



**BİNGÖL UNIVERSITY**  
**GRADUATE SCHOOL OF SOCIAL SCIENCE**  
**BUSINESS ADMINISTRATION DEPARTMENT**

**THE EFFECTS OF CO-WORKING BETWEEN  
EMPLOYEES AND MANAGERS ON FIRM  
PERFORMANCE: THE SAMPLE OF NORTHERN IRAQ**

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**MASTER THESIS**

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**T.C**

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**ÇALIŞANLAR VE YÖNETİCİLERİN BİRLİKTE  
ÇALIŞMALARININ FİRMA PERFORMANSI ÜZERİNE  
ETKİLERİ: KUZEY IRAK ÖRNEĞİ**

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## CIENTIFIC ETHICAL NOTICE

### BİLİMSEL ETİK BİLDİRİMİ

I have met with the scientific ethics and academic principles carefully until the conclusion of the proposal of the graduate work [**The Effects of Co-Working Between Employees and Managers on Firm Performance: The Sample of Northern Iraq**] I declare that the works I have used and used as a source of each and every quotation I have made directly or indirectly in this work which I have prepared in accordance with the rules of thesis writing in the context of scientific ethics and tradition,

22 /05 / 2018

Signature

Kawa Kamal HAMDI

## SCIENTIFIC ETHICAL NOTICE

### BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans Tezi (Master) olarak hazırladığım [**Çalışanlar ve Yöneticilerin Birlikte Çalışmalarının Firma Performansı Üzerine Etkileri: Kuzey Irak Örneği**] çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

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SOCIAL SCIENCES INSTITUTE DIRECTORATE

This work entitled [**The Effects of Co-working between Employees and Managers on Firm Performance: The Sample of Northern Iraq**], prepared by [**Kawa Kamal Hamdi**], was found to be successful as a result of the thesis defense examination held on the date of [22 / 05 / 2018 ]and accepted by our juror as the Master Degree in the department of Business Administration .

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### CONFIRMATION

This thesis has been accepted by the jury determined in the 22 / 05 / 2018 Session of the Board of the Board of the Directors of the Institute of Sciences of Bingöl University.

Director of the Institute

## PREFACE

### ÖNSÖZ

The topic of [**The effects of co-working between employees and managers on firm performance: the sample of northern Iraq**] has been found to be worth emphasizing in the context of "consumer-focused" approaches that are increasingly important in maintaining the competitive position of today's businesses.

A counselor who does not spare his help in preparing this work [Assist. Prof. Dr. Mehmet GÜVEN]; I would like to thank all the contributors who contributed to the [Assist. Prof. Dr. Mehmet GÜVEN, Assoc. Prof. Dr. Abdulvahap BAYDAŞ, Prof. Dr. Sait PATİR] who did not spare their contribution in the writing and correction of the thesis and who contributed to my education throughout my life.

22/ 05 /2018

KAWA KAMAL HAMDI

## ÖZET

Tezin amacı Kuzey Irak'ta bulunan işletmelerde çalışanların yöneticileri ile birlikte çalışmalarının işletme performansı nasıl etkilediğini açıklığa kavuşturmadır. Araştırma, çalışanlar ile yöneticiler arasındaki ilişkiyi ve işletmelerin gelişmesine olumlu veya olumsuz etkilerini ortaya çıkarmayı amaçlamaktadır. Ayrıca, bu çalışma hizmet ve mal üretim kalitesini artırmak için bir avantaj olarak bu ilişkiden daha fazla finansal kâr sağlayıp sağlayamayacaklarını görmeyi hedeflemektedir.

Çalışanlar ve yöneticiler arasındaki ilişkilerin kuvvetlendirilmesi şirketlerin performansını artırabilir. Bu nedenle çalışma, güçlü bir ilişki kurmanın en iyi yolunu bulmaya çalışmaktadır. Çalışanlar ve yöneticiler arasında iyi iletişim oluşturmak için birçok farklı yol vardır; bu nedenle, giderek kazanç elde eden her girişimin amacına ulaşmak için performansı artırır.

Anket katılımcıları, tesadüfi örnekleme yöntemiyle farklı işletmelerden seçilmiştir. Örnekleme için özel sektörde faaliyette bulunan firmalar seçilmiştir. Anket formları Erbil ilinin farklı yerlerinde bulunan (60) şirkete dağıtılmıştır.

Veri analizleri yapmak için betimsel istatistikler, t-testi, korelasyon ve regresyon kullanılmıştır. Ayrıca, verileri analiz etmek için (SPSS) istatistik programı kullanılmıştır. Kuzey Irak'taki özel sektör ülke ekonomisi için 2003 yılından itibaren önemli bir yere sahiptir. Bölgeden petrol ihracatı nedeniyle ekonominin hacmi olağanüstü bir şekilde büyümüştür.

Bu yüzden; bu araştırma, yönetici ve çalışan arasındaki ortak çalışma ve işbirliği olmaması nedeniyle ortaya çıkan sorunları tespit etmeye ve işletme performansı üzerindeki etkilerini belirlemeyi hedeflemiştir.

**Anahtar kelimeler:** Birlikte Çalışma, Performans, Rekabet Avantajı.

## ABSTRACT

The goal of the thesis is for asserting the impact of the employee-manager co-working on the performance of enterprises in the north of Iraq. The research study is trying to reveal the relationship between employees and the managers and its effects on development of the enterprises either positively or negatively. Moreover to see if they can get benefit of this relationship as an advantage to improve the quality of production of goods and services, consequently gaining more financial profits.

Consolidation of relations between employees and managers can improve the performance of companies. Therefore the study is endeavoring to find the best way to create a strong relationship. There are many different ways for creating good communication between employees and managers therefore enhancing the performance in order to achieve every enterprise's aim, which is earning more and more profit.

Questionnaire participants were chosen from many different businesses using random sampling. Enterprises from the private sector were selected for the sampling. Survey questionnaires were distributed among (60) enterprises in different places in Erbil governorate. Descriptive statistics, one sample t-test, correlation and regression were used to analyze the data. In addition, (SPSS) statistical program was used to analyze the data.

Private sector has become an important part of North of Iraq's economy since 2003. It witnessed dramatic changes by rushing a large number of enterprises into the region leading to the severe competition in the last decade. The volume of the economy grew marvelously due to oil exports from the region.

That is why; this research is dedicated to identify the problems arising in the absence of co-working and cooperation between the manager and employee, seeking reasonable grounds to find appropriate solutions.

**Keywords:** Co-working, Performance, Competitive Advantage.

## ACRONYMS

USA: United States Of America

OECD: The Organization for Economic Co-Operation and Development

Q: questions

KBO: Kurdistan Board of Investment

KRG: Kurdistan Region Government

KR: Kurdistan Region

JICA: Japan International Corporation Agency

SBA: Small Business Administration

SEGEM: Industrial Training and Development Centre

KOSGEB: Small and Medium Industry Development Organization

SMEs: Small and Medium Enterprises

UNIDO: the United Nations Industrial Development Organization

HR: human resources

IFC: International Finance Corporation

CEO: Chief Executive Officer

KNOLL: Knowledge of all section in organization

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# **THE INTRODUCTORY**

## **1. INTRODUCTION**

There is no doubt that enterprises are one of the very important variables that may hinder the economic development in any country if mismanaged.

There are many factors that lead to mismanaged enterprises; one of them is a poor relationship between management and employees. As far as co-working, nowadays, became internationally concerned, so North of Iraq region is not isolated from the world, and also suffers from poor performance of enterprises. Poor relationship between managers and employees leads to poor performance management and consequently poor enterprise performance.

Poor relationships between management and employees may cause people to dislike going to work. According to the research study, held by TINY, almost half of the questioned employees are unsatisfied with their managers. The study was conducted on over 500 organizations and over 2000 employees (TINY plus, 2014). This gap in relations may have a harmful impact on the enterprise's productivity and revenue. Because according to TINY plus the environment of working is deficient and the culture of the enterprises are lacking vitality.

Enterprises see that co-working can be an effective business strategy factor.

There are many ways to embrace co-working and conform the way to fit their special needs. Co-working makes the enterprises capable of providing more conveniences, flexibility, productivity and job satisfaction.

These are fundamental to attract and retain gifted employees in the highly contemporary competitive market (knoll). TINY plus confirmed that enterprises that concentrate on coherence, individual appreciation and cooperative work set the basis of strong employee's commitment.

In addition, those, which establish a domain of appreciation and ask for employees feedback endowed with remarkable competitive advantage over other enterprises that see employees as inferior, therefore it does not have to stay in this. Way, it is time to ask employees what they need and want because you can be sure your competitors will do, (Tiny plus 2014),

Managers have to abolish undervalued employees because after 1990 they changed the rules and system of management in the organization they are equal and have equal duties and rights. Managers and employees both have many available options that may help them work together in amity to enhance their mood and performance.

It begins with a desire by senior executives and business owners to identify the problems and find solutions to improve interactions between managers and employees.

This chapter shows the primary data gathered from two survey questionnaires.

And over 60 different company and organization, 60 different managers and supervisors, 177 employees for each other in difficult place and 55 different job and workplace

I use a different section and both local and international company they are a privet company to use my survey to complete my result the department i use was benefit for population in north Iraq and for them some of them they are strong in the competitive and i took more than 25 different section and department like Banking financial marketing airport changing money house rent real state advertising company hotel service general trading travel agency providing food company security. Cleaning company destruction restaurant coffee shop selling and designer. Privet hospital and human resource.

I made a different question for both section managers section and employees section to know about both section in different way and to know what the problem they have or what the weakness point they have or what's the strong point they have is the commutation is good enough to get the organization goal is they are happy to each other with managers and supervisor one questionnaire designed for managers and supervisors and the other questionnaires for the employees.

In the first question of my survey questionnaires we had a three general question for both side are they satisfying in organization and work there are they have a have a relation like friendly relation are employees.

They know about what or which kind of goal they make for the company or just they are doing what they told them to do, or if they need a spatial tools the managers section give them a necessary tools to do a work in a good condition

Question (A) was what was your position now, Question (B) what's your degree or your graduates you had now, Question (C) what's the name of the company you are working now, Then we had 14 questionnaires distributed among managers and supervisors, and 15 questionnaires distributed among employees, all questions about relationship between both section are effect on performance of the organization or not

## **2. PREVIOUS STUDIES**

Take over many of the studies in the field of the local and international organizations in the north Iraq , especially in the adoption of the importance of local employees to know what was the problem they have with a management department so the researcher reviewed a number of these studies, and will be displayed in chronological sequence,

### **A. Co-working In Sonoma**

#### **Emerging Entrepreneurial Spaces**

Our local economy is beginning to see measureable benefits from this independent and collaborative model. Co-working spaces have sprung up around the county, offering customized environments to a wide range of freelancers and entrepreneurs. Freelancers are a significant cornerstone of our local economy and offer huge growth potential amid a global shift toward the “on-demand” economy.

In 2013, Sonoma County had 43,454 1-person businesses (nonemployees) generating more than \$2.2 billion, Co-working spaces provide entrepreneurial hubs for freelancers and small businesses to establish their operations, benefitting from the affordable co-funded infrastructure (e.g. Wi-Fi) and other office amenities.

The collaborative economy has benefited from Sonoma County's leading role

in the “maker movement”. This surge in technical and skilled crafts brings light manufacturing work into our neighborhoods. Representatives from the Sonoma County Office of Education and Sonoma State University were among the guests of honor at a White House ceremony in June 2015, recognizing a local certificate program that seeks to integrate learning-by doing into the school curricula<sup>22</sup>. Such a sustainable approach to the maker movement encourages new, homegrown talent into the field, strengthening Sonoma County’s competitiveness.

Ultimately, our local co-working spaces are set to benefit from their location. The proximity to San Francisco and Silicon Valley, coupled with a friendly community vibe and abundant natural beauty, make Sonoma County appealing to young professionals and families alike.

With an above-average score on the Quality of Place, the area retains and attracts skilled workers. Each co-working space in Sonoma County provided the short descriptions of their facilities, amenities and activities found below. Chimera Arts as Sonoma County’s own “maker space”, Chimera’s vision is to unite and empower the Sonoma County creative community.

From welders to programmers, children to elders, Chimera Arts wants to provide a central accessible maker space, where tools and technology can be shared, where people of all backgrounds can learn and have access to equipment, mentorship and resources (US Census Nonemployee Statistics, 2013 22).

## **B. Co-working spaces and the localized dynamics of innovation: The case of Barcelona**

The term co-working has started to be used as a buzzword and its meaning is far from clearly defined. Not all shared offices that use the term to define themselves can be considered as such. Defining CWS as “open-plan office environments in which they work alongside other unaffiliated professionals for a fee” (Spinuzzi, 2012) do not consider one of the most important features of CWS, and that differentiate them from mere shared offices: the focus on the community and its knowledge sharing dynamics. Coworking.com defines co-working as: “a global community of people dedicated to the values of Collaboration, Openness, Community, Accessibility, and Sustainability in their workplaces and clarifies it:

The idea is simple: independent professionals and those with workplace flexibility work better together than they do alone.

Co-working spaces are about community building and sustainability. Participants agree to uphold the values set forth by the movement's founders, 3 / 26 as well as interact and share with one another.

We are about creating better places to work and as a result, a better way to work.

### **C. Cultural determinants of relations between managers and employees in French and Swedish enterprises**

The results of research based on two countries, France and Sweden are presented in this article. In the table below the index, scores and maximum-minimum levels of the power distance dimension for those countries are presented.

French enterprises are very hierarchical, in practice, it is connected with giving a lot of competence to top managers and more strictly established hierarchy in which one subordinate has only one supervisor [Inzerilli and Laurent 1983, 104]. The main role of lower level management is to provide advice to top managers and not to manage or to take decision on their own (for this reason matrix structure is not popular among French enterprises [Turner and Trompenars 1998, 328]). In spite of the high power distance in the French enterprises the relations between the supervisors and their subordinates are very strong.

The supervisor takes care of the subordinates and their private life but these relations are formal, not friendly. Top managers are considered as very special persons with high authority.

Their contacts with employees from lower levels are limited and very rare [Neymann 2005, 131].

Additionally, the Swedish management is characterized by a large number of information passed to an employee. The internal communication is considered to be very important and, in accordance to low power distance, is direct [Lindell, Arvonell 1996, 85].

Taking into consideration the directions of the power distance dimension influence on relations between managers and employees and the practices in this area

in enterprises operating in Sweden and France the three hypotheses, the positive verification of which confirms home-country culture influence, can be made.

#### **D. Co-working in American**

The co-working craze is infiltrating American work life in a big way. According to a report from the Commercial Real Estate Development Association recently in Inc., since the first co-working space opened in 2005, the number of co-working spaces in America has gone from 1 to 781 as of 2014, and is likely even higher now. More importantly, that trend isn't showing any signs of slowing down. In just one year, between 2012 and 2013,

The number of spaces increased by 83 percent and co-working memberships increased 117 percent. As the co-working revolution takes hold, it will have a big effect on the landscape of the future workplace. While co-working companies are beginning to garner a lot of attention, there are also new spaces echoing co-working concepts popping up with increased frequency in hotel lobbies, corporate atriums and even YMCAs.

As technology and corporate cultures allow workers to be more mobile, the integration of these types of spaces will expand at a rapid rate. Forward-thinking furniture companies must respond with new types of furniture expanded purchasing options and innovative sales strategies.

Co-working spaces need affordable, attractive, ergonomic furniture choices with multiple purchase options to avoid running through a lot of capital at the outset, and furniture companies need the security to know that any risk taken to get a company outfitted with furniture won't come around to bite them if not successful.

There is still a bit of a gap from what the co-working trend needs from the contract furniture industry.

Jerome Chang, owner and architect at Blank spaces in Los Angeles, sees the true value in contract furniture and leveraged his knowledge of the industry when he opened his first co-working location in 2008. Chang says,

Then, I was the only co-working space that put a strong foot forward for needing real contract furniture. Most were going IKEA or West Elm. As co-working takes hold, there is a growing need to differentiate with the look, feel and function of the space.

Rebecca Brian Pan describes her experience with furniture buying after opening up several co-working spaces, including her most recent endeavor.

There is one company, Turnstone, which specifically targets co-working and alternative workspaces.

They are at a more reasonable price point and have much faster turnaround than most contract furnish Building management companies are getting more innovative as they have realized it is becoming a huge market to buy furniture and wrap it into the lease.

Co-working is an industry that is pushing the boundaries of how people choose to work; we will also challenge the furniture industry with how to facilitate these new ways of working.

By Amanda Schneider 40 the Business of Furniture | Subscribe at bof.press | January 27, 2016 The Business of Furniture | Subscribe at bof.press | January 27, 2016 41 true. But that is the only contract option I'm familiar with, assuming they upgrade from IKEA or West Elm, which means a lot of co-working spaces have the same furniture and look.

It is difficult to connect co-working operators with the more creative contract furniture providers who want to have these conversations and forge new paths forward. The market is still so nascent; it is hard for furniture providers and co-working operators to find one another.

According to Liz Elam, Founder of Link Co-working in Austin,

After you figure out the rent, the second most expensive investment for a co-working operator is the furniture. The industry is so used to going after the corporate world they rarely focus on the emerging trends like co-working. Right now, you typically cannot get a lease until you've been in business for three years.

Since co-working is an industry that is pushing the boundaries of how people choose to work, we will also challenge the furniture industry with how to facilitate these new ways of working.

Hendrickson, one of the largest and most successful dealerships in the country, is one furniture dealer answering these calls from the co-working community with fresh, new ways of thinking. In recent years, they have partnered with Catapult in Chicago.

## **E. Co-working by the Numbers**

The Results of the 2015 GCUC/Emergent Research Co-working Survey

By Jacob Sayles Office Nomads Seattle, Washington

### **A. Co-working Spaces: Where Work and Life Blend**

-The boundaries between our work lives and personal lives are becoming increasingly permeable; we no longer rigidly split up our time between “work hours” and “non-work hours”. As this line blurs, we need new ways of maintaining balance. Co-working

### **B. Co-working Spaces Are Workspaces**

- 84% said they were more engaged and motivated when co-working
- 67% said co-working improved their professional success
- 69% said they feel more successful since joining a co-working space
- 64% of the respondents said their co-working networking was a very important (26%) or an important source of work (38%)

### **C. Co-working Spaces Are Networking and Social Spaces**

- 87% report they meet other members for social reasons • 54% after work and on weekends • 33% during work hours
- 82% said co-working has expanded their professional networks
- 80% said they turn to other co-working members for help, guidance or to find/ source work

### **D. Co-working Spaces Are Learning Spaces**

- 69% reported they learned new skills
- 68% reported they improved their existing skill set
- 67% reported they attend events at their co-working space occasionally (45%) or often (21%); only 4% said they never attend events

### **E. Co-working Spaces Make You Happier**

- 89% reported they are happier
- 83% reported they are less lonely
- 78% reported that co-working helps keep them sane

### **F. Co-working Members Are Highly Satisfied**

- Average satisfaction score of 8.2 out of 10
- 90% reported being either highly satisfied (79%) or satisfied (11%) with their co-working space. Only 5% reported being dissatisfied

- 74% reported they definitely (30%) or probably (44%) will still be a member in 2 years. Only 4% said they would not

- 94% reported the price they paid was fair (77%) or a bargain (17%). Only 5% reported it was too high

#### G. Location, Community Managers, People

- 95% said location was very important (68%) or important (27%). 0% said it was not important

- 83% said the community manager was very important (43%) or important (40%)

- 82% said the people in the space were very important (39%) or important (43%)

- 73% said interior design was very important (26%) or important (47%).

Women ranked this much higher; millennial ranked it much lower

#### Women Are More Collaborative Than Men

- 76% of women say they turn to other members to help solve work challenges versus 54% of men

- 52% of women say they regularly bounce ideas off other members versus 42% of men

- 72% of women rate access to conference rooms as very important (38%) or important (34%) versus 52% for men (24% very important, 28% important)

- 83% of women rated being part of community very important (38%) or important (45%) versus 69% of men (30% very important, 39% important)

#### H. Key Differences by Age

- Millennial (aged 21-34) reported the biggest gains from networking:

- 86% said social networks expanded versus 75% of non-millennial
- 88% said professional networks expanded versus 77% of non-millennial
- 79% said they collaborate more versus 61% of non-millennial

- Gen Xers (aged 35 to 49) least likely to socialize; highest earning:

- 41% said they only socialize at work versus 29% of non-Xers
- 28% reported 100k+ incomes versus 16% for non-Xers Baby Boomers

(aged 50-68) most satisfied and spend the least amount of time in their co-working space:

- Average satisfaction score of 8.6

- Average 18 hours per week in their space versus 25 for non-baby boomers
- Consistently commented the price was too low

#### I. Space Usage

– Average member works 23 hours per week onsite and visits about 3.5 days per week

– Average member is slightly more likely to be at the co-working space in the afternoon than morning; 23% report working regularly at night (after 5:00 PM)

– 64% report their co-working space is their primary workplace; 27% report home is their primary workplace; 9% other (client site, employer site, etc.)

#### J. Independent Workers and Company Employees

– Independent workers (freelancers, etc.) are more collaborative, more satisfied and less lonely than company employees:

- 76% said they collaborate more versus 54% for employees
- 89% said their social networks expanded versus 68% of employees
- 9.1 average satisfaction versus 7.9 for employees

• 91% said they were less lonely versus 72% of employees – Company employees more likely to hire other coworkers, spend more time in the space and socialize after work:

• 52% of employees said they often (14%) or sometimes (38%) contract with other co-working space members for work versus 38% of independent workers (9% often, 29% sometimes)

• Employees average 26 hours per week working in their co-working space versus 20 hours for independent workers

• 59% of employees meet with coworkers after work or on weekends versus 48% of independent workers

#### K. Applying What We've Learned

Different segments see co-working and co-working's value in different ways, but 3 key attributes of co-working space membership are consistently cited as being valuable by members:

1. A work environment that expands their networks, leading to greater professional success.

2. A social environment that improves their life.

3. A workplace where they're engaged, motivated, learning and growing.

Even in the context of talking about facilities and infrastructure the data is clear: People value human space far above office space.

### **F. The Japanese Experience performance**

We all know that after the Second World War Japan was destroyed Because of the impact of war. But at the end of 1945 they started economy reform after the war as a first step to rebuilding Japan it was issued five orders to economic reform for instance: Women's liberation, Promote the formation of labor unions, Freedom of education in schools,

Cancel the authoritarian political system, Freedom of Economic Organizations. Then they did other important reform like dismantling of economic groups, Prevent excessive concentration of economic power law, (Japan's economy Network, neon keyway, 1950).

The first step to encourage the development of small and medium enterprises in Japan is developing a clear and precise definition of small and medium enterprises and the granting of exemptions from taxes and fees and the development of rules also regulations by the Japanese government under the encouragement of small and medium enterprises.

In 1999 the government established Japanese Corporation for Small and Medium-Scale Enterprise Executive body of the state's policies on these projects,

Which aims to provide assistance to small and medium enterprises, whether technical , finance , marketing or administrative assistance through .

1- Create some financial management institutions to provide funding and support for small and medium enterprises.

2- Requiring companies that get government tenders that the share of small and medium-sized companies is not less than 30% of the tender value.

3- Facilitate access to bank loans on favorable terms, and find a loan guarantee provided by small and medium enterprises system and play Credit Guarantee Corporation.

4- Exemption from income tax for specific periods of time, subject to renewal, and provide a tax system that encourages investment in the introduction of modern technology in small enterprises, and another tax system encourages the establishment of small industries in remote areas.



**Figure1 supporting small and medium enterprises in Japan**

Source: SMEs agency in Japan

The above figure shows that the Japanese government interesting and cares about small projects and relation between management and employees makes working as teamwork.

So the Japanese experience considered in establishment and development of small and medium enterprises.

Japan is one of the richest international experiences; it serves as a model that can be emulated by all countries wishing to develop their economies and to overcome the problems of unemployment and poverty, that was the first step to encourage the development of small and medium-sized projects in Japan.

It is clear and specific definition of small and medium enterprises also its the granting of exemptions from taxes and fees, and the development of rules and

regulations by the Japanese government under the encouragement for small and medium enterprises projects are mainly dependent on direct state support,

Which is showed in the provision of technical, financial, administrative and marketing assistance to those projects, and protection from failure and allow them to obtain interest-free loans without collateral (Ministry of Economy, 2013).

Form 1945 until 1970 Japanese economic increased quickly, now everyone know that fact japan is one of the most technically advanced in the world. Japanese government provide grants for small and medium businesses to improve this sector and focus on the vulnerability of small and medium-sized companies points, and regarded as a person incompetent and lacks logic is a big mistake, that SMEs are not necessarily inefficient, in many cases, be caused by inefficient production is influenced by the circumstances of those circumstances Administrative.

That is why SMEs account for 99.7% percent of the total companies in Japan and 70% percent of all employees and permanent workers employed in small and medium-sized companies (Ministry of Economy, Trade and Industry, 2013). Japan has more than 50,000 Foundation for small and medium-sized projects also depending on studies in 2013 Japan has 4 million small and medium enterprises, Because it considered SMEs suitable for creating new jobs and solve the unemployment environment (The prime economic statistics for the Census in 2009).

Small and medium-sized businesses occupies more than 50% percent of all added value (manufacturing industry sector in Japan), which is form the infrastructure of the Japanese economy, Even such huge companies as Sony, Toyota, Honda, Fuji, etc...

Started as small factories at the beginning, and the revitalization of small and medium-sized companies could promote competition in the marketplace, and is considered to driving the motive force to creating new projects and to transform the economic restructuring (Nihonkeizai, 1950).

Most of the products of large companies made up of pieces made in subcontracting companies it means consist of components from SMEs subcontractors, with the deep support of small and medium-sized businesses trust Japanese products.

The economies of Japan's provincial area are supported by the activities of SMEs and supporting the local economy by the activities of SMEs which focus on the service sector, retail trade, construction sector, and these companies play a role in stimulating the local economy and increase employment (Ministry of Economy, 2013).

In September, 2013 I've participated in a training course in Japan was about small and medium enterprises development organized by Japan International Corporation Agency more commonly known (JICA), during the field visits to some of the small companies and private institutes to training the staff of employees in the public sector also the private sector,

Which was a part of our daily activity in the training program. We have visited some of those training centers in Aichi province which is known by (a city of industry) so, I noticed the main training provided includes training for management successors, training for managers courses to cultivate SMEs, management consultancy. And the target participant are: SMEs operators and supporters (staff at commercial and industrial associations who provide management guidance etc

### **3. The Exploratory Study**

#### **(A) Researcher Studying an Exploratory objective was to:**

1. Formulation of the research problem.
2. Identification of influencing the adoption of relationship between managers and employees.
3. The composition of hypotheses.

#### **(B) The Researcher in Conducting this Study**

1. References, books and previous studies on the subject of the search.
2. Personal interviews with some managers of competent companies and with some employees at the different company.

#### **(C) The Result of the Scoping Study is as Follows**

1. Percentage of those who have a want to adoption relationship between managers and employees up to (79) out of total sample.

2.Aspects that have been raised about the motive behind the use of the relationship between managers and employees with easy handling working as a team, but what is being said about the lack of safety in work place is one of the most points they see as weakening of demand for this kind of relations they are perplexed about what is important to them and what is available.

3. The main obstacles to the spread of the relationship between managers and employees include

(A) Weak relationship, despite the growing number of users.

(B) Lack of consumer experience for this type of service.

(C) Lack of confidence in co-working, which leads to reluctance in data mode.

(D) Consumers desire to contact with products and check before purchase.

(E) No fun while doing your work at organizations.

(F) Few relationship between managers and employees local languages.

## **CHAPTER ONE**

This chapter is dedicated to clarify some definitions, which are necessary to know before going through the study.

### **1.1. PERFORMANCE**

Measures are needed to inform decisions regarding the overall level of resources to devote to transportation, where to allocate these resources, and how best to use them. The first two types of decision require regular monitoring of the system to reveal problems, which present opportunities for improvement, easily measured indicators of the major benefits and costs of the system are appropriate for this task. For the third type of decision, how to best address a specific problem, a more comprehensive set of benefits and costs must be considered. Indicators must be found for those benefits and costs that would be impacted by alternative means of addressing the problem, so that the overall impacts of the alternatives can be compared.

This report discusses the benefits and costs of transportation and recommends specific measures to use as indicators of the benefits and costs, as well as data sources and methods of measurement. It discusses the role of intelligent transportation systems as both an object of measurement and a means of measurement (Joy Dahlgren 1998).

The model of performance management presented in Table 31 categories of perceived fairness and implications for performance management system show that we can manage performance by focusing on employee attributes, behavior, or result. In addition, we can measure performance in relative way, making overall comparisons among individual performance.

Finally, we can develop a performance management system that incorporate some variety of the preceding measure, as evidence by the quality approach.

In this section we explore these approach to measuring and managing the performance, discussing the techniques that are associated with each approach and evaluating these approach against the criteria of strategic congruence, validity, reliability, acceptability, and specificity.

The competing through sustainability box shows how one of the children's hospital team based appraisal system demonstrated strategic congruence, validity,

acceptability, and specificity of the performance management system.

Table 1: Categories of perceived fairness and implications for performance management system

| IMPORTANCE FOR PERFORMANCE MANAGEMENT SYSTEM |                                                                                                                                                                                                                                                            |
|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FAIRNEES CATEGORY                            | IMPLICATIONS                                                                                                                                                                                                                                               |
| Procedural fairness... development           | <ul style="list-style-type: none"> <li>- Give managers and employees opportunity to participate in development of system.</li> <li>- Ensure consistent standards when evaluating different employees.</li> <li>- Maize rating errors and biases</li> </ul> |
| Interpersonal fairness..... use              | <ul style="list-style-type: none"> <li>- Give timely and complete feedback.</li> <li>- Allow employees to challenge the evaluation.</li> <li>- Provide feedback in an atmosphere of respect and courtesy.</li> </ul>                                       |
| Outcome farness..... outcomes                | <ul style="list-style-type: none"> <li>- Communicate expectations regarding performance evaluations and standards.</li> <li>- Communicate expectations regarding rewards.</li> </ul>                                                                       |

Source: adapted from S . W. Gilliland and J.C. Langdon creating performance management system that promote perceptions of fairness in performance appraisal state of the art in practice this material is used by permission of john Wiley and sons

## 1.2. THE CO-WORKING

The term co-working has started to be used as a buzzword and its meaning is far from clearly defined. Not all shared offices that use the term to define themselves can be considered as such.

Defining CWS as open-plan office environments in which they work alongside other unaffiliated professionals for a fee (Spinuzzi, 2012, p. 399) do not consider one of the most important features of CWS, and that differentiate them from mere shared offices: the focus on the community and its knowledge sharing dynamics. Coworking.com defines co-working as: a global community of people dedicated to the values of Collaboration, Openness, Community, Accessibility, and

Sustainability in their workplaces and clarifies it: “The idea is simple: independent professionals and those with workplace flexibility work better together than they do alone.

## Coworking is...



Adjectives which are most often used to describe “Coworking”  
The bigger the word, the more often it was mentioned  
by members of coworking spaces to describe “Coworking”.

**Figure 2** how is co-working important for organizations in around the world

Co-working is an industry that is pushing the boundaries of how people choose to work, we will also challenge the furniture industry with how to facilitate these new ways of working.” spaces are about community-building and sustainability. Participants agree to uphold the values set forth by the movement’s founders, 3 / 26 as well as interact and share with one another. We are about creating better places to work and as a result, a better way to work.

Concerning this article, CWS are defined as localized spaces where independent professionals work sharing resources and are open to share their knowledge with the rest of the community.

The first “official co-working space was founded by Brad Neuberg in 2005 when he organized Spiral Muse in San Francisco as a reaction of the lack of social implication of business centers and the unproductively of working at home (Botsman & Rogers, 2011; Deskmag.com, 2013; Hunt, 2009).

Since then, the co-working phenomenon has spread all over the world, converting the term a buzzword, with multiple definitions and uses.

Currently, there are more than 100,000 people around the world that are members of one of the 3,000 co-working spaces running around the world (Deskmag.com, 2013).

In Barcelona, for instance, more than one hundred spaces define themselves using the term co-working. In Europe as in the United States, there are annual conferences dedicated to Co-working where CWS managers meet, share experiences and discuss about common issues.

There are several networks of co-working spaces that operate CWS in several locations, Such as the hub, next space or urban station nevertheless, the majority of co-working spaces are small local private startups that run independently with only one or two locations. Some of them are organized in associations to offer more services and create more values for their members. Being an emergent phenomenon.

There are still few publications (Davies & Tollervey, 2013; DeGuzman & Tang, 2011; Jones, Sundsted, & Bacigalupo, 2009; Jones, 2013; Kwiatkowski & Buczynski, 2011a, 2011b; Nakaya, Fujiki, & Satani, 2012) and few academic research (Spinuzzi, 2012) dedicated to co-working.

### **1.3. BENEFITS OF CO-WORKING**

When entrepreneurs begin to work for themselves, many of them miss having unexpected conversations and interaction with others. A co-working space, however, revives that sense of community.

This culture of belonging allows for collaboration, the seed of innovation. Another benefit of co-working is that it allows a business to get off the ground without the large cost of rent or facility ownership.

One of the greatest financial drains on young companies is the fixed costs associated with property.

Co-working spaces allow new enterprises to work without the worry of long-term leases and costly facility space. Many other benefits of co-working spaces exist as outlined in a recent article in Inc. Magazine, such as co-working spaces increase the likeliness of a happy clientele. Beginning a Co-working Program Research shows that co-working spaces take several months to be developed, and spaces are often developed prematurely.

In North Carolina's experience, no single story or theme dominates. Each space is unique and inspired by a differing set of circumstances. Particular drivers include the founder or founders' business interests and the community at large.

Institute for emerging issues 2 For example, Major Co-working began as a solution for fragmented creative communities. The idea was to engage creative people through cross-pollination.

The enterprise has found that bringing people with creative energy together increased the drive for innovative social and economic development.

Lumina Co-Works in Wilmington was the brainchild, who owned a marketing company out of his home.

He decided to start the co-working space because he needed more office space, and the contractors working with him agreed to a co-working collaborative model, Jonnie Sharp began Buena space, a co-working space also in Wilmington, for largely the same reasons, but the concept was aided by the presence of an old building that could be repurposed. Similarly star works in Star was started in part because they inherited a large building.

On the other hand, Packard Place was started because Red F, a marketing company located in Charlotte, decided to turn part of the 90,000 square foot building into a space for entrepreneurs. Co-working Business Model Data shows that around 80 percent of co-working spaces are owned by a private company, 13 percent are established under a non-profit organization, and the remaining are either government owned or another hybrid model.

Most often, smaller spaces operate as a non-profit. Characterizing co-working is extremely difficult due to the range of business models in play regarding industry draw and institutional sponsorship.

Deskman developed an extensive series of articles on "Co-working Space Models, the most comprehensive information currently available on staffing, spaces,

industries and other business factors that can be explored in a co-working arrangement. Co-working owners are responsible for many decisions, including details such as the number of private offices to maintain and the square footage to dedicate specifically to collaboration and social events. Christopher Green of Bull City Forward, who has had experience setting up several co-working spaces, notes that an ideal arrangement should include the same square footage for private offices/meeting rooms/conference rooms, event space and collaborative work space. For example, Bull City Forward has 5,500 square feet of space with no private offices and four conference rooms.



Figure 1: the benefit of the co-working in the working place

#### **1.4. COMPETITIVE ADVANTAGE**

Facing tight competition from all over the world, an organization is required to have a strong strategy to be able to stay afloat (Priyanto et al. 2012). In other words, if he wants to remain competitive, he must have a sustainable competitive advantage (Hit et al. 2001).

Majority of organizations, along with intensification of competition in the market, strive for realization of such advantages. Lean production, among many, is one of the approaches to make this possible, mainly due to the high efficiency for

enabling. To reduce costs, remove waste of resources, increase profitability, and improve performance as much as possible, a firm must use requirements of leanness, and employs the most efficient lean enablers.

Modern production systems have to be lean and flexible in order to strengthen the company's competitive position (Abele and Reinhart 2011). Up to now, some have succeeded in overcoming the challenges through utilizing modern production concepts, techniques and models.

One of the latest production approaches is lean production, which has powerful tools and enablers, and holds big promises for producers (Chen et al. 2013). This stage is constituted of 2 steps.

- Step 1: Determining and with selecting in the most significant competitive advantages

The present work seeks to reach lean requirements for empowering competitive advantages of the organization.

Moreover its very necessary to work with the all staff in organizations to make them a strong and have a good skill for make the work perfect to make the organizations best in the place.

To inter the competitive aria regarding the necessity of reaching competitive advantages for each organization, the first step is to select, based on experts' opinion and data collected through questionnaire and interviews, the most necessary and efficient competitive advantages.

- Step 2: Determining fuzzy weights of competitive advantages through pair comparison and using Fuzzy-AHP

Paired comparison matrix and AHP are implemented to determine relative weights of competitive advantages. Proper linguistic variables are employed by the experts to carry out the comparison and determine relative importance and weight of advantages. Because of quantitative nature of linguistic variables, ambiguity is intrinsic to them and fuzzy logic helps removal of the ambiguities.

Hence, triangular fuzzy numbers are adopted to determine value of the variables.

### **1.5. RELATION BETWEEN MANAGEMENT AND EMPLOYEES**

Having the director of human resources (HR) as a member of the top management team (TMT) and giving him/her the title of chief human resources officer indicates an important strategic and symbolic choice.

Such decisions not only determine who participates in controlling an organization and setting its strategic direction, but also reflect the organizational structure. In this paper, we examine the antecedents of CHRO presence according to the contingency, institutional, and homophile theories. Based on a multi-industry sample of 215 firms that considers a 10-year period,

We find that the presence of a CHRO is influenced by the rates of unionization, rapid declines or increases in numbers of employees, the employment of a new or outsider chief executive officer (CEO), and the institutionalization of the CHRO position in the industry or firm. However, we find no evidence of the presumed influence of knowledge intensity or the CEO or TMT human resource management (HRM) experience.

Overall, we find that the institutional theory has the highest explanatory power regarding the existence of CHRO positions.

In the modern era of diversity, flexibility, innovation, autonomy, and globalization, our group of researchers was aware that well-established methodologies and political postures will no longer work. The imperialist conception of the market extending its sphere of domination over all the aspects of economic and social life was not acceptable,



Figure 4: the important relationship between managers and employees

Not the only consideration of macro phenomena. and to denounce and to criticize the market is not doing something new, because it is only the negative of the same thing.

Thus the route we decided to explore (and it will take time, years and need many people to make research; success is not guaranteed). Is to build up positive constructions, new in some respects, there four central positive assumptions.

In many world companies including ford motors, general electric, Microsoft, and Hewlett-Packard, performance evaluation systems, known as forced ranking systems. In which employees are ranked against each other, or forced distribution systems in which a certain percentage of employees have to be designated as top, average, and subpar performers,

And they have a appraisal for all staff including managers and employees this appraisal like evaluations in all the one year or six month in work place to know what you did in the past this years,

To know what was your strong point and weakness point you have to make a good discussions with them.

To make themselves more and more careful and strong this will make all staff working on those point to make them in a perfect one this appraisal make a organizations get the goals and make the organizations strong in a long time.

This be a strong organizations in the future anything happen in or out the organizations it will be a same and best in the area. Have generated lawsuits and negative publicity and have caused poor employee morale.

Forced distribution was advocated by former general electric who insisted that General management annually identify and remove the bottom 10 percent of the workforce.

Such performance ranking takes several forms. For the organizations its important have the perfect and strong human recourse (HR) basic and department to recover everything and know everything going on the organizations.

Human recourse management is viewed as critical to the success of business. The text emphasizes how the HRM function, as well as the management of human resources, can help companies again a competitive advantage.

The human recourse department in the organizations is very important for the organizations cause can make the organizations strong or make the organizations weak its depending in who is the responsible or this section is he or she are have a good skill are they have a good experience to put the right one in the right place.

If in the organizations want a employees or managers or supervisor are the the book discusses current issue such as a e-HRM.finding and keeping talented employees, diversity, and off shorting, all of which have a major impact on business and HRM practice.

Strategic human resource management is introduced early in the book and integrated throughout the text. Examples of how new technologies are being used to improve the efficiency and effectiveness of HRM practices are provided throughout the text.

## **1.6. PAIRED COMPARISON**

The paired comparison method required managers to compare every employee with every other employee in the work place. Giving an employee a score of every time he or she is considered the higher performer. Once all the pairs have been comparing, the manager computes the number of time each employee received

the favorable decision and this become the employees performance score.

The paired comparison method tends to be time consuming for managers and will become more so as organizations become flatter with an increased span of control.

For example, a manager with 10 employees must make 45 comparisons. However if the group increases to 15 employees 105 comparisons must be done.

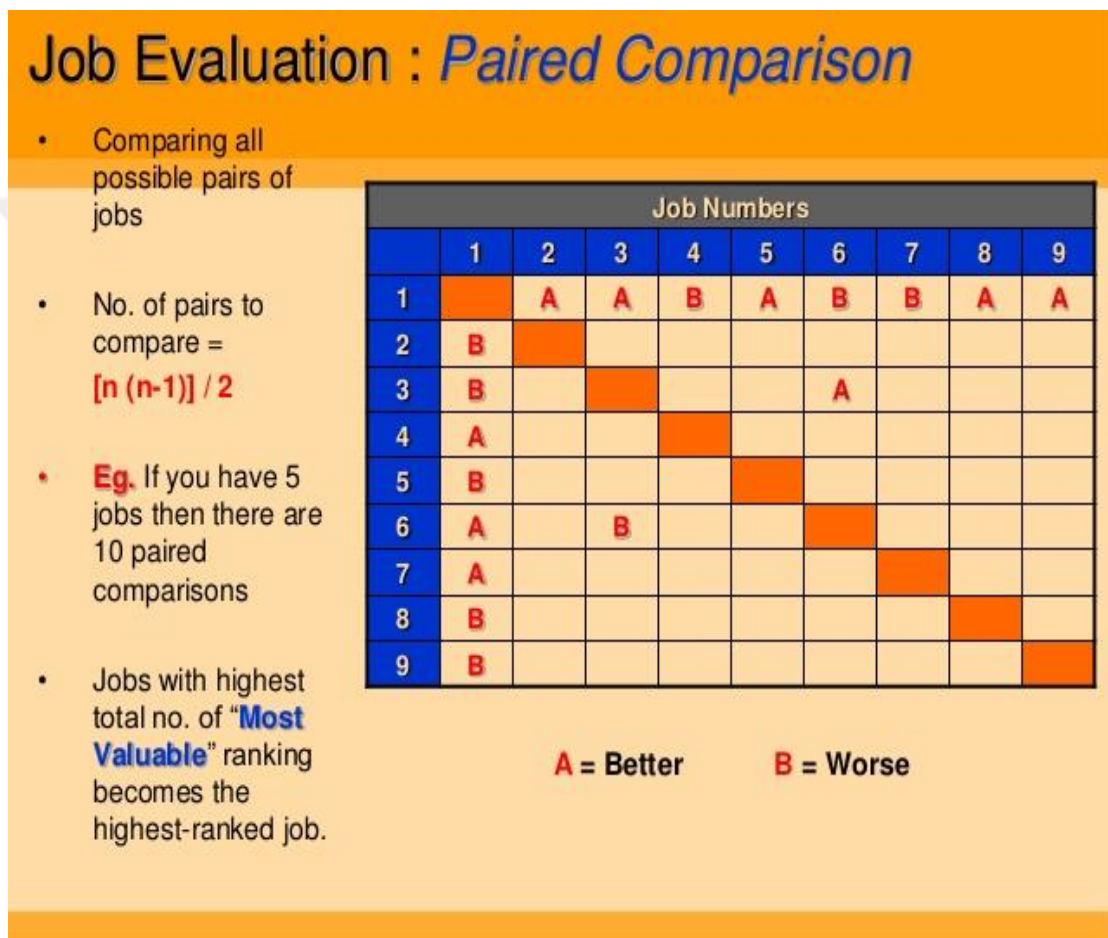


Figure5 Explain the Paired comparison in organizations

## 1.7. AN ORGANIZATIONAL MODEL OF PERFORMANCE MANAGEMENT

Arthur D. Little, model express mail marketing course it consists of four stages

### 1.7.1. Preparation Phase

For many years. Researching in the field of human rescores management and industrial organizational psychology focused on performance appraisal as a

measurement technique the goal of these performance appraisal systems was to measure individual employee performance reliably and validly.

This perspective, however tended to ignore some important influences on the performance management process.

Thus, we begin this section by presenting the major purposes of performance management from an organizational rather than a measurement perspective. To do this, we need to understand the process of performance.

Figure 6 depicts our process model of performance. For example in a sales job, an organization wants someone who has good interpersonal skills and knowledge of the products.

These raw materials are transformed into objective results through the employee's behavior. Employees can exhibit behaviors only if they have the necessary knowledge, skills, ability, and other characteristics.

Thus employees with good product knowledge and interpersonal skills can talk about the advantage of various brands and can be friendly and helpful.

On the other hand employees with a little product knowledge or indifferent interpersonal skills cannot effectively display that behavior.

The objective results are the measurable, tangible outputs of the work, and they are a consequence of the employees or the work groups behavior.

In our example the sales person who displays the correct behaviors will likely make a number of sales.

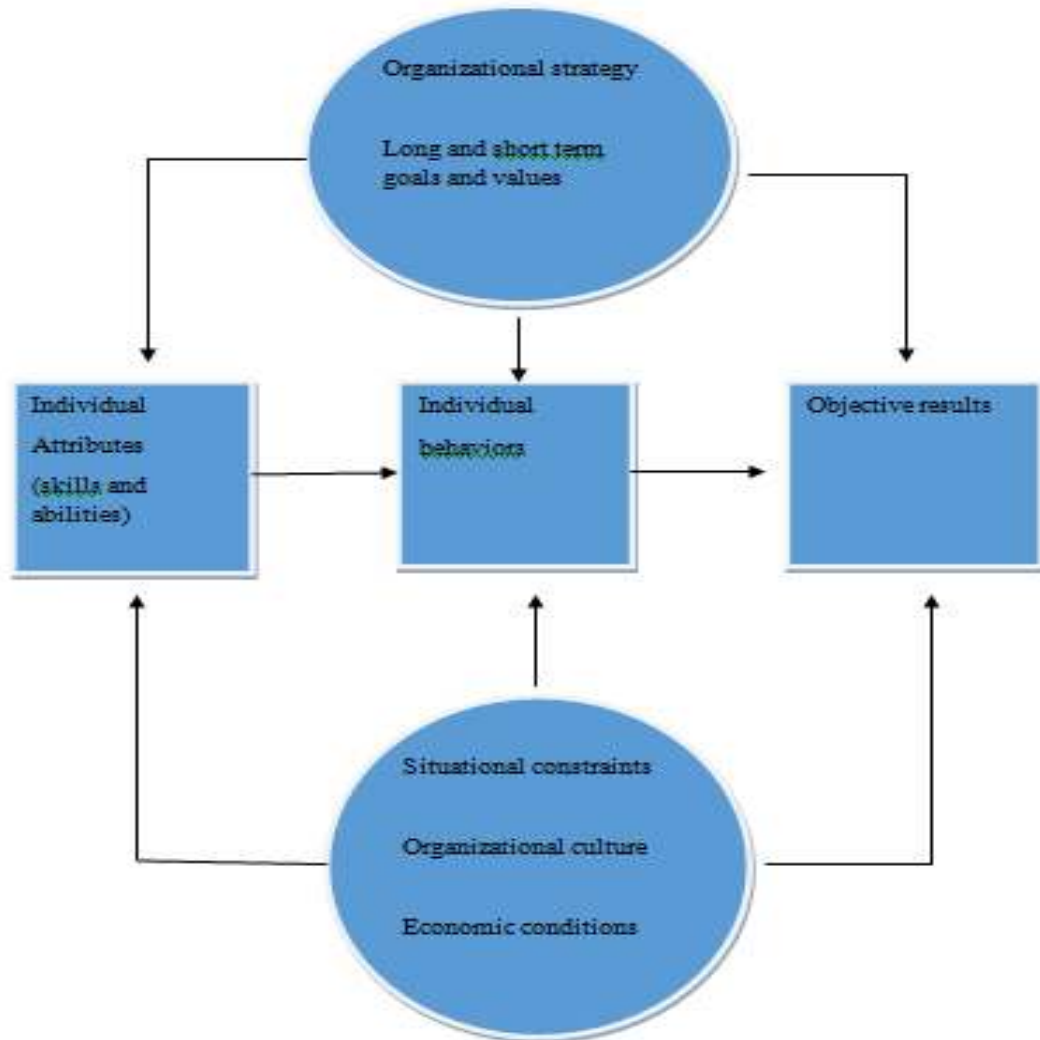
Another important component in our organizational model after performance management system is its organization strategic.

The link between performance management and the organization strategic and goals is often neglected. Pointed out that most companies pursue some type of strategic to attain their revenues profit and market share goals.

Divisions departments work groups and individuals within the company must align their activities with these strategic and goals.

If they are not aligned then the likelihood of achieving the goals becomes small. How is this link made in organization? Primarily by specifying what needs to be accomplished and what behaviors must be exhibited for the company's strategic to be implemented.

This link being reorganized as the necessary more and more often, through the increasing popularity of performance planning and evaluation system.



**Figure 6: An organizational model of performance management**

### **1.8. PERFORMANCE MANAGEMENT IN THE WAY TO MANAGE HUMAN RESOURCES, SOME PROBLEM AND SOLUTION**

Some have argued that all performance appraisal system is flawed to the point that they are manipulative, abusive, autocratic, and counterproductive. Table 30 shows some of criticism of performance appraisals and how the problem can be fixed. It is important to realize that the deficiencies shown in table 30 are not the result of evaluating employee performance.

Rather they result from how the appraisal system is developed and used. As

well as see in this survey, if done correctly performance appraisal can provide several valuable benefits to both employee and the company.

An important part of appraising performance is to establish employee goals; which should be tied to the company's strategic goals. The performance appraisal process tells top performance that they are valued by the company.

It requires managers to at least annually communicate to employees their performance strength and deficiencies. A good appraisal process ensures that all employees doing similar jobs are evaluated according to the same standards. A properly conducted appraisal can help the company identify the strongest and weakest employees.

It can help legally justify many human resources management decisions such as promotions, salary increases, discipline, and layoff. Annually, fortune magazine ranks the most globally admired companies.

The hay group, which produce the Global most admired report for future, says the companies on the list have chief executive officers who understand that performance measurement is about learning how to motivate people and link performance to rewards many of the executive report that performance measurement encourages collaboration and cooperation.

They believe performance measures help companies focus on operational excellence, customer loyalty, and development of people.

We define performance management as the process through which managers ensure that employee's activities and outputs are congruent with the organizations goals. Performance management is central to gaining comparative advantage. Our performance management system has three part, defining performance, measuring performance, and feeding back performance information.

Table 2 problems and possible solutions in performance management

| PROBLEAM                                                            | SOLUTION                                                                                                                                         |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Discourages team work                                               | Make collaboration a criterion on which employees will be evaluated.                                                                             |
| Evaluators are inconsistent or use different criteria and standards | Provide training for managers: have the human recourses department looks for patterns. On appraisals the suggest bias or over or undervaluation. |

|                                                    |                                                                                            |
|----------------------------------------------------|--------------------------------------------------------------------------------------------|
| Only valuable for very good or very poor employees | Evaluate specific behaviors or result to show specifically what employees need to improve. |
| Encourages employees to achieve short-term goals   | Including both long-term and short-term goals in the appraisal process.                    |
| Managers has complete power over the employee      | Managers should be appraised for how they appraise their employees.                        |
| Produce emotional anguish                          | Focus on behavior does not criticize employees: conduct appraisal on time.                 |
| Too subjective                                     | Evaluate specific behavior or results.                                                     |

Source: based on J.A. Siegel, 86 your appraisal process October 2000 , pp 199- 202



## **CHAPTER TWO**

### **RESEARCH METHODOLOGY**

#### **2. THE CONCEPT OF ADOPTION AND THE FACTORS INFLUENCING IN CONSUMER ADOPTION OF ONLINE SHOPPING**

Many researchers interested in the field of consumer behavior research and deployment when bringing a new product or innovation in learning how to spread and adopted by members of the community and the reasons or factors that may lead to the acceptance or reject this innovation,

Where it is assumed that these company represent a team work for the evaluation of new products and innovations by prospective adopters in general, as the innovative working as a team work , so be necessary for us to understand the organizations that affect the adoption of relationship between managers and employees.

Internet shopping is a phenomena that is growing rapidly nowadays. A peep into the exponential growth of the main players in this industry indicates there is still a large reservoir of market potential for e-commerce.

The conveniences of online shopping rendering it an emerging trend among consumers, especially.

The prevalence of online shopping has raised the interest of the retailers to focus on this area.

Therefore, this study was to determine the relationship between subjective norm, perceived usefulness and online shopping behavior while mediated by purchase intention.

The conclusion can be depicted that subjective norm and perceived usefulness significant positively influence online purchase intention but subjective norm insignificant influence shopping behavior in a negative way.

From this point the researcher will try to clarify the concept of the adoption process, and then subjected to intellectual development adoption process, then the classification of adopters, the characteristics of adopters then display the factors affecting the adoption process.as the main objective of this study was to determine the factors affecting the adoption process on the relationship between managers and employees

## 2.1. METHODOLOGY

Methodology is the basic aspect of a research process. The method, which uses for this research will base on primary data analysis using qualitative methodology due to time constraint. Researchers use data collection to gather information for analysis in order to achieve a certain conclusion.

My research approach will be inductive. I will gather data for evaluating the unknown resulting and the conclusion cannot be expected.

The hypothesis and theories may not match with the conclusion. The collection of data is done for setting theories through analyzing data. The research begins with observation to the hypothesis and theories then followed by collecting data.

The induction approach may be used with a qualitative approach because it is primarily exploratory research. It is used to gain an understanding of the underlying reasons, opinions, and motivations. Qualitative Research is also used to uncover trends in thought and opinions, and dive deeper into the problem. I may use some common methods for collecting primary data include surveys, individual interviews, and participation/observations.

This chapter shows the primary data gathered from two survey questionnaires. And over 60 different company and organization, 60 different managers and supervisors, 177 employees for each other in difficult place and 55 different job and workplace. I use a different section and both local and international company they are a privet company to use my survey to complete my result the department.

I use was benefit for population in north Iraq and for them some of them they are strong in the competitive and I took more than 25 different section and department like Banking , financial , marketing , airport , changing money , house rent , real state , advertising company , hotel service , general trading , travel agency , providing food company , security .Cleaning company, destruction, restaurant, coffee shop, selling, and designer. Privet hospital and human resource,

I made a different question for both section to know about both section in different way, one questionnaire designed for managers, supervisors, and the other

questionnaires for the employees.

In the first question of my survey questionnaires we had a three general question for both side, Question (A) was what was your position now, Question (B) what's your degree or your graduates you had now, Question (C) what's the name of the company you are working now, then we had 14 questionnaires distributed among managers and supervisors, and 15 questionnaires distributed among employees, all questions about relationship between both section are effect on performance of the organization or not.

## **2.2. LIMITATION**

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from your research.

They are the constraints on generalizability, applications to practice, and/or utility of findings that are the result of the ways in which you initially chose to design the study and/or the method used to establish internal and external validity.

Price, James H. and Judy Murnan. "Research Limitations and the Necessity of Reporting Them." American journal of health education 35 (2004): 66-67

1. Right data may not be available; obtaining actual data is significant when examining impact of co-working and its effects on performance of management.

2. The area as the amount of tow-dimensional space taken up by an object.

The use of the area has many practical applications in building. Farming, architecture, science, and even deciding how much paint you need to paint your home. They are of shape can be determined by placing over a grad and counting the number of squares is so wide that we shall not be able to cover many things.

3. The amount of data, lack of authenticity of data may make problem with obtaining right results.

## **2.3. HOW DATA COLLECTED**

The main purpose of this article is to compare the relations between managers and employees in north Iraq enterprises and to find to what degree the differences are caused by the home country culture. Additionally the practices in this area are analyzed to show the level of adequacy to the culture and expectations of employees.

The choice of the countries was determined by the differences in culture in the dimension of power distance, resulting in choosing north Iraq. The research was conducted among the foreign enterprises operating in north Iraq whose main capital source was either as this enabled to compare the relations between managers and employees in the home country. Two manufacturing plants are examined in the research which was based on interviews, documentation analysis, and questionnaires.

The interviews were conducted mainly with the personnel responsible for human resource management and were concentrated on the examination of the roles of and the ways of communication between managers and employees and the procedures of employees' empowerment. In the second part of the research the documentation connected with the internal communication was analyzed, especially notice boards and newsletters.

The first part of the questionnaire consists of three questions aimed at examining the employees' perception of relations between the manager and the staff and the decision making process. Each question describes two different situations and respondents were asked which of them is closer to the reality in their enterprises, the choice made was expressed.

The second part of the questionnaire presents a set of fourteen questions for managers and fifteen questions for employee's factors asking how those factors motivate employees to work and how they are represented in the work place.

The sample consists of 177 employees, 60 managers and 55 different job and workplace from 60 enterprises operating in north Iraq with a capital. To reduce the diversity caused by the differences connected to the position occupied in enterprises, the questionnaire based research was limited to the administration and production employees

Data while doing the research, that contains three stages such as

1. The stage of before data collection: in this stage, the researcher is developing all the data collection tools at the beginning then making communications with research participants in advance and consulting with those who have experience, after that organizing all the needed facilities in advance.

2. The stage of during data collection: in that stage, the researcher is doing meeting with the respondents to get those data, which is the researcher want to achieve, and giving them some necessary instructions and basic information for responding to the research as well as giving them the guidance also.

3. The stage of after data collection: at that stage which is the final stage for obtaining the data and information the researcher should evaluate and checking those data to become more reliability then reviewing all the processes of data collection because sometimes while reviewing the data the researcher goes to classify those data which is obtained at the beginning to know what kind of the data should be used and working on for the research.

#### **2.4. ALWAYS ACKNOWLEDGE A STUDY'S LIMITATIONS.**

It is far better that you identify and acknowledge your study's limitations than to have them pointed out by your professor and be graded down because you appear to have ignored them

#### **2.5. KEEP IN MIND THAT ACKNOWLEDGEMENT OF A STUDY'S LIMITATIONS IS AN OPPORTUNITY TO MAKE SUGGESTIONS FOR FURTHER RESEARCH**

If you do connect your study's limitations to suggestions for further research, be sure to explain the ways in which these unanswered questions may become more focused because of your study.

#### **2.6. ACKNOWLEDGEMENT OF A STUDY'S LIMITATIONS ALSO PROVIDES YOU WITH AN OPPORTUNITY**

To demonstrate that you have thought critically about the research problem, understood the relevant literature published about it, and correctly assessed the methods chosen for studying the problem.

A key objective of the research process is not only discovering new knowledge but to also confront assumptions and explore what we don't know.

#### **2.7. CLAIMING LIMITATIONS IS A SUBJECTIVE PROCESS BECAUSE YOU MUST EVALUATE THE IMPACT OF THOSE LIMITATIONS**

Don't just list key weaknesses and the magnitude of a study's limitations. To do so diminishes the validity of your research because it leaves the reader wondering

whether, or in what ways, limitation in your study may have impacted the results and conclusions. Limitations require a critical, overall appraisal and interpretation of their impact.

You should answer the question: do these problems with errors, methods, validity, etc. eventually matter and, if so, to what extent? (James and Murnan, 2004)

## **2.8. ALL STUDIES HAVE LIMITATIONS**

However, it is important that you restrict your discussion to limitations related to the research problem under investigation. For example, if a meta-analysis of existing literature is not a stated purpose of your research, it should not be discussed as a limitation.

## **2.9. DO NOT APOLOGIZE FOR NOT ADDRESSING ISSUES THAT YOU DID NOT PROMISE TO INVESTIGATE IN THE INTRODUCTION OF YOUR PAPER**

Here are examples of limitations related to methodology and the research process you may need to describe and to discuss how they possibly impacted your results.

## **2.10. DESCRIPTIONS OF LIMITATIONS SHOULD BE STATED IN THE PAST TENSE BECAUSE THEY WERE DISCOVERED AFTER YOU COMPLETED YOUR RESEARCH**

### Possible Methodological Limitations

- **Sample size** -- the number of the units of analysis you use in your study is dictated by the type of research problem you are investigating. Note that, if your sample size is too small, it will be difficult to find significant relationships from the data, as statistical tests normally require a larger sample size to ensure a representative distribution of the population and to be considered representative of groups of people to whom results will be generalized or transferred. Note that sample size is less relevant in qualitative research.
- **Lack of available and/or reliable data** -- a lack of data or of reliable data will likely require you to limit the scope of your analysis, the size of your sample, or it can be a significant obstacle in finding a trend and a meaningful

relationship. You need to not only describe these limitations but to offer reasons why you believe data is missing or is unreliable. However, don't just throw up your hands in frustration; use this as an opportunity to describe the need for future research.

- **Lack of prior research studies on the topic** -- citing prior research studies forms the basis of your literature review and helps lay a foundation for understanding the research problem you are investigating. Depending on the currency or scope of your research topic, there may be little, if any, prior research on your topic. **Before assuming this to be true, though, consult with a librarian!** In cases when a librarian has confirmed that there is no prior research, you may be required to develop an entirely new research typology [for example, using an exploratory rather than an explanatory research design]. Note again that discovering a limitation can serve as an important opportunity to identify new gaps in the literature and to describe the need for further research.
- **Measure used to collect the data** -- sometimes it is the case that, after completing your interpretation of the findings, you discover that the way in which you gathered data inhibited your ability to conduct a thorough analysis of the results. For example, you regret not including a specific question in a survey that, in retrospect, could have helped address a particular issue that emerged later in the study. Acknowledge the deficiency by stating a need for future researchers to revise the specific method for gathering data.
- **Self-reported data** -- whether you are relying on pre-existing data or you are conducting a qualitative research study and gathering the data yourself, self-reported data is limited by the fact that it rarely can be independently verified. In other words, you have to take what people say, whether in interviews, focus groups, or on questionnaires, at face value. However, self-reported data can contain several potential sources of bias that you should be alert to and note as limitations. These biases become apparent if they are incongruent with data from other sources. These are: (1) **selective memory** [remembering or not remembering experiences or events that occurred at some point in the past]; (2) **telescoping** [recalling events that occurred at one time as if they occurred at another time]; (3) **attribution** [the act of attributing positive

events and outcomes to one's own agency but attributing negative events and outcomes to external forces]; and, (4) **exaggeration** [the act of representing outcomes or embellishing events as more significant than is actually suggested from other data].

#### Possible Limitations of the Researcher

- **Access** -- if your study depends on having access to people, organizations, or documents and, for whatever reason, access is denied or limited in some way, the reasons for this needs to be described.
- **Longitudinal effects** -- unlike your professor, who can literally devote years [even a lifetime] to studying a single topic, the time available to investigate a research problem and to measure change or stability over time is pretty much constrained by the due date of your assignment. Be sure to choose a research problem that does not require an excessive amount of time to complete the literature review, apply the methodology, and gather and interpret the results. If you're unsure whether you can complete your research within the confines of the assignment's due date, talk to your professor.
- **Cultural and other type of bias** -- we all have biases, whether we are conscience of them or not. Bias is when a person, place, or thing is viewed or shown in a consistently inaccurate way. Bias is usually negative, though one can have a positive bias as well, especially if that bias reflects your reliance on research that only support for your hypothesis. When proof-reading your paper, be especially critical in reviewing how you have stated a problem, selected the data to be studied, what may have been omitted, the manner in which you have ordered events, people, or places, how you have chosen to represent a person, place, or thing, to name a phenomenon, or to use possible words with a positive or negative connotation.
- **NOTE:** If you detect bias in prior research, it must be acknowledged and you should explain what measures were taken to avoid perpetuating that bias. For example, if a previous study only used boys to examine how music education supports effective math skills, how does your research expand the study to include girls?

- **Fluency in a language** -- if your research focuses on measuring the perceived value of after-school tutoring among Mexican-American ESL [English as a Second Language] students, for example, and you are not fluent in Spanish, you are limited in being able to read and interpret Spanish language research studies on the topic. This deficiency should be acknowledged

Methodological Wishes for the Next Decade and How to Make Wishes Come True.” *Journal of Management Studies* 51 (January 2014)



## **CHAPTER THREE**

### **3. THE RESEARCH PROBLEM**

Poor performance management New enterprises organizations administrations seriously face a lot of problems and variables relating to the nature of the environmental conditions and privacy that they operate in, as well as the problems of how to explore the needs of customers and their wishes in order to pursue to earn their loyalty and satisfaction.

But the problem of the study lies in the weakness of the realization of the north Iraq (OECD) organizations of the importance of the relationship between managers and employees. In addition, their impact in achieving competitive advantage, and as the relationship between managers and employees (reliability, and responsiveness, and trust and affirmation,

Type of performance management and care, and tangibility) is one of the basic pillars of the task, the activities of the enterprise's operations and the means closest to achieving the goals of organizations in the survival and growth.

It is confirmed (Conclaves) that control of this deportation focus enhances the competitiveness of the organization to achieve its objectives in the long term Conclaves - 1998. In spite of the numerous transformers to raise the efficiency of enterprises organizations in the performance of its service for customers. It still suffers from shortcomings in the field as well as keeping up with the intellectual development taking place in this area. For the above reason, developing the financial resources to create high-end infrastructure to customize effective communications networks (The limited availability of technical personnel specialized and efficient).

Trust between managers and employees have been lost due to strict regulations and restrictions imposed by governments on organizations in order to control the national economy.

There is a weak awareness of the importance of individual financial institutions and the role they play in moving the wheel of economic progress. The failure to study and analyze these reasons and others led to a level that has been reached in the decline of organizations and their vulnerability to compete within

organizations. However, many studies relate to the relation between managers and employees and its impact on several variables .

But they overlooked the depth of the relationship between the quality of enterprise services and the determinants of customer satisfaction.

These dimensions individually necessitate the need to provide a framework to achieve a holistic kind of integration between those involved in the administrations of production and marketing. In addition, the mechanism of the logical relationships between the variables of the study.

Consistent with the foregoing, the questions raised below could contribute to the clarification of the study of the problem in the following themes.

Some involvement rushing toward the purchase of goods may not be needed because of the attractiveness of individual advertisement and ease of purchase with relations between managers and employees in the work place at organizations, and thus personal and family debt accumulation

The probability of occurrence of sham contracts and the occurrence of theft because of the inability to verify the personal relationship. The likelihood of commercial fraud or theft list, the item you want or do not respond may come specifications offense.

### **3.1. THE RESEARCH IMPORTANCE**

Importance of the study of the reality of declining enterprises and not keep pace with the development in this north of Iraq (KRG). Which was called to highlight the degree of influence of service quality dimensions in the determinants of competitive advantage, due to the lack of independent research on this issue in particular. But it spur interest concerned administrators and planners, as we mentioned in the theoretical side, as has stressed the importance of service quality dimensions and their impact in achieving competitive advantage;

The researcher has adopted these dimensions, taking into account the five selectors President agreed upon by most of the writings and Western research,

Namely, (quality, low cost, impairment for the price, time, achieve satisfaction) It goes without saying that the study is gaining importance specificity attempt to provide a theoretical framework and a field linking service.

Quality dimensions and determinants of competitive advantage, and to develop the scientific basis that can underpin banking organizations, the research community. It may represent a link in itself added scientific worthwhile,

If confirmed, referring to the scarcity of these studies according to informed scholar on Arab literature in this area and therefore can be coupled to a new scientific library in the field of production and marketing administrations. In this study, I want to find the common points in both managers and employees and to be a reference to the local enterprises and behave according to the result of the study.

Many companies seek to communicate with the client, and this is by relying on data compiled by the company for its customer base.

It is through this base the company can communicate with the client, customer, service all kind of working directly with service who buying a product or who we are service them in any kind of them it important to know who is we deal with them then can identify the desires and needs.

### **3.2. RESEARCH GOAL**

The aims and the objectives of the study in light of the identification problem of the study and its importance, the objective of the study is mainly focused on the diagnosis of influential relationship and identified the dimensions of performance management in achieving competitive advantage.

In addition, shows search the contents of the limits of the relationship at the level of the surveyed enterprises organizations and assist in the provision of appropriate information credible and that increase the confidence of administrators. In the assessment process, analyze and determine the kind of relationship and thus exercise their functions as best as possible.

Especially in light of the environmental conditions of the enterprises.

**As well as achieving the following objectives:-**

1. Provide theoretical and field parameters for the management of enterprise

Co-working between manager and employees organizations researched all dimensions of performance raised in the determinants of competitive advantage.

2. Give behavioral impressions of organizations on the results of the complementary relationship between employees and management and determinants of competitive advantage and diagnosed in the surveyed organizations.

3. Choose the correlation between the co-working and performance and determinants of competitive advantage in the surveyed organizations. Companies that seek competitive advantage through employees must be able to manage the behavior and results of all employees.

The opening story illustrates that one of the most difficult challenge is how to get managers to distinguish between good, average, and poor performers. Today much of company in the world had decided to rely on a performance appraisal system that forced managers to evaluate some employees as poor performers. The system was with great resistance because to correctly use it the system compelled managers to make artificial distinctions between employees.

In addition, such a system makes sense only if those being ranked perform exactly the same job. In this survey, we will discuss characteristics that performance appraisal systems need for administrative purpose such as this.

That the system is job related the rationale for performance evaluations is well documented, and managers have to discuss improvement with employees in the improvement-required category. Traditionally, the formal performance appraisal system was viewed as the primary means for managing employee performance.

Performance appraisal was an administrative duty to perform by managers and was primarily the responsibility of the human recourse function. Managers now view performance appraisal as an annual ritual they quickly complete the form and use it to catalog all negative information they have collected on an employee over the previous year

### **3.3. RESEARCH LIMITATION**

- Spatial boundaries: ERBIL- Iraq
- Temporal limit, the academic year (2017).

- Human border, consumers. An Enterprise Co-working Between Employee and Manager as Well as the Effect on the Performance in the North Iraq.

### **3.4. RESEARCH QUESTIONS**

The questions raised in below could contribute to the clarification of the study of the problem in the following theme

1. Is the surveyed managers and employees in enterprises possess a clear vision for Co-working?
2. What is the nature of the management performances in the enterprises and the services and goods they provide?
3. Are they trying to achieve competitive advantage through co-working?

### **3.5. TOOLS**

The questionnaire will be used to gather information on the subject of the reasons consumer demand for An Enterprise Co-working between Employee and Manager as Well as the Effect on the Performance in the North Iraq, and will be divided into two parts questionnaire:

Contain personal information about the employee who will fill out the questionnaire, such as: education, qualification, function contains information about the reasons consumer demand for relationship between managers and employees, the pros and negatives of effective team working in the organizations.

### **3.6. SEARCH COMMUNITY**

The research population is the considering and effect of accepted relationship between managers and employees in the organizations.

### **3.7. RESEARCH METHODOLOGY**

This research depends on the descriptive and analytical approach to reach its objectives through the collection and characterization the careful analysis of the factors influencing consumer adoption of co-working, and includes research methodology.

To identify all of the framework of the research community and research sample and the type and sources of data collection and survey design and methods of measurement,

In addition, assess the scale used, and then determine the statistical analysis methods are as follows:

Due to the absence of a team working includes those person I give them the answer ship of my survey that both department at managers and employees data on which to determine the method of drawing the sample. So the researcher to withdraw the sample at random in the Kurdistan region of Iraq.

A. Research community

B. Sample

Depend on the sample search method instead of the comprehensive inventory method, due to the large the magnitude of the research community, and spacing vocabulary geographically, and in the time and effort is limited to prepare search.

### **3.8. THE MODEL OF STUDY**

Based on the study variables and their contents field Applied require systemic treatment design model proposal. Which refers to the logical relationship between the variables of the study expression of temporary solutions proposed by the researcher to answer research questions referred to the problem of the study represents a model set of hypotheses that were built on the basis of ability to measure every variable of the study variables holistic model and study the possibility of testing.

This model was adopted within the independent variables and the dependent as promised service quality dimensions variables independent variables affecting the determinants of the competitive advantage of being the variables are supported, assuming one direction to that effect (One Way) and apply with a rationale for testing the model and put it as it is from.

Variables that expressive model for most of the writers and researchers deal conviction and belief to the researcher of the importance of these variable. The concept of the form: chart showing a set of logical relationships that may be in the form of quantitative or how to bring together the main features of reality that you care about these relationships.

1. Independent variable the dimensions of quality of service represented by (reliability, responsiveness, trust and affirmation, care, tangibility).
2. Based variable determinants of competitive advantage represented by (quality, low cost, impairment for the price, time, achieve satisfaction).
3. A small object, usually built to scale, that represents in detail another, often larger object.
4. A person employed to display merchandise, such as clothing or cosmetic.

### **3.9. STUDY AREA**

According to the economist experts, the majority of jobs and many businesses are ignored in the Erbil the capital of Kurdistan Region in north Iraq because I'm living there and I took a sample in Erbil city and around Erbil city because all of city in Kurdistan region in north Iraq it almost it a same rule and same relation between managers and that's why I focus of attention there

So, my thesis project needed to be completed in nine month because the true data takes time, it means the time required for some of the data collection, data analysis and doing survey also making some interview with entrepreneurs in Kurdistan region in north Iraq those who took the loan from enterprises relation.

### **3.10. RESEARCH HYPOTHESES**

In line with the importance of the study and its objectives to be tested on adopted the study on a set of hypotheses. Main has been formulated hypotheses on the shape and nihilistic alternative as follows.

#### **1. Hypothesis**

Research study is trying to reveal the relationship between employees and the managers and its effects on development of the enterprises either positively or negatively is surveyed in the application of quality of service dimensions, in addition, not to adopt the determinants of competitiveness.

#### **2. The first hypothesis**

There is a strong relationship between managers and employees in north Iraq

Due to my result of my survey in hypothesis test summary Figure 4 and Figure 5

### **3. The second hypothesis**

The successful of relationship between managers and employees are successfully and make to get organization goals easy

due to my result of my survey in hypothesis test summary Figure 4 and Figure 5

### **4. Sub-hypothesis**

Consolidation of between employees and managers can improve the performance of companies surveyed in the application of quality of service dimensions organizations

### **5. Alternative hypothesis**

A relationship in organizations surveyed vary in the application of quality of service dimensions

### **6. Sub-in the hypothesis in research**

Researched between employees and managers in organizations do not adopt the determinants of competitive advantage.

### **7. Alternative hypothesis in the survey**

Adopts the surveyed relation between employees and managers in organizations determinants of competitive advantage

### **3.11. COMMUNICATION**

The results of the research-conducted show that north Iraq enterprises the internal communication is rather hierarchical and rather in top-down direction. In north Iraq enterprises, a small number of information is transferred to employees. Only the information connected with the production indicators were regularly transferred to employees during special meetings or using the notice boards.

In one of the enterprises the upward communication was realized by the usage of the special box for the employees' suggestions and questions which are

discussed during weekly meetings.

Additionally there is an employee opinion survey conducted every year or two. The north Iraq enterprises were more direct in the transfer of the information. The employees were informed about the situation in the enterprise, decisions connected with their situation, and the planned changes.

There was an effort taken to learn about the employees' opinion. For this reason the surveys were conducted to examine the employees' opinion. The results obtained from the interview and observations indicate that according to the home-country culture the communication is in a small degree more open and direct in the north Iraq enterprises,

But the results of the survey conducted among employees working in these enterprises show that the employees in north Iraq enterprises see the relation as more open and not-hierarchical and that there exists the mutual exchange of experiences.

These differences in the results of the research don't allow verifying unambiguously the thesis about the influences of the home country culture on communication in researched enterprises.

Management play the most crucial communication role because of their day to day interactions with their employees. Therefore, they must be prepared to explain why the pay structure is designed as it is and to judge whether employee concerns about the structure need to be addressed with changes to the structure.

One common issue is deciding when a job needs to be reclassified because of substantial change in its content. If an employee takes on more responsibility, she will often ask the manager for assistance in making the case for increased pay for job. It shows that the way employees compare their pay with other jobs matters, and managers need to take this into consideration.

Employees increasingly have access to salary survey information, which is likely to result in more comparisons and thus a greater need for effective communication.

### **3.12. PARTICIPATION IN DECISION MAKING**

The research indicates that the practices in enterprises with foreign capital are consistent with that in the home-country.

Employee's participation in compensation decision making can take many

forms. For example, employees may serve on task force charged with recommending and designing a pay program.

They may also be asked to help communicate and explain for what they do in the organizations role its rationale.

This is particularly true in the case of job evaluation as well as many of the programs discussed in the next operation. To data, for what are perhaps obvious reasons, employee participation in pay level decisions remains rare.

The analysis of the questionnaire shows that possibilities to empower are mostly perceived by employees additionally the research using the interviews and analysis of documentations further confirms the results of the survey. And enterprises put pressure on encouraging the employees to take initiative. In one of the enterprises the employee suggestion system was formalized. In the other one the director emphasized that the employee involvement is very important in the decision making process.

In north Iraq enterprises the suggestion system was found and in the other one the surveys were conducted to get to know the opinion of employees but the participation of employees in decision making wasn't one of the guidelines for personal politics.

The results of the research indicate that, in the researched enterprises, the practices connected with employee participation in decision making are consistent with these of their home-country culture.

The differences in human resource management practices and the employee's appraisal in the researched enterprises allowed verifying positively two out of three posed hypotheses assuming that the home-country culture has influence on relations between managers and employees in the enterprises.

These results provoke questions about the effect of the transfer of the host practices to north Iraq. Are such practices suitable in cultural background?

How do north Iraq employees react to them? The second part of the questionnaire used to conduct the survey among employees helped to answer these questions.

The results of the research show that in the case of the researched enterprises the level of the employee satisfaction from the relations between them and the managers and from the climate in the workplace is higher in north Iraq enterprises.

Only the participation in decision-making was appraised higher in enterprises but the employees participating in the survey also less value this factor. Smaller participation in decision-making.

### **3.13. FINDING AND KEEPING THE BEST EMPLOYEES**

Military action relies on the call-up of reservists and National Guard members. This poses challenges for employers, who must cover the work ordinarily done by employees away on military duty, and for employees,

Who can suffer financial hardship because their military pay often falls short of what they would be paid in their civilian them the difference between their military and civilian earnings, one employer making this decision is the city of losangeles; other companies adopting such a policy include Walt Disney Company, which will make up any difference in pay for one full year. Although such policies are expensive, these employers have decided that their relationship with employees is sufficiently important that they want to support them in what is already a very difficult time for them and their families (Daily News, 03.2001)

### **3.14. EMPLOYEES AS A RESOURCE**

Because organizations have to compete in the labor market, they should consider their employees not just as a cost but as a resource in which the organization has invested and from which it expects valuable returns.

Although controlling costs directly affects an organizations' ability to compete in the product market, the organizations' competitive position can be compromised if costs are kept low at the expenses of employee productivity and quality.

Having higher labor costs than your competitors is not necessarily bad if you also have the best and most effective workforce, one that produces more products of better quality.

Pay policies and programs are one of the most important human resource tools for encouraging desired employee behaviors and discouraging undesired behaviors.

Therefore, they must be evaluated not just in the terms of costs but in terms of the returns, they generate how they attract, retain, and motivate a high quality workforce. For example if the average revenue per employee in company

A is 20 percent higher than in company B, it may not be important that the average pay in company A is 10 percent higher than in company B.

### **3.15. DECIDING WHAT TO PAY**

Although organizations face important external labor and product market pressures in setting their pay levels, a range of discretion remains how large the range is depends on the particular competitive environment the organization faces. Where the range is broad, an important strategic decision is whether to pay above, at, or below the market average.

The advantage of paying above the market average is the ability to attract and retain the top talent available. Which can translate into a highly effective and productive workforce. The disadvantage however, is the added cost.

Under what circumstances do the benefits of higher pay outweigh the higher costs according to efficiency wage theory; one circumstance is when organizations have technologies or structures that depend on highly skilled employees.

For example, organizations that emphasize decentralized decision making may need higher caliber employees. Another has difficulties observing and monitoring its employees performance. It may therefore wish to provide an above market pay rate to ensure the incentive to put forth maximum effort.

The theory is that employees who are paid more than they would be paid elsewhere will be reluctant to shirk because they wish to retain their good jobs.

### **3.16. THE TYPE AND SOURCES OF RESEARCH DATA**

Find depend on two types of data:

**(A). Primary data.**

Most of the relationship between managers and employees is unpublished relevant the subject of the search in co-working at organizations to get the organizations goal, in addition to make the organizations going.

I ways the right multiple publications in the relationship between managers and employees is the number of users and team work in the company, at the level of the relationship between managers and employees, and in addition to the reports and the results of business conferences and Co-working.

(B). Secondary data.

Most of the references and their relationship between managers and employees published is unpublished related research topic,

The number of teamwork and employees, at the level of organizations, and in addition to the reports and the results of business conferences and co-working together.

### **3.17. THE RESULTS OF THE FIELD STUDY**

The result we get by made a survey and we give to all the section in the enterprise to make my survey going well.

I took allot of section in different place those company they are local company and international company. In addition, i took different work to see all the staff is same answer or will be different.

#### **3.17.1. Managers and Supervisors Questionnaire**

I made for them a equations to know are they caring about work and employees in the wok place to see the different between them by see the result of my survey equations

#### **First hypotheses of question**

These hypotheses are contain three type of equations for the managers and supervisor to see what are they have in potions, graduated and name of the company.

#### **Question (A) for managers**

This question asks about positions they had Managers and supervisors in different company and organization local and international.

#### **Question (B) for managers**

This question asks the responders, from which tertiary institution they graduated, university or institute.

To know what is the degree of study they have its effect on the co- work at the organizations that shows in table 3 in below.

Table 3: Question (B) for managers: Responders of graduates

| Valid                | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Bachelor             | 27        | 45.0    | 45.0          | 45.0               |
| Bachelor and diploma | 9         | 15.0    | 15.0          | 60.0               |
| Diploma              | 18        | 30.0    | 30.0          | 90.0               |
| High school          | 6         | 10.0    | 10.0          | 100.0              |
| Total                | 60        | 100.0   | 100.0         |                    |

*Source: survey result*

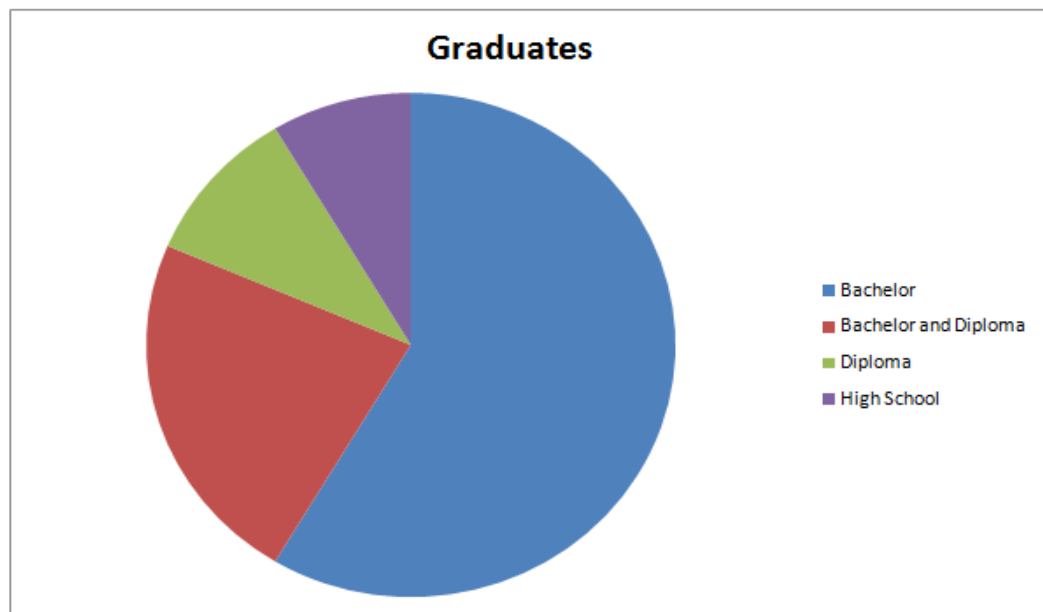


Figure 2: Question (B) for managers. Responders of graduates

*Source: my survey result*

### **Question (C)**

This question asks the responders, name of the company and place Searching and what is a good of the organizations they have why they all choose this organization to work in this organization they are happy and making a good feeling about what they are working for them, is all staff working as a team work helping each other if they have a problem,

Making a survey for different company and organization, the company some of them are local company and some of them are international company.

## **Second hypotheses of question**

These hypotheses are contain three types of equations for the managers and supervisor to see what are they have in potions, graduated and name of the company.

### **Question One**

The first question asks the responder's as a managers or supervisors gives staff a clear picture of the direction in which the Company is headed.

Type of this equation is answering YES or NO, answer of question one in survey result is yes all of them they put a mark on yes We find they are %100 agree with this question.

### **Question two**

The second question asks the responder as a management do you give the materials and equipment when they need to do the work right.

Type of this equation is answering YES or NO, answer of question two in survey result is yes all of them they put a mark on yes We find they are %100 agree with this question.

Our point of this equations we want to see how the managers are helping them then you can see the result of the answer shit all those managers and supervisors are giving the material to make the organization perfect.

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question three**

The third question asks the responder as a management does you given the necessary resources to perform their job.

Type of this equation is answering YES or NO, answer of question third in survey result is 57 person put a mark in yes (%95) and three person put a mark in no (%5).

Our point of this equations we want to see how the managers are helping them then you can see the result of the answer shit all those managers and supervisors are giving the material to make the organization perfect.

Table 4: Q 3 for managers : Responders of given the necessary resources to perform their job

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 3         | 5.0     | 5.0           | 5.0                |
| Yes   | 57        | 95.0    | 95.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

**Source: survey result**

If you look the answer they you can see the result of the answer shit all those managers and supervisors are giving the material to make the organization perfect.

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

#### **Question Four**

The fourth question asks the responder as a management if they have the problem do you helps them as much you can.

Type of this equation is answering YES or NO, answer of question four in survey result is 54 person put a mark in yes (%90) and six person put a mark in no (%10).

Our point of this questions is to get how are working together are they caring each other in bad mood or someone have a problem or sickness they are holding each other or not it's very important for the organizations to know because its effecting directly in what the organizations produce or serving or any work doing in the organizations.

Table 5: Q 4 for managers: If they have the problem do, you help them as much you can

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 6         | 10.0    | 10.0          | 10.0               |
| Yes   | 54        | 90.0    | 90.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

**Source: survey result**

If you look the answer they have they are all caring each other in the happiness and sadness They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question Five**

The fifth question asks the responder as a management, are you make them satisfying and make them have loyalty to the organization. Type of this equation is answering YES or NO, answer of question five in survey result is 54 person put a mark in yes (%90) and six person put a mark in no (%10).

Our point of this questions is to get how are working the managers to make them a good space and free speech to make all staff like home place in because if they are not have a loyalty to the organizations in the future the organizations will be not be standing and not getting the goals

Table 6: for managers: are you make them satisfying and make them have loyalty to the organization

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 6         | 10.0    | 10.0          | 10.0               |
| Yes   | 54        | 90.0    | 90.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

***Source: survey result***

If you look the answer they have they are all working to make all staff to have a loyalty for the organizations

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question Six**

The question six asks the responder as a management did you make them feel happy when they are trying to make a get the objective and goals. Type of this equation is answering YES or NO, answer of question six in survey result is 54 person put a mark in yes (%90) and six person put a mark in no (%10).

Our point of this questions is to get how are working the managers to make them a good space and free speech to make all staff like home place to make them to get the goals because if they are not have a good way to get the goals the

organizations in the future the organizations will be not be standing and not getting the goals easy.

Table 7: for managers: did you make them feel happy when they are trying to make a get the objective and goals

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 6         | 10.0    | 10.0          | 10.0               |
| Yes   | 54        | 90.0    | 90.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

**Source: survey result**

If you look the answer they have they are all working to make all staff to have a happy it is good for the organizations

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question Seven**

The question seven asks the responder as a management in outside of organization do you have a contact with your employee as a friend. Type of this equation is answering YES or NO, answer of question seven in survey result is 57 person put a mark in yes (%95) and three person put a mark in no (%5).

Our point of this questions is to get how are relations between the managers and employees outside the working place is they have a relations or not because if they are not have a good relations between them its impact at the organizations in the future the organizations will be not be standing.

Table 8: Q 7 for managers: In outside of organization do you have a contact with your employee as a friend

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 3         | 5.0     | 5.0           | 5.0                |
| Yes   | 57        | 95.0    | 95.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

**Source: survey result**

If you look the answer they have they are all have a strong relations with each other this make the organizations going in the right way.

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question Eight**

The question eight asks the responder as a management do you have a plan to make a good area for your employees to make them you are caring of them. Type of this equation is answering YES or NO, answer of question eight in survey result is 54 person put a mark in yes (%90) and six person put a mark in no (%10).

Our point of these questions is to get how relations are the managers and is caring employees in the work place, like a home to be more comfortable, it is very important for the employees they have a good place for rest and working.

Table 9: Q 8 for managers: do you have a plan to make a good area for your employees to make them you are caring of them

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 6         | 10.0    | 10.0          | 10.0               |
| Yes   | 54        | 90.0    | 90.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

*Source: survey result*

If you look the answer they have all of those managers are working to make a good place for employees to make them save and comfortable, this makes the organizations going in the right way.

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question Nine**

The question nine asks the responder's as a managers or supervisors my co-workers and I have a good working relationship. Type of this equation is answering YES or NO, answer of question nine in survey result is yes all of them they put a

mark on yes We find they are %100 agree with this question.

Our point of this questions is the managers have a good relationship with employees in the work place, like a friend relations it's important for the employees if they have a good relation to achieve the organizations goals in work place.

Table 10: Q 9 for managers: My co-workers and I have a good working relationship

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Yes   | 60        | 100.0   | 100.0         | 100.0              |

*Source: survey result*

If you look the answer in the answer table of the survey you can see the result all the answers of the managers and supervisors answer is yes, mean all of them they have a good and strong relation, this is be the strong point for the organizations to take the all competitions away. If it's right way to make a good place and area for the employees it's a good way to make a company in the right way

### **Question Ten**

The question ten asks the responder's as managers or supervisors are you listening to them when they have a question or explain something. Type of this equation is answering YES or NO, answer of question ten in survey result is yes all of them they put a mark on yes We find they are %100 agree with this question.

Our point of these questions is about the managers acting with employees in the work place, is the managers take his time to listen them if they have a question is give them a good recourse to know what they want is any knowledge they want to know about work, is the employees they are ability to make a work better to achieve the organizations goals in work place.

Table 11: Q 10 for managers: Are you listening to them when they have a question or explain something

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Yes   | 60        | 100.0   | 100.0         | 100.0              |

*Source: survey result*

If you look the answer they have all of those managers are working to make a time for any equations or give them a recourse to make a good and best quality of product, this makes the organizations going in the right way.

If those managers are working in a good way to do everything in the work place and it will be benefit for the company they are must do it

They are working as a team working to get the organizations goal to improve they have loyalty to the company.

### **Question Eleven**

The question eleven asks the responder's as a managers or supervisors do you believe in cow-working with your employees. Type of this equation is answering YES or NO, answer of question eleven in survey result is yes all of them they put a mark on yes We find they are %100 agree with this question

Our point of these questions is about the managers believing with employees in the work place, is the managers make a good area for desiccation between the employees to work as a team work or just every one working by his side or as they like but in general it's a good to work as a team work to make a company a best in the area , is the employees they are ability to make a work better to achieve the organizations goals in work place.

Table 12: Q 11 for managers: Do you believe in co-working with your employees

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Yes   | 60        | 100.0   | 100.0         | 100.0              |

*Source: survey result*

If you look the answer they have all of those managers are working to make a employees working together as a team work to make a good and best quality of product, this makes the organizations going in the right way.

They are working as a team working to get the organizations goal to improve

### **Question Twelve**

The question twelve asks the responder as a management Dou practice co-working in your organization. Type of this equation is answering YES or NO, and if

answer will be no why we put three reason of the survey

A -You do not believe that co-working have much impact on enterprise performance?

B- Not having much time?

C- Co-working makes things more complicated sometimes?

D- Other reasons - specify?

Answer of question twelve in survey result is 57 person put a mark in yes (%95) and three person put a mark in no (%05). This person put the no he put a mark on (B) mean he or she don't have much time to set with all staff to do the dictation for what's doing on the organization of the reason. Our point of these questions is about the managers practice with employees in the work place, is the managers make a good area for desiccation and dictation for what is a good for company.

Is helping each other in the work or someone need help are they helping each other is they are working together to help the organization to go up and make a good service for customer, between the employees to work as a team work or just every one working by his side or as they like but in general it's a good to work as a team work to make a company a best in the area.

Are the employees they are ability to make a work better to achieve the organizations goals in work place. Refers to the enterprises attempt to ensure that all individual have an equal chance for employees, regardless of race, color, relation, Sex, age, disability, or national origin. To complies this, the federal enterprises has used constriction amendments, legislations, and executive order, as well as the court decisions that interpret these laws, and it's not all staff equal are not the same in the enterprises.

Showing the result of these equations in table below.

Table 13: Q 12 for managers: Dou practice co-working in your organization

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 3         | 5.0     | 5.0           | 5.0                |
| Yes   | 57        | 95.0    | 95.0          | 100.0              |
| Total | 60        | 100.0   | 100.0         |                    |

*Source: survey result*

If you look the answer they have all of those managers are working to make the enterprises make better and the best think and best way to make the organizations get the goals is make all the staff working tougher and team working it will be anything happen in the company going in the right way.

In this answer shit of my survey when I marked in north Iraq all managers are working to make all staff working as a team work, and make all have a co-working inside all staff anyone want help all employees helping each other, this is all organizations in around the world working to have a team work.

You can see the result %95 of the managers are making and practice co-working in the organizations, only %5 of managers out the no at the answer shit and the result of putting no is he or she don't have much time to set with employees and dictions for make the employees make and working as a team work that was the answer, the total of all answer its %95 its good for all organizations in north Iraq that's why allot of the company in around the world want to working in north Iraq

### **Question Thirteen**

The question thirteen asks the responder as a management what is the participation degree for your employees in decision-making. Type of this equation is answering by highly , on average and weakly , answer of question thirteen in survey result is 39 person put a mark in highly (%65) and 21 person put a mark in on average (%35).

Our point of these questions is about the managers participation for employees in the working place That was our questions in my survey at north Iraq it was to know how the managers and supervisory working and participation decisions with employees.

Because is very necessary to ask some questions to employees and to join the monthly meeting in the organizations it will make the organizations going in the right way and make the company putting the good and best quality they have to do the best service for customer that make the organizations be the best in the place.

Table 14: Q 13 for managers: What is the participation degree for your employees in decision-making?

| Valid      | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| On average | 21        | 35.0    | 35.0          | 35.0               |
| Highly     | 39        | 65.0    | 65.0          | 100.0              |
| Total      | 60        | 100.0   | 100.0         |                    |

*Source: survey result*

If you look the answer they have all of those managers are working to make to participation with employees for decision making at the company it shows that are working together to make the organization going in the right ways in north Iraq.

#### **Question Fourteen**

The question fourteen asks the responder as a management. What is the degree of open dialogue activation with your employees during solving problems process, Are the efficient and active enough to initiate.

Type of this equation is answering by highly , on average and weakly , answer of question fourteen in survey result is 57 person put a mark in highly (%95) and three person put a mark in on average (%5).

Table 15: Q 14 for managers: What is the degree of open dialogue activation with your employees during solving problems process, Are the efficient and active enough to initiate

| Valid      | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------|-----------|---------|---------------|--------------------|
| On average | 3         | 5.0     | 5.0           | 5.0                |
| Highly     | 57        | 95.0    | 95.0          | 100.0              |
| Total      | 60        | 100.0   | 100.0         |                    |

*Source: survey result*

When we finished the survey text it took four months to make the survey done I was working by getting all those companies one by one and asking a question to get a different company and different places some of them are local companies and some of them are international companies in different places in Erbil and around Erbil.

Then I collect and get all answer for both sides of my research then I put in data for making hypothesis test summary analysis by (binomial test programs and chi-square test programs).

| <b>Hypothesis Test Summary</b> |                                                                              |                            |                   |                             |
|--------------------------------|------------------------------------------------------------------------------|----------------------------|-------------------|-----------------------------|
|                                | <b>Null Hypothesis</b>                                                       | <b>Test</b>                | <b>Sig.</b>       | <b>Decision</b>             |
| 1                              | The categories defined by 3 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 2                              | The categories defined by 4 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 3                              | The categories defined by 5 = 0 and 1 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 4                              | The categories defined by 6 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 5                              | The categories defined by 7 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 6                              | The categories defined by 8 = 0 and 1 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 7                              | The categories defined by 12 = 1 and 0 occur with probabilities 0.5 and 0.5. | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 8                              | The categories defined by 13 = 1 and x occur with probabilities 0.5 and 0.5. | One-Sample Binomial Test   | .263 <sup>1</sup> | Retain the null hypothesis. |
| 9                              | The categories defined by 14 = 1 and x occur with probabilities 0.5 and 0.5. | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 10                             | The categories of 15 occur with equal probabilities.                         | One-Sample Chi-Square Test | .112              | Retain the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

<sup>1</sup>Exact significance is displayed for this test.

*Source: survey result*

Figure 8: hypothesis test summary for management

### 3.17.2. EMPLOYEES QUESTIONNAIRE

#### First hypotheses of question

##### Question (A) for employees

This question asks about positions they had. 177 employees' different company and organization local and international.

##### Question (B) for employees

This question asks the responders, from which tertiary institution they graduated, university or institute.

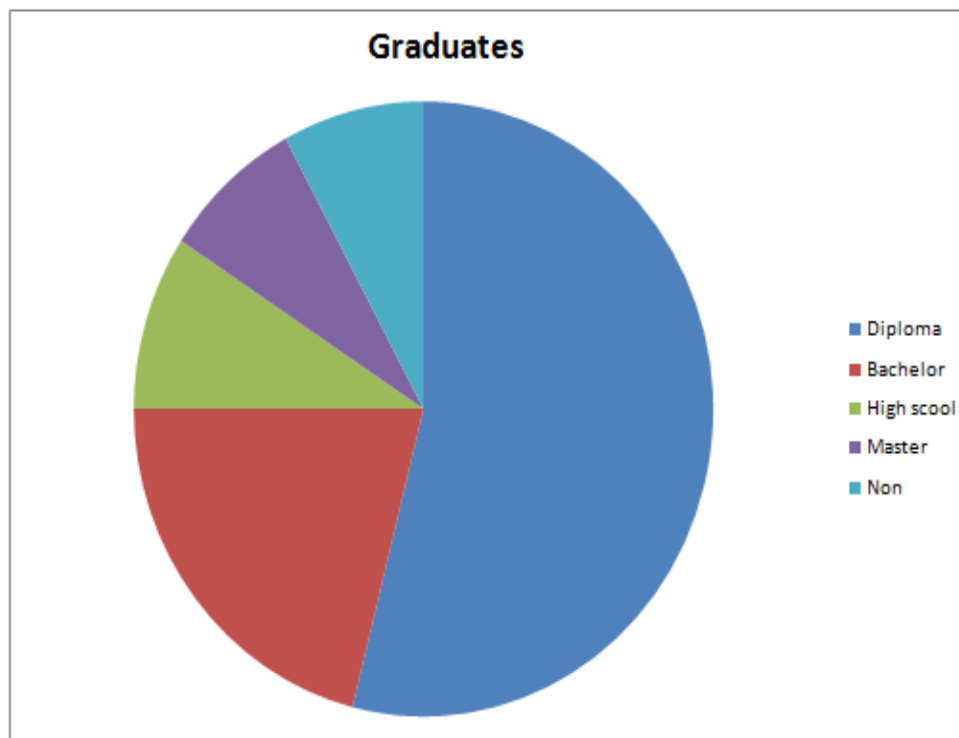
Table 16: Q (B) for employees : Responders of graduates

| Valid       | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------|-----------|---------|---------------|--------------------|
| Bachelor    | 3         | 1.7     | 1.7           | 1.7                |
| Diploma     | 51        | 28.8    | 28.8          | 30.5               |
| High school | 78        | 44.1    | 44.1          | 74.6               |
| Non         | 42        | 23.7    | 23.7          | 98.3               |
| Master      | 3         | 1.7     | 1.7           | 100.0              |
| Total       | 177       | 100.0   | 100.0         |                    |

*Source: survey result*

If you look the answer sheet of the employees section on these equations: you can see the answer sheet there are %1.7 bachelor its not good for the company to have this numbr of the employees graduates its not be a good organizations for the future.

And if you look the average of high school of graduate of employees it to high %74.6 this is to much they can change those number or give them a opportunity to go to university to ask the all employees who want to study.



*Source: survey result*

Figure 3: Q (B) for employees: Responders of graduates

### **Question (C)**

This question asks the responders, name of the company and place and where the company is working it's important to know what are the company name and is the company is local company or international company is the company producing the product or making the service for customer or is the hospital, restaurant, hotel, financial section, bank, advertising part, TV show,

Searching and making a survey for 19 different company and organization this company some of them are local company and some of them are international company in different place in Erbil and around Erbil.

### **Second hypotheses of question**

#### **Question One**

The first question asks the responders are you satisfied with the work-culture (offer, insurance, support) of this organization.

Type of this equation is answering YES or NO, answer of question one in

survey result is 153 person put a mark in yes (%86.4) and 24 person put a mark in no (%13.6).

Our point of these questions is about how they satisfying with organizations politic and their culture to know what is the purpose they are working in the organizations

Table 17: Q 1 for employees: are you satisfied with the work-culture

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 24        | 13.6    | 13.6          | 13.6               |
| Yes   | 153       | 86.4    | 86.4          | 100.0              |
| Total | 177       | 100.0   | 100.0         | 100.0              |

*Source: survey result*

If you look the answer sheet of the employees section on these equations: are you satisfied with the work-culture (offer, insurance, support) of this organization %86.4 person they are agreed of those cultures in the organizations and its acceptable for them that's clearly shows the organization working on this good system.

### **Question Two**

The second question asks the responders are you satisfied with your supervisor. Type of this equation is answering YES or NO, answer of question two in survey result is 159 person put a mark in yes (%89.8) and 18 person put a mark in no (%10.2).

Our point of these questions is about how they satisfying with their supervisor in organizations is he or she is good with them or not good with them when they are working in the organizations

Table 18: Q 2 for employees: are you satisfied with your supervisor

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 18        | 10.2    | 10.2          | 10.2               |
| Yes   | 159       | 89.8    | 89.8          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

*Source: survey result*

If you look the answer sheet in my survey equations you can see the result %89.8 person from the company.

I give them the survey equations they are happy and satisfying with supervisory it means they are all team working together to do what the organization needs to do. It makes them do everything for the organization to go in the right way, this is the answer I did in north Iraq KRG with the company there, that makes them have ability to make a small company to biggest company and producing a product in to out of the company.

### **Question Three**

The third question asks the responders are the company does a good job communicating about changes or decisions that affect employee.

Type of this equation is answering YES or NO, answer of question three in survey result is 144 person put a mark in yes (%81.4) and 33 person put a mark in no (%18.6).

Our point of these questions is about how they satisfying with their organizations job communicating and they are let them to desiccation in dictions that affect employees when they are working in the organizations

Table 19: Q 3 for employees: the company does a good job communicating about changes or decisions that affect employee

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|---------|---------------|--------------------|
| No        | 33      | 18.6          | 18.6               |
| Yes       | 144     | 81.4          | 81.4               |
| Total     | 177     | 100.0         | 100.0              |

***Source: survey result***

If you look the answer sheet at my survey equations at this equations you can see the result I have %81.4 employees they are say yes mean the managers at the company. They are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question four**

The fourth question asks the responders are you able to contact Senior

Management as needed.

Type of this equation is answering YES or NO, answer of question four in survey result is yes all of them they put a mark on yes We find they are %100 agree with this question.

Our point of these questions is about how they satisfying with their organizations job communicating and they are let them to desiccation in dictions that affect employees when they are working in the organizations

Table 20: Q 4 for employees: are you able to contact Senior Management as needed

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| Yes   | 177       | 100.0   | 100.0         | 100.0              |

**Source: survey result**

If you look the answer shit at my survey equations at this equations you can see the result I have %100 employees they are say yes.

Mean they have a good and perfect company because all of employees in these equations are agree when they need a equations of any reason they can go to the SNM in the company and the managers at the company.

They are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question five**

The fifth question asks the responders can you get the information when you need to do your job. Type of this equation is answering YES or NO, answer of question five in survey result is 153 person put a mark in yes (%86.4) and 24 person put a mark in no (%13.6).

Our point of these questions is about how they satisfying with their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 21: Q 5 for employees: can you get the information's when you need to do you

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|---------|---------------|--------------------|
|-----------|---------|---------------|--------------------|

|       |     |       |       |
|-------|-----|-------|-------|
| No    | 24  | 13.6  | 13.6  |
| Yes   | 153 | 86.4  | 86.4  |
| Total | 177 | 100.0 | 100.0 |

**Source: survey result**

if you look the answer sheet at my survey equations at this equations you can see the result I have %86.4 of employees they are say yes mean they have a good and perfect company because all of employees in this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company

They are asking what they do for the best of company or what they want for the company this way to put everything behind to do the best thing for the company.

### **Question six**

The question six asks the responders are you satisfied with the information you have received from Management on what's going on in the Company. Type of this equation is answering YES or NO, answer of question six in survey result is 138 person put a mark in yes (%78) and 39 person put a mark in no (%22).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 22: Q 6 for employees: are you satisfied with the information you have received

|       | Percent | Valid Percent | Cumulative Percent |
|-------|---------|---------------|--------------------|
| No    | 39      | 22.0          | 22.0               |
| Yes   | 138     | 78.0          | 100.0              |
| Total | 177     | 100.0         |                    |

**Source: survey result**

if you look the answer sheet at my survey equations at this equations you can see the result I have %46 of employees they are say yes mean they have a good and perfect company because all of employees

In this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company.

Or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question seven**

The question seven asks the responders are you involved in decisions that affect your work. Type of this equation is answering YES or NO, answer of question seven in survey result is 138 person put a mark in yes (%78) and 39 person put a mark in no (%22).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 23: Q 7 for employees: are you involved in decisions that affect your work

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|---------|---------------|--------------------|
| No        | 39      | 22.0          | 22                 |
| Yes       | 138     | 78.0          | 100                |
| Total     | 177     | 100.0         | 100.0              |

***Source: survey result***

if you lock the answer shit at my survey equations at this equations you can see the result I have %78 of employees they are say yes mean they have a good and perfect company because all of employees.

In this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company. They are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Eight**

The question eight asks the responders are your manager lets you get involved in decision making that affects your section. Type of this equation is answering YES or NO, answer of question eight in survey result is 138 person put a mark in yes (%78) and 39 person put a mark in no (%22).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job

communicating and they are let them to do on affect at work when they are working in the organizations.

Table 24: Q 8 for employees: your manager lets you get involved in decision making that affects your section

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|---------|---------------|--------------------|
| No        | 39      | 22.0          | 22                 |
| Yes       | 138     | 78.0          | 100                |
| Total     | 177     | 100.0         | 100.0              |

**Source: survey result**

if you look the answer sheet at my survey equations at this equations you can see the result I have %78 of employees they are say yes mean they have a good and perfect company because all of employees.

In this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Nine**

The question nine asks the responders are your Manager is effective in involving his/her employees in solving the problems you face as a unit. Type of this equation is answering YES or NO, answer of question nine in survey result is 141 person put a mark in yes (%79.7) and 36 person put a mark in no (%20.3).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 25: Q 9 for employees: are you involved in decisions that affect your work

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|---------|---------------|--------------------|
| No        | 36      | 20.3          | 20.3               |
| Yes       | 141     | 79.7          | 100                |
| Total     | 177     | 100.0         | 100.0              |

**Source: survey result**

If you look the answer sheet at my survey equations at this equations you can see the result I have %79.7 of employees.

They are say yes mean they have a good and perfect company because all of employees in this equations are agree when they need a equations or a information of any reason they can get it.

In the company and the managers at the company they are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Ten**

The question ten asks the responders are do you feel encouraged to come up with new and better ways of doing things with manager. Type of this equation is answering YES or NO, answer of question ten in survey result is 153 person put a mark in yes (%86.4) and 24 person put a mark in no (%13.6).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 26: Q 10 for employees: do you feel encouraged to come up with new and better ways of doing things with manager

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 24        | 13.6    | 13.6          | 13.6               |
| Yes   | 153       | 86.4    | 86.4          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

***Source: survey result***

If you lock the answer shit at my survey equations at this equations you can see the result I have %86.4 of employees they are say yes mean they have a good and perfect company because all of employees.

In this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Eleven**

The question eleven asks the responders are you expected to find new and better ways to get the job done with your manager. Type of this equation is answering YES or NO, answer of question eleven in survey result is 147 person put a mark in yes (%16.9) and 30 person put a mark in no (%16.9).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough

Table 27: Q 11 for employees: are you expected to find new and better ways to get the job done with your manager

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 30        | 16.9    | 16.9          | 16.9               |
| Yes   | 147       | 83.1    | 83.1          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

*Source: survey result*

If you lock the answer shit at my survey equations at this equations you can see the result I have %83.1 of employees they are say yes mean they have a good and perfect company because all of employees in this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Twelve**

The question twelve asks the responders arein your work group, they participate in deciding how the work gets done as a team work. Type of this equation is answering YES or NO, answer of question twelve in survey result is 171 person put a mark in yes (%96.6) and 6 person put a mark in no (%3.4).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 28: Q 12 for employees: in your work group, they participate in deciding how the work is done as teamwork

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 6         | 3.4     | 3.4           | 3.4                |
| Yes   | 171       | 96.6    | 96.6          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

**Source: survey result**

if you look the answer sheet at my survey equations at these equations you can see the result I have %96.6 of employees they say yes mean they have a good and perfect company because all of employees.

in these equations are agree when they need an equation or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Thirteen**

The question thirteen asks the responders are you and your co-workers working well together to accomplish the organization's goals. Type of this equation is answering YES or NO, answer of question thirteen in survey result is 171 person put a mark in yes (%96.6) and 6 person put a mark in no (%3.4).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 29: Q 13 for employees: You and your co-workers working well together to accomplish the organization's goals

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 6         | 3.4     | 3.4           | 3.4                |
| Yes   | 171       | 96.6    | 96.6          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

**Source: survey result**

If you look the answer sheet at my survey equations at these equations you can see the result I have %96.6 of employees they say yes mean they have a good and perfect company because all of employees.

In this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company or what they want for the company.

this is best way to put everything behind problem to do the best thing for the company.

#### **Question Fourteen**

The question fourteen asks the responders are your manager keeps you in the loop so that you know what is happening in the organization that affects your work. type of this equation is answering YES or NO, answer of question fourteen in survey result is 126 person put a mark in yes (%71.2) and 51 person put a mark in no (%28.8).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 30: for employees: your manager keeps you in the loop so that you know what is happening in the organization that impacts your work

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 51        | 28.8    | 28.8          | 28.8               |
| Yes   | 126       | 71.2    | 71.2          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

***Source: survey result***

if you lock the answer shit at my survey equations at this equations you can see the result I have %71.2 of employees they are say yes mean they have a good and perfect company because all of employees.

In this equations are agree when they need a equations or a information of any reason they can get it in the company and the managers at the company they are asking what they do for the best of company or what they want for the company this is best way to put everything behind problem to do the best thing for the company.

### **Question Fifteen**

The question fifteen asks the responders aredo you have the freedom when you need to meet customer needs. Type of this equation is answering YES or NO, answer of question fifteen in survey result is 153 person put a mark in yes (%86.4) and 24 person put a mark in no (%13.6).

Our point of these questions is about how they working in their organizations rule about the information they give to them is it is enough or need more for job communicating and they are let them to do on affect at work when they are working in the organizations

Table 31: Q 15 for employees: Do you have the freedom when you need to meet customer needs

| Valid | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|---------|---------------|--------------------|
| No    | 24        | 13.6    | 13.6          | 13.6               |
| Yes   | 153       | 86.4    | 86.4          | 100.0              |
| Total | 177       | 100.0   | 100.0         |                    |

***Source: survey result***

When we finished the survey text it toke four month to make the survey done I was working by getting all those company one by one and asking a question to get different company and different places some of them are local company and some of them are international company in different place in Erbil and around Erbil.

Then I collect and get all answer for both side of my research then I put in data for making hypothesis test summary analysis by (binomial test programs and chi-square test programs).

### Hypothesis Test Summary

|    | Null Hypothesis                                                              | Test                       | Sig.              | Decision                    |
|----|------------------------------------------------------------------------------|----------------------------|-------------------|-----------------------------|
| 1  | The categories defined by 3 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 2  | The categories defined by 4 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 3  | The categories defined by 5 = 0 and 1 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 4  | The categories defined by 6 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 5  | The categories defined by 7 = 1 and 0 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 6  | The categories defined by 8 = 0 and 1 occur with probabilities 0.5 and 0.5.  | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 7  | The categories defined by 12 = 1 and 0 occur with probabilities 0.5 and 0.5. | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 8  | The categories defined by 13 = 1 and x occur with probabilities 0.5 and 0.5. | One-Sample Binomial Test   | .263 <sup>1</sup> | Retain the null hypothesis. |
| 9  | The categories defined by 14 = 1 and x occur with probabilities 0.5 and 0.5. | One-Sample Binomial Test   | .000 <sup>1</sup> | Reject the null hypothesis. |
| 10 | The categories of 15 occur with equal probabilities.                         | One-Sample Chi-Square Test | .112              | Retain the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

<sup>1</sup>Exact significance is displayed for this test.

---

*Source: survey result*

Figure 4: hypothesis test summary for employees

## **CONCLUSIONS AND RECOMMENDATION**

### **CONCLUSION**

We can draw two main conclusions from the research conducted. The first and most obvious implication emerging from the research is that the enterprises with foreign capital operating in north Iraq which were the subject of the research

In this article transfer to the host country their own nationally distinctive style of relations between the manager and the employees and workforce, especially connected with the level of the involvement of the employees and the kind of their relations with the subordinates.

A second general conclusion should be taken under consideration not only by a human resource researcher but especially by practitioners – managers who work in the companies with a capital share.

The transfer of practices the home country is more acceptable employees if the culture is closer to the home country culture. According to this, especially enterprises from different cultures should consider whether transferring the practices will be acceptable for employees in the country. For this reason they should have an idea in which way every dimension can influence the practices and activities in the human resource management. It should enable them to fit better the areas of the human resource management which without this correction could be less effective in a new cultural environment. However, the limitations of this study should also be noted.

This research was conducted in 19 enterprises only. Additionally, only one cultural dimension was taken into consideration and only in one small area of human resource management. Other areas of human resource management in enterprises with a foreign capital operating in north Iraq are worth future study in order to check if there are also cultural influences.

### **RECOMMENDATIONS**

Based on the search results and conclusions as well, I reached the below Recommendations and suggestions to doing every organization and small company to do the work in perfect way and to make all staff happy to courage them it's a necessary to make all department in a good mood spatial employees they are need to

supporting by management department all the time

This is some advance and some suggestions to make an organization be in the right way and make all staff comfortable

- 1- Making a weekly meeting to fix problems they may have
- 2- Prepare calm and relax atmosphere to reduce the stress
- 3- Every ends of the year it's better to have appraisal to support them
- 4- Use the award system to encourage the employees
- 5- Prepare medical insurance for employees family
- 6- Make transportation system for them
- 7- For the propose of knowing each other its better to set two dinner in year
- 8- At least they should have one trip in month for all staff
- 9- If work hours is more than 6 hours I prefer to prepare them lunch
- 10- For sure if someone want to work overtime you should pay them extra money
- 11- If someone has personal issue the company in a right way has to give them some off day as well
- 12- I prefer psychotherapy program for each one
- 13- If someone make a mistake do not punish him/her, it's better to give them second chance
- 14- For the efficiency you should give them all updated information
- 15- Pay attention to develop employees
- 16- Payments and salaries should pay exactly on time
- 17- You should added salary at least every 6 month
- 18- Make competition between employees
- 19- You should have all personal information about all your employees to help them just in case
- 20- Find the best way to keeping the best employees
- 21- Find the strong system to keep the system running
- 22- Having a best roll for all equally
- 23- Making the human resources best department in the company.
- 24- Making a developing section to make the best team
- 25- Find the best course and liberally
- 26- Be with them as a friend

- 27- If they did work in the best way apparition them and make a small party
- 28- All the time update the system to be nothing wrong
- 29- Tools always is the best thing in work don't forget this
- 30- Respect anyone if they what some information
- 31- Be clear when they need you
- 32- Talk a little but make a strong

## **FUTURE STUDIES**

This research represents an extension of scientific efforts, which began in this area is that the results of the study showed that there are many areas that need further study and analysis, and in general can be summarized as the most important of these areas as follows.

- A. There are several factors that play a role in motivating consumers to adopt to co-working, as there are other factors that might impede this process, and therefore there is a need to study the expansion of these factors to see how they affect the process.
- B. There is a need to restore this study, as the repetition of the study is essential, particularly in thither is a need to restore this study, as the repetition of the study is essential, particularly in the region in general and particularly Erbil .
- C. Strengthen team working under the direction of State; there is an urgent need to study the aspect of respecting the team working between businesses and consumers.
- D. If this research has focused on the adoption of relationship between managers and employees from the consumer's perspective, we need to study undoubtedly the viewpoint of other companies that incision.
- E. The application of this study to other communities to enable him to carry out studies compared.

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## APPENDICES, QUESTIONNAIRE



**T.C**

**BİNGÖL UNIVERSITY**

Dear Mr./Miss/Mrs.

This questionnaire is a part of master Thesis titled:

**(THE EFFECTS OF CO-WORKING BETWEEN EMPLOYEES AND  
MANAGERS ON FIRM PERFORMANCE:  
THE SAMPLE OF NORTHERN IRAQ)**

Therefore, I am looking forward to receive your answers to questions listed in the attached questionnaire. The data/ information you are going to provide here will be treated and processed confidentially and will be used only for scientific Research.

Thank you very much for your time and co-operation

The Researcher  
Kawa Kamal HAMDI

## Personal Data- Appendix

### Research Questionnaire form

#### For: management section

First: General Information

A- What's your Position Now?

.....

B- What's your Degree

.....

C- Name of the Organization

.....

Second:

Put the (√) mark when you see its right in your opinion

| N  | Paragraphs                                                                                     | YES | NO |
|----|------------------------------------------------------------------------------------------------|-----|----|
| 1  | As a Management gives staff a clear picture of the direction in which the Company is headed?   |     |    |
| 2  | Do you give the materials and equipment when they need to do the work right?                   |     |    |
| 3  | Do you given the necessary resources to perform their job?                                     |     |    |
| 4  | If they have the problem do you help them as much you can?                                     |     |    |
| 5  | Are you make them satisfying and make them have loyalty to the organization?                   |     |    |
| 6  | Did you make them feel happy when they are trying to make a get the objective and goals?       |     |    |
| 7  | In outside of organization do you have a contact with your employee as a friend?               |     |    |
| 8  | Do you have a plan to make a good area for your employees to make them you are caring of them? |     |    |
| 9  | My co-workers and I have a good working relationship?                                          |     |    |
| 10 | Are you listening to them when they have a question or explain something?                      |     |    |

| <b>N</b> | <b>Paragraphs</b>                                  | <b>YES</b> | <b>NO</b> |
|----------|----------------------------------------------------|------------|-----------|
| 11       | Do you believe in cow-working with your employees? |            |           |

If no why

1. Your employees have not skilled enough to make decision and solve problems?
2. You don't believe cow-working is effective in our culture?
3. Your employees are not helpful for co-working?

| <b>N</b> | <b>Paragraphs</b>                             | <b>YES</b> | <b>NO</b> |
|----------|-----------------------------------------------|------------|-----------|
| 12       | Dou practice co-working in your organization? |            |           |

If no why

- A -You do not believe that co-working have much impact on enterprise performance.
- B- Not having much time?
- C- Co-working makes things more complicated sometimes.
- D- Other reasons - specify?

| <b>N</b> | <b>Paragraphs</b>                                                                                                                                    | <b>Highly</b> | <b>On Average</b> | <b>Weakly</b> |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------|---------------|
| 13       | What is the participation degree for your employees in decision making?                                                                              |               |                   |               |
| 14       | What is the degree of open dialogue activation with your employees during solving problems process, Are the efficient and active enough to initiate? |               |                   |               |

### **For Employee**

First: General information

A- What's your position now?

B- What's your Degree

C- Name Of The Organization

Second: Put the (√) mark when you see its right in your opinion

| N  | Paragraphs                                                                                                        | YES | NO |
|----|-------------------------------------------------------------------------------------------------------------------|-----|----|
| 1  | Are you satisfied with the work-culture (offer, insurance, support) of this organization?                         |     |    |
| 2  | Are you satisfied with your supervisor?                                                                           |     |    |
| 3  | The Company does a good job communicating about changes or decisions that affect employee?                        |     |    |
| 4  | Are you able to contact Senior Management as needed?                                                              |     |    |
| 5  | Can you get the information when you need to do your job?                                                         |     |    |
| 6  | Are you satisfied with the information you have received from Management on what's going on in the Company?       |     |    |
| 7  | Are you involved in decisions that affect your work?                                                              |     |    |
| 8  | Your manager lets you get involved in decision making that affects your section?                                  |     |    |
| 9  | Your Manager is effective in involving his/her employees in solving the problems you face as a unit?              |     |    |
| 10 | Do you feel encouraged to come up with new and better ways of doing things with manager?                          |     |    |
| 11 | Are you expected to find new and better ways to get the job done with your manager?                               |     |    |
| 12 | In your work group, they participate in deciding how the work gets done as a team work?                           |     |    |
| 13 | You and your co-workers working well together to accomplish the organization's goals?                             |     |    |
| 14 | Your manager keeps you in the loop so that you know what is happening in the organization that impacts your work? |     |    |
| 15 | Do you have the freedom when you need to meet customer needs?                                                     |     |    |

## **RESUME**

### **ÖZGEÇMİŞ**

#### **Personal Information:**

Name & Surname: Kawa Kamal Hamdi

Place and Date of Birth: Erbil / Iraq.22, march 1985

Nationality: Iraqi, Kurdish

E-mail: [kawabaran@yahoo.com](mailto:kawabaran@yahoo.com)



#### **Education Level:**

- Diploma in orthotics and prostheses – Erbil, Soran 2015
- Bachelor's Degree: 2015, lubnaneas French University of Administration, Business Administration Department / ERBIL
- Master's Degree: 2017, Bingol University, Graduate School of Social Science, Business Administration Department.

#### **Language Skills:**

- 1- **Kurdish:** Kurmanji / Sorani (Native)
- 2- **English:** Good
- 3- **Turkish:** Little
- 4- **Arabic** Very Good
- 5- **Persian:** Little

#### **Work Experience:**

- Supervisory at happy day market
- Supervisory at Helena Hospital for Rehabilitation Child
- Technician at Ortho Center for Rehabilitation