aim of achieving the objectives of the institution. Bruce & Green, 2012:107).

Strategic management is related to the process of setting the goals of the organization in the long term, in addition to defining the means to achieve these goals. Therefore, strategic management is a dynamic process that seeks to achieve the mission of the organization by managing resources efficiently (Shehadeh, 2012: 76). Business establishments include three levels of management known as the administrative hierarchy, which are as follows: (Conger, 2001:16)

- 2- The senior management level: which includes the board of directors, the general manager and the staff working at the higher levels in the institution, and these are called strategic managers.
- 3- The middle management level: which includes the basic departments in the institutions, such as finance and marketing.
- 4- The lower level of management: which consists of the administrative units directly related to dealing with the means of production, such as workers, technicians and equipment.

On each of these levels, there is a strategic level that emerges from it, as follows:

1. The level of the higher strategy: At this level, the strategic and planning action of the organization as a whole is exercised by the senior management, and the focus is on developing a mixture of administrative activities that relate to all that is happening in the organization in terms of administrative and production activities and practices (Al-Haddad, 2015: 33).

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2. The middle strategy level: This level of strategic activity is carried out in the various productive departments, branches or production lines of the institution, and these departments are usually called the strategic work unit (Conger, 2001:16).
3. Lower management level: At this level, some strategies are formed aimed at maximizing the productivity of technology, machines and other resources, in light of the strategies that are developed at the level of middle strategies, and aim to increase the effectiveness of performance in the organization to serve the objectives of the strategies developed at the level of middle management and The Supreme (William, 2012: 460)

Strategic management methods:

The methods of strategic management can be clarified by clarifying the strategic summit in the organization, which consists of the following: (Erupt & Yetis, 2015: 272-273), (Wright, et.al., 2017: 48)

1. The Board of Directors: It is the supreme legal authority in the institution. It represents all the senior management managers and whoever the law gives the right to join the board and some external members. From the strategic point of view, the Board of Directors has three main tasks as follows:
 - A. Initiation and identification, where the board designs the organization's mission and defines strategic alternatives.
 - B. Evaluation and influence, where the board evaluates the management's suggestions, decisions and actions, and approves or rejects them, and provides advice, guidance and alternatives.
 - C. View the various developments inside and outside the organization through its committees, and thus raise the attention of management to any development that may be overlooked.
1. Senior management: The senior management in the organization consists of executives at the top of the organization, meaning that they deal with several activities at the same time.
2. Chaotic management: In this method, the board of directors refrains, for one reason or another, from exercising any effective role in tightening its oversight role, or playing its required role in strategic management, while the senior management is preoccupied with managing the affairs of the institution in a traditional manner.
3. Executive management: This administrative method is characterized by the practice of strategic management by the general manager alone or with the help of some of his assistants, while the board of directors approves everything that he receives from the general manager without modification, leaving all the powers and responsibilities to the general manager to direct them strategically in the way that suits him.
4. Legislative management: In this method, the board of directors controls the institution completely without the members of the senior management having control over the course of planning and strategic management in it, and this is when the overwhelming majority of the members of the board of directors represent major shareholders.
5. Participatory management: It is considered the most effective strategic management method, so that the board of directors and the general manager each contribute to their specific role in the strategic management process. In this case, the board and the general manager work as one team in formulating the organization's mission and setting its strategic goals, plans and policies, and this method is applied in successful global companies.

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The relationship between consumer behavior and organizational performance:

Consumer behavior is seen as being controlled by a basic element, the individual consumer, who performs a set of activities represented in searching for information, arranging and analyzing it, and then searching for alternatives, in order to satisfy his urgent needs and desires (Veronique, 2010: 19).

Consumer behavior is also seen as all kinds of behavior that a person engages in in his life, in order to adapt to the requirements of the environment and the life surrounding him, regardless of whether these are apparent or hidden behaviors. Thus, it is the set of activities and behaviors that consumers undertake during their search for the goods and services they need in order to satisfy their needs, and during their evaluation, acquisition, use and disposal, and the accompanying decision-making processes (Wilson, 2006: 336).

By presenting the previous concepts of consumer behavior, a set of points can be drawn, which can be clarified through the following: (Wright, et.al., 2017:49)

1. The actual purchase is only part of the purchasing decision process.
2. The consumer's behavior is not limited to purchasing, but extends to the total behavior and actions surrounding it.
3. The study of consumer behavior is related to how an individual makes his decisions related to the distribution and spending of the resources available to him (money, time and effort) on desirable goods or services.

Many factors interact in determining the final consumer's purchase decision, and they can be divided into two groups: a group of psychological factors related to the personality of the final consumer, and a group of environmental factors related to the surrounding environment, and each has an impact on the performance of the organization, which can be clarified as follows: (Al-Nouri and Al-Baghdadi, 2014: 125)

First: Psychological factors: There are many psychological factors that affect the final consumer's purchase decision, the most important of which are needs and motives. Needs are the starting point in the final consumer's purchasing process, and the need expresses the consumer's feeling of inferiority and deprivation towards something such as the need for safety, food, housing and others. As for motives, they are considered one of the important psychological factors that affect the purchasing behavior of the final consumer, and the motive is defined as an emotional element that works to direct the behavior of the individual towards achieving some goals, and this element may be external, and here the motive becomes a goal that works to achieve a desire to communicate to a state of psychological balance, It may be internal, and here it is difficult to determine its meaning due to its connection to a set of internal psychological factors.

Second: Environmental factors: They are represented in a group of factors related to the environment of the consumer on the purchasing behavior of the latter, and these factors can be clarified through the following:

1. Reference groups: Reference groups are considered a social factor influencing behavior in general and the behavior of the final consumer in particular.
2. Culture: Culture is about the totality of standards, beliefs, and habits that have been acquired from the social environment and that determine behavioral patterns for all individuals.
3. Social classes: Social classes refer to a homogeneous group of individuals who have the same values, interests, and behavior, or show similar aspects with regard to their behavior and opinions.

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The importance of strategic management in influencing cons behavior to improve the performance of the organization:

The activation or development of performance is through the set of skills and qualities that characterize the strategic manager, in addition to the set of tasks or roles in which he embodies his set of experiences or skills, thus reaching the institution's excellence in performance, and among the most important indicators or aspects that show outstanding performance, And also good management of skills and directing them for the better (Bringer & Allen, 2009:425).

The skill of the strategic manager when performing his duties is embodied in the correct and successful strategic decision, which he takes in order to address a purposeful according to a developed capable of accommodating future developments and the variables contained in it that affect his ability, to predict and adopt rational strategic decisions in this regard, and facing management in the era The current state of challenge as a result of the scientific and technological revolution, which swept all fields. Therefore, the traditional means, such as simply relying on personal experience and using the method of trial and error, are no longer able to achieve the goals of the institution, which calls for optimal exploitation of resources (Alexandra, et.al. 2015:473).

The great importance that various institutions attach to the responsibility of strategic decision-making lies in the fact that the activities practiced by institutions in light of the current global transformations require the adoption of a piercing scientific vision in strategic decision-making, especially since improvisation or merely referring to the accumulated knowledge or the method of trial and error only, is no longer sufficient. For strategic decision-making, strategic decisions today have become a reflection of the extent of success or failure achieved by the strategic manager (Vander, 1995:35).

In order to reach the required level of optimal performance, it must keep pace with developments at all levels in the field of enterprise activity, so the strategic manager must keep his tools and those of his subordinates in excellent condition, and to achieve this he must prepare programs for him and his subordinates to develop current skills and acquire Skills are continuously added, and here it is worth noting that when continuing education is an integral part of the culture of the organization (Zodiac, et.al., 2015:84).

In the context of skills promotion, most institutions give employees an annual bonus, if they achieve the minimum performance, and most employees believe that they will achieve it well, and the size of the increase usually depends on the cost and living expenses, but the best system is to determine the bonus based on merit in performance, It is one contingent upon evaluating the performance of each employee. But if the opportunities for performance growth in the organization are limited, the manager must encourage his subordinates to acquire skills in other disciplines (Wilson, 2006: 338).

Thus, job skills and specific skills are necessary factors for success, and well-designed career advancement counseling programs can help members of the organization improve their skills and performance, assess their future opportunities and prepare for them. In general, the performance of the work group in the best way depends on the cooperation of all efforts (Al-nouri and Al-Baghdadi, 2014: 127).

➤ The population and sample of the research and the statistical methods used:

The research community consists of a group of workers in Iraqi industrial companies, including administrators, accountants, engineers and technicians, about the data for the year 2020, and these companies: the General Company for Textile Industries, Baghdad Company for Soft Drinks, and the Light Industries Company. The researcher relied on personal interviews with members of the research sample. A

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questionnaire form that included an introductory introduction that showed the nature of the research and the questions related to testing its hypotheses, and the questions were formulated in the questionnaire so that the answer could be converted into quantitative values on the five-degree Likert scale as follows: Totally agree (5) degrees, agree (4) degrees, neutral 3) degrees, do not agree (2) degrees, do not completely agree (1) degrees.

Where questionnaires were distributed to the members of the research sample, 96 forms were retrieved for analysis out of 104 forms, as the percentage of these forms reached 92.3%. 55 years, 45% of them are over 56 years old, and the proportion of males in the research sample was 65%, while the proportion of females was 35%. The age is less than 25 years as an actual service in the Iraqi industrial companies.

A set of statistical methods were used, including the arithmetic mean relative to the maximum value of the five-degree Likert scale, the use of percentages and standard deviation, and the t-test, which aims to show that the relationships between the study variables are real and not due to chance.

➤ Analyzing the results and testing the research hypotheses:

During this paragraph, we review the testing of the research hypotheses using each of the arithmetic mean, percentage and standard deviation, and the use of the t-test or the so-called T-test for one sample, with the aim of proving or denying these hypotheses and ensuring the existence of a relationship between the independent and dependent research variables.

➤ Testing the first hypothesis:

The first hypothesis states the following: (Strategic management helps direct consumer behavior in a way that serves the organization's management), and Table (1) shows the arithmetic mean, percentage, and standard deviation of the variables of this hypothesis.

Table (1). The arithmetic mean, percentage, and standard deviation of the first hypothesis variables

N.O	Variables	Arithmetic mean	percentage	standard deviation
X1	Strategic management contributes to maintainin existing customers and working to gain new customers.	4.004	80.08%	0.456
X2	The strategic manager conducts a periodic review o consumer behavior and notes changes in thi behavior.	4.827	96.54%	0.466
X3	Before producing a new product or providing a new service, consumers' behavior is taken into consideration by consumers.	3.552	71.04%	0.312
X4	Meeting the needs, desires and requirements o customers is one of the important priorities o strategic management in the organization.	4.439	88.78%	0.404
X5	Strategic management has an effective and efficient impact on consumer behavior in a way that achieve the objectives of the organization.	3.867	77.34%	0.616
	overall average	4.138	%82.76	0.451

Source: prepared by the researcher.

It is evident from Table (1) that the paragraph (strategic management contributes to maintaining existing customers and working to gain new customers) has obtained an arithmetic mean (4.004) with a percentage

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(80.08%) and a standard deviation (0.456), either the paragraph (the strategic manager works On conducting a periodic review of consumer behavior and noticing changes in this behavior), it obtained an arithmetic mean (4.827) with a percentage (96.54%) and a standard deviation (0.466), while the paragraph (before producing a new product or providing a new service is taken the behavior of Consumers in the view of consumers), it obtained an arithmetic mean (3.552) with a percentage (71.04%) and a standard deviation (0.312), as well as the paragraph (meaning the needs, desires and requirements of customers is one of the important priorities of the strategic management in the organization) it obtained an arithmetic mean (4.439).) with a percentage (88.78%) and a standard deviation (0.404), and finally the paragraph (strategic management has an effective and efficient impact on the behavior of consumers in a way that achieves the goals of the organization), it obtained an arithmetic mean (3.867) with a percentage (77.34%) and a standard deviation (0.616). Therefore, the general average of all the variables of this hypothesis is It is (4.138) with a percentage (82.76%) and a standard deviation (0.451). In order to verify that the arithmetic mean expressed by the respondents of the sample members for the paragraphs of this hypothesis is significantly greater than the mean of the measuring tool, and that this difference is not due to chance, the T-test was used, and Table (2) shows the results of the T-test for the variables of the first hypothesis.

Table (2). Results of the One Sample T-test for the first hypothesis variables

VARIABLES	Calculated T	Tabular T	degree of freedom	Indication level
X1	3.886	1.960	95	0.05
X2	4.873	1.960	95	0.05
X3	2.524	1.960	95	0.05
X4	3.908	1.960	95	0.05
X5	4.436	1.960	95	0.05
overall average	3.925	1.960	95	0.05

Source: prepared by the researcher.

Through Table (2) it is noted that the calculated T value for all paragraphs is greater than its tabular value, it ranged between (2.524) and (4.873), as the tabular T value was 1.960 with a degree of freedom of 95 and a significance level of 0.05, either the general average of all hypothesis variables First, the calculated T value was greater than its tabular value with a degree of freedom of 95 and a significance level of 0.05, which indicates the acceptance of this hypothesis, as it can be said that strategic management helps direct consumer behavior in a way that serves the organization's management.

➤ Testing the second hypothesis:

The second hypothesis states the following: (Strategic management helps in improving the effectiveness and efficiency of the organization's management), and Table (3) shows the arithmetic mean, percentage and standard deviation of the variables of this hypothesis.

Table (3). The arithmetic mean, percentage, and standard deviation of the variables of the second hypothesis

N.O	Variables	Arithmetic mean	percentage	standard deviation
X6	Strategic management seeks to improve the financial, operational and strategic performance of the organization.	4.663	93.26%	0.556
X7	The strategic manager seeks to attract talent and	4.328	86.56%	0.432

	develop the performance of current employees in order to improve the performance of the organization.			
X8	The organization's management is interested in conducting research and studies that would improve the effectiveness and efficiency of performance.	3.986	79.72%	0.307
X9	Strategic management in the organization works by studying the behavior of both consumers and competitors in order to achieve goals.	3.562	71.24%	0.389
X10	The organization's management seeks to encourage employees to improve their satisfaction and loyalty to the organization in a way that improves performance.	4.215	84.30%	0.483
	overall average	4.151	%83.02	0.433

Source: prepared by the researcher.

It is evident from Table (3) that the paragraph (strategic management seeks to improve the financial, operational and strategic performance of the organization) has obtained an arithmetic mean (4.663) with a percentage (93.26%) and a standard deviation (0.556), either the paragraph (the strategic manager seeks to attract talent And developing the performance of current employees in order to improve the performance of the organization) it obtained an arithmetic mean (4.328) with a percentage (86.56%) and a standard deviation (0.432), while the paragraph (the organization's management is interested in conducting research and studies that would improve the effectiveness and efficiency of performance) has I got an arithmetic mean (3.986) with a percentage (79.72%) and a standard deviation (0.307), as well as the paragraph (Strategic management in the organization works by studying the behavior of both consumers and competitors in order to achieve the goals) I got an arithmetic mean (3.562) with a percentage (71.24%) and a standard deviation (0.389), and finally the paragraph (the organization's management seeks to encourage employees to improve their satisfaction and loyalty to the organization in a way that improves performance), it obtained an arithmetic mean (4.215) with a percentage (84.30%) and a standard deviation (0.483), and accordingly The general average of all the variables for this hypothesis was (4.151 .).) with a percentage (83.02%) and a standard deviation (0.433). In order to verify that the arithmetic mean expressed by the respondents of the sample members for the paragraphs of this hypothesis is significantly greater than the mean of the measurement tool, and that this difference is not due to chance, the T-test was used, and Table (4) shows the results of the T-test for the variables of the second hypothesis.

Table (4). Results of the One Sample T-test for the second hypothesis variables

VARIABLES	Calculated T	Tabular T	degree of freedom	Indication level
X6	4.516	1.960	95	0.05
X7	3.229	1.960	95	0.05
X8	4.211	1.960	95	0.05
X9	2.612	1.960	95	0.05
X10	4.007	1.960	95	0.05
overall average	3.715	1.960	95	0.05

Source: prepared by the researcher

Through table (4) it is noted that the calculated T value for all paragraphs is greater than its tabular value, it ranged between (2.612) and (4.516), as the tabular T value was 1.960 with a degree of freedom of 95 and a significance level of 0.05, either the general average of all hypothesis variables Second, the calculated T value was greater than its tabular value, which indicates the acceptance of this hypothesis. It can be said that strategic management helps in improving the effectiveness and efficiency of the organization's management through the following:

1. Improving the financial, operational and strategic performance of the organization.
2. Attracting competencies and developing the performance of current employees in order to improve the performance of the organization.
3. Conducting research and studies that would improve the effectiveness and efficiency of performance.
4. Study the behavior of both consumers and competitors in order to achieve the objectives.
5. Encouraging employees to improve their satisfaction and loyalty to the organization in a way that improves performance.

Conclusions:

During this research, a set of conclusions were reached, which are as follows:

1. The strategic management is related to the process of setting the goals of the institution in the long term, in addition to defining the means to achieve these goals effectively and efficiently.
2. Participation management is one of the most effective methods of strategic management, so that the board of directors and the general manager each contribute in their specific role in the strategic management process.
3. Consumer behavior is all kinds of behavior that a person practices in his life in order to adapt to the requirements of the environment, regardless of whether these are apparent or hidden behaviors.
4. The great importance that various institutions attach to the responsibility of strategic decision-making lies in the fact that the activities practiced by institutions in light of the current global transformations require the adoption of a piercing scientific vision in strategic decision-making.
5. The strategic management can positively affect consumer behavior, which can improve the efficiency and effectiveness of the performance of the organization's management.

Recommendations:

Based on the conclusions that have been reached, the research recommends the following:

1. Emphasis on the importance of strategic management because of its role in the formulation and success of the organization's strategy and away from the strict formal system and bureaucracy at work and giving the appropriate flexibility according to the nature of the work and in a way that contributes to the development and achievement of outstanding performance.
2. There is a need to measure the level of performance in our major organizations to know the extent of excellence, creativity, innovation and an attempt to change reality for the better, and the continuous evaluation of the pioneering leaders in the board of directors and executive leadership according to the dimensions of the strategic direction will serve the objectives of the business organization and stakeholders.

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3. The information of each organization should be published to know its progress, to refer to it when needed, and to indicate the extent of its impact on the behavior of current and potential consumers.
4. The need to keep pace with the rapid developments and technological progress on business organizations and the continuous follow-up of international, regional and local organizations and to know the latest developments to benefit from them.
5. The Iraqi market is not saturated with local products, so all organizations should beware of foreign companies that have now taken part in the private and public sectors in the Iraqi market and provide high-quality, high-tech services at a lower cost in a manner consistent with the behavior of consumers.

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