**BINGOL UNIVERSITY**

**SOCIAL SCIENCES INSTITUTE**

**SOCIOLOGY DEPARTMENT**

# THE IMPACT OF SOCIAL RELATIONS ON ADMINISTRATION IN THE KURDISTAN REGION

**Diman Mohammed ZYAD**

**Master's Thesis**

**SUPERVISOR**
**Asst. Prof. Dr. NURI DEMIREL**

**Bingol- 2018**

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## THE IMPACT OF SOCIAL RELATIONS ON ADMINISTRATION IN THE KURDISTAN REGION

## BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak sunduğum "The Impact of Social Relations on Administration In The Kurdistan Region" adlı 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 taahhüt ederim.

..../..../2018

Signature

Diman Mohammed ZYAD

This work entitled **The Impact of Social Relations on Administration in the Kurdistan Region**, prepared by Diman Mohammed Zyad, was found to be successful as a result of the thesis defence examination held on the date of [Defence Examination] and accepted by our juror As the Master's Degree in the Department of Sociology.

**THESIS JURY MEMBERS**

 **Chair**: ..................................................Signature: ........................

**Supervisor**: ..........................................Signature: ........................

**Member**: .............................................Signature: ........................

CONFIRMATION

The jury determined in the... /... / 2017 have accepted this thesis. Session of the Board of Directors of the Institute of Social Sciences of Bingöl University.

Title Name Surname

Director of the Institute

# DEDICATION

This Research is dedicated to:

❖       To my dear father who helped me so much, I hope he is long live.

❖       To my dear mother who always supported me, god saves you my mother.

❖       My lover's sisters and brothers.

❖       To my friends all, specially (Rozhan Abdullah Ali )  in the colleagues who helped complete this research

## ACKNOWLEDGMENTS

**Bingol University Institute of Social Sciences Abstract of Master's Thesis**

| |
|---|
| **Title of the thesis: The Impact of Social Relations on Administration in the Kurdistan Region** |
| **The Writer of Thesis: Diman Mohammad ZYAD** |
| **Supervisor: Asst. Prof. Dr. Nuri DEMİREL** |
| **Department: Sociology** |
| **Sub-field: Sociology** |
| **Date:** |
|     Possibly, the reflection of the social relations that the people strive to establish with other members of his peers on the aspects of their economic and social life, particularly the informal social relations, which have become far beyond the formal social relations.  In addition, the developing societies are characterized their effective informal relations in different aspects of life, their impact on the social structures of society including the official administrative institutions that rule the society. Consequently, the individual become able to achieve its requirements and demands in the scientific and practical life as a result of informal social relations that extend its connections with others.<br><br>    These types of social relations are nepotism, attribution, and partisan. Furthermore, Kurdistan Region of Iraq is not different in this concern and the extent of the reflection of social relations in the aspects of social life of its population. The nepotism and attribution prevails in the service, administrative and educational institutions. The individual seeks to accomplish his aim by harnessing his social relations in achieving his work, which in turn is one of the most significant social phenomena that have a negative reality on the community in the Kurdistan Region of Iraq. This prompted the researcher to investigation the subject of reflection of social relations in the administration in the Kurdistan Region. |
| **Keywords: Social Relation, Administration, Kurdistan Region** |

## Bingöl Üniversitesi Sosyal bilimler Enstitüsü Yüksek Lisans Tez Özeti

**Tezin Başlığı: Kürdistan Bölgesinde Sosyal İlişkilerin Yönetenler Üzerine Etkisi**

**Tezin Yazarı: Diman Mohammad ZYAD**

**Danışman: Yrd. Doç. Dr. Nuri DEMİREL**

**Ana Bilim Dalı: Sosyoloji**

**Bilim Dalı: Sosyoloji**

**Kabul Tarihi:**

**Sayfa sayısı: … (ön kısım)+…(tez)+…(ekler)**

Resmi ilişkilerin ötesinde meydana gelen özellikle resmi olmayan Sosyo-ekonomik hayatta birbirlerine denk olan bireylerin çeşitli sosyal ilişkiler kurmaya çabalamaları muhtemeldir. Buna ek olarak gelişmekte olan toplumların karakteri memurlar resmi ilişkilerinin yanında sosyal hayatta resmi olmayan ilişkilerinden de etkilenmektedir. Dolayısıyla, birey diğerleriyle içinde olduğu resmi olmayan sosyal ilişkileri aracılığıyla pratik ve bilimsel yaşamda taleplerine ve ihtiyaçlarına ulaşabilmektedir. Sosyal ilişkilerin bu türleri genellikle adam kayırma, referans olmak ve yandaş olmaktır. Ayrıca Kürdistan toplumunda da resmi olmayan sosyal ilişkilerde yukarıda belirtilen noktaların görülmesi bağlamında gelişmekte olan diğer toplumlardan farklılık arz etmektedir. Adam kayırma ve referans olma eğitim, idari ve hizmet kurumlarında oldukça baskındır. Birey Irak Kürdistan Bölgesindeki topluluklarda önemli bir dezavantaj olarak görülen bu durumu kendi lehine çevirmek ve istediği işi elde edebilmek için sosyal ilişkilerini kullanabilmektedir. Bundan dolayı, bu çalışma Kürdistan bölgesinde ortaya çıkan bu tür sosyal ilişkilerin etkisini anlamaya ve çeşitli çözümler ortaya koymaya çalışmaktadır.

**Anahtar Kelimeler: Sosyal İlişki, Yönetim, Kürdistan Bölgesi**

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# INTRODUCTION

The subject of social relation has acquired a significant consideration from the social literature as it plays a great role in the society. Perhaps, the consideration of researcher on about the topic and it reflection on the individuals in the community might reflect the importance of the field and its reflection on the life of individuals in the society. In addition to that, anthropologists and sociologists have conducted numerous studies on groups of people for investigating the relationship between them. Supporters of the (Formalist direction) who were interested in studying the social relation from the formal side which is related to nature of the relationship itself regardless to its phenomena and form. The advocates of this concept are (Twinz, Zeemal, Fercandit and fonviza). Up to date, the key interests are the individual's energy, effort and success. However, the achievement still remains the original value of the individual in the artificial society. In official institutions, the individuals' achievement is measured by their career performance.

Some investigations are concentrating on the field of social relations for identifying the relationship between the level of performance and variables such as social, psychological and career relation in the working environment. This is for the purpose of identifying some mechanism for promoting or boosting employees' career performance. These relations are differentiated by synergy and assistance. Other relations that are related to challenge and competition or other variables that influence the performance like the ability and desire. Possibly, the reflection of the social relations, which people strive for establishing it with relatives and non-relatives, have some great impacts on social and economic aspects of human life. These kind of relations are divided in to two types: formal and informal social relations. The effects of informal relations have become greater than the formal relations. In the developing countries, the effectiveness of informal relations have extended to cover the social structure of the society.

Many members of the society take advantage of the informal and formal social relationships for achieving their goals on the account of others. Additionally, the occurrence of this circumstance, the exploitation of the nature of social relations in accomplishing undeserved goals on the expense of others in the Iraqi society in general and the Kurdistan region of Iraq in a particular is a prevailed and

predominant of the social issue. Therefore, the causes and the consequences of exploiting this phenomenon on social and economics in the Kurdistan region, especially the reflection of formal and informal social relations in the administration and government institutions has to be considered.

From the above consequences, the research problem can crystallize in following question: What are the impacts of reflection of social relations on the administration in the Kurdistan Region?

The researcher realized that there are no studies covered the same topic or researches that focused upon the reflection of social relations in the administration at the local level are limited. Thus, this has motivated the researcher to concentrate on this topic than others. In addition to this, it looks important to investigate and discover the effects of social relations on the employees' performance in their working environment.

From the researcher's perspective, the performance of employees is influenced by a number of different factors that are effective to some extend in increasing the efficiency. These factors are social, functional and psychological factors. Furthermore, these factors might interfere to form a variety of relationships and collectively play a role on the individual' level of performance at work. These might be expressed in the following themes:

1. Socio Psychological relations which represented in: social cognition, and group work and the properties of psycho social working environment.

2. Socio Occupational relations which demonstrated in: socio-occupational constrains, and the participation of individuals in making administrative decision, communication and technology.

Furthermore, the socio-psychological and socio-occupational relationships have been selected because of the following reasons:

1- The significant role of the social relations in the personality of the individual, which affects the level of public performance and in turn on the level of job performance.

2. The importance of psychological factors that arise between employees in the work environment.

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3. The importance of occupational relationships between employees within the formal organizations (Alkironi, 2009, p. 78)

The structure of the study or the so-called study content and its divisions helps the reader to identify the study chapters from the first glance. Regularly, a researcher divides his/her study to sections that fully covers the subject of the research in detail. Therefore, the researcher has divided his/her study to two main sections. The first section has been theoretical part, which consists of two chapters. Firstly, a background introduction, research question and research structure have illustrated. After that, the second chapter includes social relations from sociological perspective. This chapter has been divided into three parts: the variety of social relations, social and cultural relations, and the reflections of social relations in administrative institution in which social relations illustrated in detail and its effect on the occupational performance and administration

The second part is about gaining data from the field. It has included three chapters. Chapter three covered research design and methods, which has included the research methodology, the population and sample of the study, data collection tools, research hypotheses, study field and statistical approach. The fourth chapter has focused on analysing the digital (analysing demographic and sociological data) for study samples. Finally, part three: conclusions which comprised of, significant findings, recommendations and proposals have been held. At the end, the references has been listed.

Every single study has a goal or set of goals to accomplish:

1. Investigating a very significant phenomenon in sociology, which has been mentioned by numerous scientists and thinkers, in which they are still writing on is social relations.

2. Studying the reality of social relations in the administration in the Kurdistan Region, represented by the Erbil city.

3. Identifying the reflection of social relations in the administrative institutions in the Erbil city.

4. Finding out the types of social relations that prevail in the administrative institutions in the city of Erbil.

5. Developing solutions and treatments for reducing this phenomenon and its negative repercussions in community.

The study adopted a number of approaches, such as the historical and the social curriculum approach, utilizing apparatuses like (government records, interview and questionnaire) in collecting information. For covering the study community the researcher relied on random samples of (200) employees of the Technological University in Erbil which consisted 50% of the study population.

The study discovered several outcomes; the most important outcomes are the followings:

1. The study found that there was a difference in the responses of the respondents about the most complicated relationship in the management of their institution. The section (partisan relations) ranked first in the hierarchy of the most influential social relations in the institution among the respondents. One hundred and twenty six participants (54.3%) responded to this section. This indicates that party relations are considered the most powerful and influential relations that prevail in Kurdish society. It also found that the majority of respondents in the sample of the study confirmed that the relations of nepotism affect their institution. For this section, (179) participants which formed 89.5% responded. This is very high and confirms that the Kurdish society affected by nepotism relations. However, number of those who confirmed that their institution are not affected by attribution relation were (21) respondents, constituting 10.5%, which is very small.

2. The study found that the number of respondents who confirmed that their work is affected by the visit and attendance of one of their relatives was (136) participants comprising 68% of the study population. This demonstrates that the performance of the job is impacted by the nature of visits by their relatives throughout working hours. This in turn reflected negatively on the completion of work and its quality and guarantee. The study pointed out that the number of those who asserted that they face difficulties in working as a result of the social relations of the administration was (141) respondents consisting 70.5% of the study population. This regarded an effective indicator that the social relations of the administration reflected negatively on staff through difficulties in work. When we asked respondents about the type of reasons, the section (Kurdish society is a tribal society)

ranked first in the answers of the respondents (84), which constituted 55.6%. Kurdish tribes are known as they are very loyal to their ancient roots in the region. It is spread through the region and its impact is the evident on the social construction of the Kurdish society. However, its root extends to the administrative institutions, which sometimes become a negative reality in the management of institutions

3. The study has found out that the number of those who confirmed that external social relations affect the administration.

# CHAPTER ONE

# RESEARCH METHODOLOGY

## 1.1 Topic of the Research

Social capital has spread throughout the social sciences and has spawned a huge literature that runs across disciplines. Despite the immense amount of research on it, however, the definition of social capital has remained elusive. From a historical perspective, one could argue that social capital is not a concept but praxis, a code word used to federate disparate but interrelated research interests and to facilitate the cross-fertilization of ideas across disciplinary boundaries. The success of social capital as a federating concept may result from the fact that no social science has managed to impose a definition of the term that captures what different researchers mean by it within a discipline, let alone across fields.1 While conceptual vagueness may have promoted the use of the term among the social sciences, it also has been an impediment to both theoretical and empirical research of phenomena in which social capital may play a role.2 In order to anchor our discussion of social capital, we need a substantive definition. We begin our search by listing a number of definitions that have been proposed by some of the most influential researchers on social capital. We begin with Coleman (1990) who defines social capital as social organization constitutes social capital, facilitating the achievement of goals that could not be achieved in its absence or could be achieved only at a higher cost (Coleman, 1990, p. 304).

Definitions emphasize the beneficial effects social capital is assumed to have on social aggregates. According to these definitions, social capital is a type of positive group externality. Coleman's definition suggests that the externality arises from social organization. Putnam's definition emphasizes specific informal forms of social organization such as trust, norms and networks. In his definition of social capital, Fukuyama (1997) argues that only certain shared norms and values should be regarded as social capital: Social capital can be defined simply as the existence of a certain set of informal rules or norms shared among members of a group that permits cooperation among them. The sharing of values and norms does not in itself produce social capital, because the values may be the wrong ones, the norms that produce

social capital must substantively include virtues like truth-telling, the meeting of obligations, and reciprocity (Putnam, 1993, p. 378–379).

There some reasons and factors that encouraged researcher for selecting of this subject. The most important reasons are problem is as follows:

A. Near the subject from my specialization.

B. Social and economic dimensions of social relations in social life and economic in the Kurdistan region of Iraq.

C. Widespread manifestations of favouritism and partisan in the administrative institutions which reflected negatively on administrative process and the social reality in Kurdistan region.

D. The deficiency of previous researches on the reflection of social relations in administration in economic institutions in the Kurdistan Region.

### 1.2. Purposes of the Research

For research to be scientifically valuable, it must have goals or purposes to achieve. The purpose of the study recognized as the reason why the researcher conducted this investigation. Decent research is approaching to achieve general goals and significance scientific value and indication rather than personals, the objectives of this investigation to:

- This research studied the most important topics in the social science in which many scientists and thinkers are still debating and writing about which is Social relations.
- Studying the reality of social relations in the administration in the Kurdistan Region, represented by the Erbil city.
- Recognizing the reflection of social relations in the administrative institutions in Erbil city.
- Discovering the types of social relations that prevail the administrative institutions in the Erbil city.
- Propose treatments and solutions to reduce this phenomenon and its negative repercussions in the society.

### 1.3. Importance of the Research

The significance of this research appears throughout its contribution in the enrichment of the sociological literature on the reflection of this phenomenon on the social relations in the administration of government institutions. Throughout Iraq in general and the Kurdistan Region as particular, the dimensions phenomenon has escalated in the recent years. Its direct effects have expanded the individual's culture and attitudes. This was one of the motivations of conducting this study. Thus, this research shed the light on this Phenomenon in our society and to verify the relationship between the utilization social relations phenomenon in the administration and its impact on the nature of administrative work in government institutions .The researcher hopes that this study to be an introduction to a number of studies dealing with similar issues in a scientifically and comprehensively which contributes in achieving the knowledge and research accumulation. There is another important theory demonstrated in the attempt of establishing new research fieldin social relations the administration science through exposure to the symbolic interaction theory.

### 1.4. The Importance of Study

This study aims to identify the social relations reflection on the administration in the Erbil city. The significance of this research demonstrated as being an attempt added to the other few for studying and diagnosing the reflections of social relations on the administration. This study represents an attempt in the contribution to other cognitive additions within the boundary of the subject which illustrated the usefulness and feasibility of this study. Consequently, the study had to accurately stand on all the causes and characteristics of this behaviour in attempts to control and minimize it.

### 1.5. Hypothesizes of the Research

- In the Kurdish society (KRG), have social relationship in the administration.
- Have informal relations with your co-workers. Have informal relations between you and our colleagues.
- Boss influenced by social relations in term of justice achievement among employees.

- More citizens believe that administrative institutions are influenced by external social relations.

- More citizens believe that social relations influence the robbing of the others' rights in getting a job.

### 1.6. Research Methodology

All of the researches have methods; because of this methods have a big role in the researches. Methods help researcher to researching like clear in this research we have two methods Quantitative and Qualitative Research Methodology after that Social Survey Method we explained importance of the methods in this research.

### 1.6.1 Quantitative and Qualitative Research Methodology

This study is an analytical descriptive examination, based on the reality study or phenomenon as it is in society. The necessity for descriptive investigation is increasing in our societies because this type of study provides a source of data and basic information about the phenomenon. This results in the development of novel examination in accordance to the data and results provided by the initial descriptive studies (Hijab, 2002, p. 80).The word "method" in scientific research refers to the path that leads to the desired goal or the invisible thread that takes the research from beginning to end with the aim of reaching the truth in science (al-Samak, 1986, p. 133).

It is the set of scientific principles and methods that provide an analytical framework for the study that leads to the finding of truth by a group of rules that take over the conduction of searches and determines their main areas till they reach the desired. The researcher adopted in her studies the most important methods and approaches for collecting scientific data, which is (social survey method). This is a method and an approach of social research in which the steps of the scientific method are applied in order to study a phenomenon or social problem or certain social situations prevailing in a geographical area to reach sufficient information to visualize the various aspects of the studied phenomenon. After that, the data classification and analysis can be used for scientific purposes (Badawi, 1996, p. 192). The social survey is considered one of the most famous scientific research methods. The most commonly used in descriptive studies, especially that provides a lot of

scientific data and information on the subject of the study. In addition, it is the most precise description approach of the problem compared to other approaches (Khater, 2008, p. 158).

This method is one of the key methods in social research, which can be explained first in its theoretical usefulness, especially when the survey is designed to verify the validity of some hypotheses developed as a result of previous studies. Second, it is utilized in social and national planning and awareness processes for social and economic development. Thirdly, it is important in the study of present social issues and attempt to treat it. The fourth one is the ability in measuring trends in its potential public opinion about various subjects. The researcher employed this method for collecting data and information (sample survey) for a sample of employees at the University of Salahaddin in the city of Erbil, Kurdistan Region of Iraq.

### 1.6.2. Interview technique

The interview is the human, social interaction and personal communication that an individual does with another individual or individuals whose objective is to obtain certain types of data and information for use in scientific research. The researcher adopted simple interviews where the interviews began with the sample to achieve the desired scientific objectives.

### 1.6.3. Method

This approach is "the realistic method or approach that used by the researcher to face research problems, for example to study the problem (or problems) of the subject of the research." It is also "the way in which the researcher studies the problem of research" (Hassan, 1971, p. 200). Each topic has its nature and characteristics that distinguish it from other topics, which requires in turn the use of methods, tools and methodologies correspond to the nature of these studies and their reality and specialization. Thus, this section will focus on identifying the actions and steps taken by the researcher in the study in terms of methods of the study and designated fields and statistical tools and the means and methods of construction, as well as identifying the required hypothesis to be examined in this field study. The researcher has depended in her the study on more than one method, as presented in the followings:

### 1.6.4. Social Survey Method

It refers to a method of social research in which the steps of the scientific method are applied scientifically to study a phenomenon or social problem or certain social situations prevailing in a particular geographical area to obtain all the information that depicts different aspects of the studied phenomenon. Subsequent the classification and analysis of these data, it can be used for scientific purposes (Muhammad, 1988, p. 376). Thus, the social survey represents a group of social data and answers gathered through a limited survey process where a sample of population is interviewed on a given subject, using standard questions comprised in the interview Questionnaire form. After that, the quantitative analysis of the outcome is conducted to provide descriptive information on the variables of the subject of study (Khwaja, 2001, p. 245). It is also an organized attempt to obtain information from a particular audience or sample through the utilization of the research form or interviews. The researcher does not only describe the data, but also explained it. The importance of this approach lies in its theoretical and field utility. This is especially the case when the survey is designed to investigate hypotheses and questions are established as a result of previous studies and benefit from the social study of existing problems and try to treat it (Hassan, 200, p. 445).In this study, social survey method was employed in the sample to reach to the facts that are related to the subject of a reflection of social relations in the administration in Kurdistan region of Iraq.

### 1.7. Literature review

Hall gin (2013) the study of Social relations and their impact on institutional organization the study was conducted in California for a meat processing plant, a study of a diploma in social organization at the University of California. Manal (2010) studied about, Human relationships and their influence on improving Organizational performance - an Analytical exploratory investigation in Ibn Majid Company This research was carried out in (Ibn Majid Company for Heavy Industries, which is one of the formations in the Ministry of Industry and Minerals in Iraq. The company was established in 1995. Samples of study were selected randomly from the workers. Thirty persons from the actual staffing size were utilized in the study. They were polled on in accordance to a questionnaire survey in June

2010. the aims of the study was : ( to what extent the human relations, which prevails in the working environment, affects the Organizational performance in Ibn Majid company, as well as constructing a testable model for illustrating the relationship between human relations and Organizational performance). The researcher adopted the statistical and experimental approach. She utilized a scale form that serves as a tool to gather information. The study uncovered a group of important such as:

• All members of the study community agreed that human relations have an important role in raising the organizational performance of the investigated company.

• The data of the applied study indicated that there is a relationship between human relations on the organizational performance of the company. (Abdel Majid, 2011: p. 121)

Obeidi is study (2013), the social dimensions of human relations in organizational management - field study in the company for food grains manufacturing and distribution in Babylon. The research was carried out in the company of food grains manufacturing and distribution in the city of Babylon in Iraq, in 2013. The sample employees were chosen of in the company. The randomized sample consists of (120) employees deployed in different sectors of the company. The study's objective was to reveal the effect the social dimensions of human relations on the management and to identify the reflection of social relations in management in terms of administrative and production decisions. For collecting data and the scientific facts, the researcher relied on the social survey method in the sample using the personal interview tools and the questionnaire form. The study reached what following outcomes:

1. The majority of the employees stressed out those human relations have negative repercussions in the administrative decisions.

2. It was confirmed that the human relations like (kinship, mediation, party, etc.) have had a negative impact on the distribution of rights and duties.

3. The human relations in the administrative organization of the company caused the administrative and financial corruption in the company. (Obeidi, 2013, p. 1114-127).

Ahmad (2013) researched about the examination of (Manal Abdul Razzaq Ahmad), which titled (social relations in the formal organization and its developmental dimensions). The research was conducted in the vegetable oils factory in Tikrit, Iraq, in 2013. a simple random way utilized for selecting of (80) workers in the factory. The study aimed to identify the nature of the prevailing social relations in the factory and the formal organization, and its effect on production and work. The researcher relied on the social survey method using the questionnaire form and the observation tools for collecting data and scientific facts. The following results were reached:

1. Social relations, formal social relations and informal social relations, are prevailed in the official organizations.

2. Social relations in the organization affect the production processes and decision-making, which in turn affect the process of industrial development in society.

3. The study confirmed that the majority of workers in the factory indicated that the interference of social relations in the management has a negative impact in the process of managing the factory.

4. The relations of the kinship, the nepotism and the parties interfere in the decision-making process in the management of the factory (Ahmed, 2013, p. 60_73).

Aqeel (2007) Nasser bin Mohammed studied about human relations and its relationship to functional performance. The study was conducted in Riyadh, KSA, in a security institution specialized for security officers in 2007. A sample of (558) special security officers who were distinguished from other was selected in a systematic manner in the security establishment in Riyadh. The purpose of the study was to discover impact Human relations on the performance of the officers of the special security forces in Riyadh city, and to identify the type of human relations that prevail in the security establishment and its implications in the performance of the job. The researcher relied on descriptive analytical descriptive survey method using personal interview tools and questionnaire form for gathering data and scientific facts. In this research the following conclusions were reached:

1. The research confirmed that the human relations in the security establishment play an effective role in the nature of performance at work.

2. There is a statistically significant relationship between the performance of officers in the security establishment and the kind of prevailed human relations.

3. The majority of sample members are completely conscious of the human relations and their importance in administrative and institutional organization (Ben Aqil, 2007, p. 12-117).

**Benyas** (2008) Radha, with the title the reality of the public relations in the Algerian industrial institution the research was carried out in the city of Iboura in Algeria, in Cement Corporation, in 2008. A sample of 408 workers was randomly chosen. The aim of the study was trying to address the public relations topic in several different ways, and demonstrating its effects on profitability of the enterprise by recognizing the most significant factors that constrain gaining public trust. In addition, it also tries to embody the foundations and principles of public relations that emanate from within the institution to break all the barriers that can hinder the dealings with the external public. Furthermore, it highlights some of the features of the public relations function in the Algerian institution and the necessity for attention and reliance on it in order to encourage the institution of different transactions and adverse manifestations. The researcher implemented the analytical descriptive survey approach using the observation and the questionnaire form for collecting data and the scientific facts. The followings were reached:

1. The results confirmed that public relations have a great role on the nature of workers performance at work.

2. There is a statistically significant relationship between the kind of prevailed relationships in the productive establishment and the job performance of workers.

3. The importance of public relations in the detection of irregular situations, administrative and financial corruption in the institutional organization. (Pinyas, 2008, p. 6-122)

Barmou (2009) attempted to discover the role of public relations in stimulating the potential of workers in institutions. The research was conducted in

the city of Tel in the Syrian countryside of Damascus, for some factories and hospitals. This study was a part of diploma study in public relations in 2009. A sample of 400 workers was randomly chosen in the institution. The study aims to identify public relations and their functions, and how public relations affect workers. In addition the study aims to identify the workers problems and find solutions for them (through the questionnaire and interviews). The researcher adopted the analytical descriptive survey method using the questionnaire form and interviews for gathering data and scientific facts. The study reached the following conclusions:

1. The research confirmed that the public relations play a significant role in the nature of performance of workers in these factories and hospitals.

2. Workers suffer from some informal relations in hospitals that affect the production accomplishment.

3. There is a statistically significant relationship between the nature of incentives in the career ladder and the kind of prevailed social relations.

4. Some social relations have caused job dissatisfaction problems for some workers (Bermo, 2009, p. 389).

Al-Qari' study (2012) was about the effect of informal organizations on the process of decision-making in the economic establishment. The research was carried out in the city of Riyadh in KSA. It is an analytical study in which the researcher tries to identify the nature of the informal organizations in decision-making and its impact in the economic institution, as well as the role of social relations in decision-making in the industrial institution, in 2012. The aim of the study was to identify the role of informal organizations in the process decision-making in the economic institution. The researcher relied on the analytical descriptive survey method based on sources and references in the literature of sociology. The study reached the following results:

1. The study confirmed that the informal organizations have an effective impact in decision-making in the economic establishment.

2. The study confirmed that the prevailed social relations among workers in the industrial establishment have an influence on some decisions that adversely impact production.

3. Workers suffer from some informal relations and informal organizations in the industrial establishment, which have a negative reflection on the nature of rights and privileges in the industrial establishment (Al-Qari, 2012, p. 121-132).

Al-Eifah the Study of (2015) effect of human relations on the functionality of the employees, field study in the phosphate compound, Jabal Al-Unck, Tabasah Governorate).The study was conducted in the city of Tebessa in Algeria, which is a field experiment in the phosphate mining compound. It is study in the sociology of organization, in 2015. The study aimed to identify the impact of human relations on the performance of employees and the tribal affiliation and its impact on work and decision-making in the organization. The researcher used the analytical descriptive survey method. The utilized sample consists of (1141) workers. The researcher used the survey questionnaire for collecting information and applied (SPSS) system for analyzing statistical data. The study reached the followings:

1. Workers or employees confirmed that human relations have an adverse effect on work.

2. The human relations (tribal affiliation, proximity, and informal organization) have negatively affected the performance of employees in the institution.

3. Human relations, especially tribal affiliation, led to the outbreak of conflicts in the institution, which negatively affected the psyche of workers and employees. This has made the relations unequal.

4. Human relations have been adversely reflected in the social and psychological conditions of employees because they created the unequal distinction between workers in the nature of rights and privileges in the industrial establishment (Al-Ifa, 2015, p. 127-142).

Hall gin (2013) the study of Social relations and their impact on institutional organization the study was conducted in California for a meat processing plant, a study of a diploma in social organization at the University of California in 2013. The study aimed to identify the impact of social relations in formal organization, the role of these relationships and their types in the production process. The researcher used the analytical descriptive survey method. The utilized a sample consists of (451)

workers. The researcher used the questionnaire form for collecting information and relied on the developed statistical system in the analyzing the statistical data. The investigation reached the followings:

1. The workers confirmed that the prevailing social relations in the organization have an effect on the nature of their work.

2. The social relations in the factory have negatively impacted some administrative decisions.

3. Workers or employees confirmed that human relations have a negative impact on work.

4. The study confirmed that the majority of workers tend to social relationships that have positive benefit (Hall Gin, 2013, p. 17-75)

Michelle (2010) dealt with the study which is entitled social relations in electronic institutions.The study was conducted in Britain in 2010. A sample of (320) employees of electronic institutions in Britain was utilized. The aim of the study was to identify the impact of social relations in working life in electronic institutions. The researcher used analytical descriptive method and questionnaire tool to collect information. The following results were obtained:

1. It confirmed that there is a relationship between social relations and decision-making management of the institution.

2. The study indicated that the prevailing social relations in the organization have an impact on the nature of their work and the type of rewards prevailing.

3. The study concluded that social relations have an effective role in configuring the administrative structure of the electronic institution (Fanson, 2010, p. 63-75).

William Bryan's (2009) studied the importance of human relations in administration and management. The study was conducted in Britain, in 2009. It was applied on a sample of (180) staff in one of the factories in Newcastle, Britain. The study aimed at revealing the importance of human relations in administration and management in the industrial institution. To collect information, the researcher utilized analytical descriptive method.  The most important results of the study were:

1. The study refers to the lack of scientific foundations of the official organization which is based on administrative regulations, decisions and penalties. These collectively define formal links, which concentrate on material aspects and disregard the humanitarian aspects, therefore producing feelings of injustice and exploitation. The study concluded that human relations are not exposed to profitability and that their concept is not only a matter of compassion but reflects scientific principles.

2. The study confirmed that human relations have a positive impact on the working life of employees in the factory and affect their psychological and social condition (Brain, 2009, p. 77-99).

Hire Bern (2010) studied about culture of organization and human relations in management.The study was conducted in a number of factories in Malaysia in 2010. This investigation was applied to a sample of 280 employees. The aim of study was to discover the culture of organization and the nature of social relations in management and its impact on the working nature. The researcher used the descriptive analytical method and the questionnaire tool for gathering data. In this study several outcomes were observed:

1. The study refers that there is an indication in the nature of the culture of organization and the kind of social relations in the administration.

2. Social relations concentrate on humanity, which creates feelings of injustice and exploitation and stems not only from compassion but also reflects scientific principles (Bern, 2010, p. 61-69).

**1.8. The Research Community and Limitations**

The research community: defines the research community in field framework, where the researcher seeks to cover it in order to attain precise outcomes, the research community consists of the staff and lecturers at the Technical University in Erbil. During the research, the researcher faced with some problems because some employees did not like to help or did not accept to perform the interviews, or they did not have any knowledge about the topic and its questions.

### 1.9. Research Comments on previous studies

A. The previous studies were all characterized by the relationship of social or humanitarian relations in the institution or administrative organization.

B. Several of these studies have confirmed that there is a variation in the reflection of social relations in management however obvious effect of social relations on the process of production and rewards, especially informal relations.

C. Previous studies have demonstrated that social relations in an organizational institution are often unacceptable to many employees because it creates discrimination and unfairness in work and duties, which affects production.

D. The review of the previous research also illustrated variation in the utilized method for achieving the objectives; some relied on the analytical descriptive approach and others on the social survey method. However, all the studies utilized the questionnaire tool to achieve the desired data.

E. According to these variations in the results of these studies, objectives and perspectives, the necessity for the current study ascended.

### 1.10. Research Tools and Participant of the Research

The research community: defines the research community in field framework, where the researcher seeks to cover it in order to attain precise outcomes, the research community consists of the staff and lecturers at the Technical University in Erbil.

The research society is composed of the staff and lecturers at the Technical University in Erbil. Since it is difficult for many social researches to conduct a comprehensive study of the research community in all its units and its members, the researcher finds no other way to rely on only a limited number or part of the research community within the limits of time and effort and the possibilities available to him. After that, she studies the partial cases, and tries to generalize their qualities to the large community (Ibrahim, 1995, p. 58). The sample is part of the population that chosen randomly or in specific way in which the information and conclusions of the large population are derived. The researcher adopted the staff and teaching staff of the Polytechnic University of Erbil in the city of Erbil. The size of the community in

accordance to official statistics for the 2017 that issued by the university is (380) members. the university consists of two colleges: (Technical Engineering College, and the Faculty of Administrative Technology).To cover the research community, the researcher relied on a random sample (50%) of the research population and Table 1 shows the mechanism of the sample distribution and representation:

**Table 1: Distribution of the members of the research community by colleges**

| College | Type | Number of Staff | Number of Lecturers | Total | Percentage | Sample Size 50 % |
|---|---|---|---|---|---|---|
| Erbil Technical Engineering College | Science | 200 | 113 | 13 | 82‹4 % | 157 |
| College of Administrativ e Technology | Humanity | 37 | 30 | 67 | 17‹6% | 19 |
| Total | | 237 | 143 | 380 | 100 % | 196 |

The table is prepared by the researcher based on the statistics of Polytechnic University in the city of Erbil for the year 2017.

For statistical purposes, the researcher rounded up the number to (200) subjects. The sample of the study (200) was randomly distributed among the study population.

### 1.11. Steps of Preparing the Questionnaire Sections

To prepare a final questionnaire for measuring the reflection of social relations in the administration in the Kurdistan Region of Iraq in the city of Erbil, the researcher followed the following procedures:

It is a tool or means of data collection research form that includes a number of questions that the respondent is asked to answer by himself. For different subjects of social studies, the researcher is required to use a set of tools that differ from others. The questionnaire is one of the tools used extensively in descriptive research (Al-Jawhari, 2007, p. 54).

The researcher used the survey tool, which included two sections of information. The first section contains the basic data on arrivals that related to (age, sex, occupation, social background, class decline, monthly income, marital status, etc.). The second section contains the reflection social relations in the administration in the city of Erbil, and contains substantive paragraphs on the subject, in order to achieve the objectives of the study.

### 1.11.1. Questionnaire Survey

After reviewing the literature of sociology and the literature of criminal sociology and criminology and the use of some specialists in the law, a survey questionnaire was prepared and included a clarification of the study in terms of (the title and how respondents answered the sections of the questionnaire). The sections of the questionnaire were formulated in its preliminary form which includes 22 sections representing the subject of the study, depending upon the scientific and linguistic bases in its formulation.

### 1.11.2. Questionnaire Validity

The concept of validity refers to whether measuring instruments actually measure what is to wanted be measured, and the questionnaire is ostensibly truthful if it appears prima facie by looking at its title, instructions and function, and representing the sections in principle for the measured objectives, recommending that the questionnaire is in the sense that it Fits to some extent the purpose to be measured (Khazraji, 2014, p. 110). In order to achieve this objective, the views of 17 experts (*) were sought to enlighten their views on the sections of the questionnaire. The section were approved after the approval rate (89 %) by the experts and specialists in social sciences and social management. this demonstrate the (apparent honesty) of the tool.

### 1.11.3. Reliability of the Questionnaire

The questionnaire must be stable. Stability is proposed to give the same results when the questionnaire is applied to the same individuals and under the same conditions.  Stability is the accuracy of the measurement in the measurement or observation and does not diminish with itself and its Stability and persistence in providing information about the individual's Behaviour. Therefore, the researcher

distributed the questionnaire to a group of 12 individuals outside the sample. The period between the first and the second application was two weeks. This is called the re-examination method. According to Adams, the period between the first and second applications should not exceed two weeks or three.

To find the coefficient of constancy, the researcher used the correlation coefficient (Person) for the questionnaire and the stability coefficient (0.81). Jabber has pointed out that if the correlation coefficient between 80 and above is very good (Adam, 1964, p. 58). From the above, it is revealed that the study tool is characterized by stable degree (very good) thus the results are reliant.

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2. Prof. Omar Ibrahim Aziz, Department of Psychology - Faculty of Arts - University of Salahaddin / Erbil

3. Prof. Youssef Ibrahim, Department of Psychology _ Faculty of Arts - University of Salahaddin / Erbil

4. D. Abdullah Khurshid Abdullah, Department of Sociology - Faculty of Arts - Salahuddin University / Erbil

5. D. Muzaffar Salim, Department of Business Administration - Faculty of Management and Economics - Salahaddin University / Erbil

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## CHAPTER TWO

## THEORETICAL PART

Social relations are a blanket term for interactions between two or more people, groups, or organizations. Individual social relationships are composed of an immense number of social, physical, and verbal interactions that create a climate for the exchange of feelings and ideas.

According to researcher Piotr Sztompka, the most basic of "behaviours" are various physical body movements that humans have in common with animals. The second step is "actions" which are actions that have meaning and purpose. Third are social behaviours or actions that address other people. Fourth are "social actions" the form the beginning of a social relationship. Lastly, are the symbols that define not only our self-image but also our relationships? (alleydog.com).

### 2.1. Concepts

The Concept is identified as symbols in which the reflection of the content and the idea or behaviour, or the attitude of the members of the research population by their language (Omar, 1997, p.56). The Identification of concepts and the demonstration of their meanings,implications and dimensions is crucial in scientific studies (Hassan 1971, p.172).Therefore, it considered as fundamental unit of cognition and by which logically constructed the two types of thinking (judgement and conclusion) which might facilitate the deeper recognition about scientific fact,evolution and the impression (Grnov, 1989, p.252). In this study, a number of concepts and terminologieshave been utilised with precise definition, namely:Social relations, Administration, Society and Kurdistan Region.

### 2.1.1. Social Relations

Before we are talking about social relations we need know society there are various definitions for the term society. Each of these definitions covers different aspects of the society and its characteristics, for instance social relations, behavioural regulations, human interaction, geographical territory which individuals and groups live on, traditions, culture and mutual goals. Furthermore, the society is also known as the network or texture of the social relations which established between individuals aims to fill their needs and achieve their ambitions (Hasan, 1999, p. 550).

However, according to Durkheim, the society is not only group of people, but also it is special system with independent reality and specific characteristics such as its power on its individuals and differentiation from other society. In addition, it is humanitarian phenomenon which exists with the presence of human. The society is prior to the tribe and individual itself. Moreover, some people see the society as systematic cooperative group inhabit together in one region and cooperate as groups satisfying their fundamental social needs, participate in on civilization and performs their roles as special social unite ( Berg, 1957, p. 16).

The society also recognized as a great people gathering that there is mutual relations between them and they have mutual values and goals focus on the cultural act which convert this gathering to a distinct nation (Amin, 2015, p. 54).One of the most important formative elements in the humanitarian society is local communities and associations. The local community is a group of inhabitants who share system determines the rules of specific social life. The most important condition for forming a local community is the existence of a social structure consists of rules and regulations that determine the nature of the relation between its individuals. Nevertheless, associations comprise of groups of people work to gather for achieving a function or particular functions, for example, Labourers syndicates, political parties, mosques and churches. Additionally, the social associations can be divided into various sections according its purposes, goals, geographical locations, sizes or terms of belonging (Michael, 1980, p. 331).Consequently, procedurally the society is: Arrangement of relations between individuals interact together for a period of time to create pattern of thinking and believes, in addition to a group of behavioural patterns. These all allow the production of appropriate solidarity and integration for accomplishing the continuity of the existence of this organizational form.

Social relations are the form of the mutual interaction, which lasts a certain period of time. This relation is resulted in the appearance of a group of fixed social expectations. The mutual relationship between husband and wife and the relationship between the patient and the psychological analyst are examples of social relations (Heir, 2002, p. 437). In addition, it is defined as mutual behaviour among members of the community as a result of the process social interaction which determine their positions and occupational roles. These relations are divided into two parts which are

an initial social relations and Secondary social relations. Initial social relations are found in small groups while Secondary social relations are found in large organizations (Ahmed, 1977, p. 114). According to Max Weber, Arabs' social relations are the behaviour of a group of individuals performing action taking into account others' actions. Moreover, the presence of a minimum amount of mutual orientation with others is necessary (Weber, 1968, p. 27). It is the social interaction between two or more individual which is the simplest unit in the sociological analysis. It also involves the communication purposeful and previous understanding of the behaviour of the other individual. This relation is either short-term or long-term relationship (Swanson, 101, p. 1965). The relations have been established between two or more people to meet social, economic and emotional needs. These relations might results in the positive or negative effects. It is demonstrated in the followings:

- Finding new friends

- Strengthening old friendship

- Communicating with the relatives who are living in different country or city

- Communicate with people from different countries and communities

Social relations are also known as a form of social interaction between two or more groups. Each group has its imagination on the others that positively or negatively affect the judgment of each other. Examples of these relations are friendship, family connection, fellowship work acquaintances and friends. (Osman, 2004, p. 27).

Procedurally, social relations are identified as mutual behaviour among individuals and groups as a result of social interaction processes in a certain attitude, that motivate them individuals and groups to achieve their needs and purposes.

### 2.1.2. Types of Social Relationships

The relationship means to connect something to something else, for example, every individual finds himself connected in any way to the others (parents, brothers, institutions, groups ... and others. It is integrated into the social fabric and social space, which is based on a network of complex exchanges that direct his actions and social upbringing. The link between two or more elements refers the existence of a

kind of mutual influence. This leads us to the concept of interaction. It is not possible to imagine the existence of interaction between the two social parties without mentioning the existence of the relationship. The relationships appear obviously through interactions. However the significance of the broader relationship of interaction is recognized, as it is previously referred to as a dimension to human as a social relational being by having links that integrate into a social fabric. The interaction determines the frame and processes within which relationships are expressed. Furthermore, all this is conducted through the communication process that assists to establish relationships.

Since social relations are (relations between individuals and social groups as carriers of various kind of activity and characterized by social positions and roles in the life of society). Therefore, social relationships are between individuals or social groups and an expression of association between goals. For example, social elements that reflect the dependency of an individual or group to another individual or group in addition, the relationship between individuals are on the basis of likeness in age, sex, status, role and other. This is an expression of the association that occurs depending on the common characteristics of this group or those individuals who enter the process of Social interaction. (Oseibov, 1990, p. 136).

Social relations are at different levels, including the level of individuals, groups or society. These relations between the people's social centres and the nature of the relations within the group are reflected in their external appearance. In the society with mechanical solidarity, the relationships between members are of an emotional nature. Moreover, in organic solidarity society, the relations of its members are characterized by the character of the interest based on the exchange in production or in achieving desires.

Social relations have different forms, such as relations between members of a single race based on blood or kinship, relations of neighbourliness and friendship. In all of these relations, relations are formed at the level of large society. In addition, social relations at the community level are of a reciprocal organizational nature based on benefits and interests among individuals. It is also informal; however it is characterized by formal controls, and has a variable nature. This is because of the

changing centres of individuals interacting in the social situation on the one hand, and the change in the interest of the individuals who evaluate them on the other hand.

Social relations are divided into positive relationships which are based on cooperation in achieving and exchanging the requirement and interests of individuals and adapting them to their social environment. The other part of social relations negative relations which are based on controversy, division, hatred and conflict for the sake of interests. Society, always) always includes these two sections of social relations and embodied in the case of representation between conflict and adaptation to keep the society relatively stable, and social control systems to regulate the Behaviour of individuals and control through. They are subject to reward and penalties part of their Behaviour in society.

Ross develops the classification of processes and social relationships in addition to the major processes such as cooperation, conflict, socialization, social representation and social integration, which is a series of processes such as communication, exchange, race mixing, cultural compatibility and integration of organizations. There are other processes and relationships that result from social interaction. Among these processes and other social relations is the social hierarchy, which involves the emergence of class inequality and disparity in social centres and sectarian or professional isolation between individuals and the subordination of the interests of individuals in society to other individuals to show the status of support and settlement through the imposition of systems and conditions on individuals by others with political and economic power or influence or a significant and judicial authority. The latter authority is for ensuring that individuals abide by the law and grant the compulsory nature of the non-violation and obligation. There are Social spacing and envy and social strife, which are for broadening of class differences and individual separations, as well as individuality, For example, the individual and selfish currents dominancy, freedom from social control and weak group links (Khashab, 1957, p. 85).

Social relations can be divided into four types or forms: vertical social relations, horizontal social relations, formal social relations and informal social relations, including whole aspects of social life, comprising the administrative and

industrial institutions and formal and informal institutions which is the subject of our study.

First: Vertical social relations: The communication or interaction between two or more people occupying different social positions regarding status, position and role, and the nature of the tasks or service such as the relationship between the head of the department and the head of the administrative institution. The head of the institution occupies a higher functional position than the head of the department. Mostly, social interaction and building vertical relationships is from top to bottom or vice versa. This occurs by means of communication between superiors and subordinates.

Second: horizontal social relations: it is the communication or interaction between two or more people occupying equal social and employment positions such as a communication of director of production with the director of research and studies regarding the requirement of conducting a research on the knowledge of the low productivity of workers. The horizontal social relationship may occur between those who work in equal professional positions.

Third: Official social relations: the foundations and concepts of this relationship are defined by the law and the official rules of the industrial institution. It aims to ensure the institution's work. In addition, it attempts achieve the objectives that contribute to the performance of work and objectives of individuals and the continuity of the institution in its activities. Furthermore, the official law of the institution determines the functional roles, duties and social rights of its members which sometimes called in the Convention relations. The Convention relations are defined by criteria of an agreed value system and not freely chosen.

Fourthly: Informal social relations: it is the interaction and interactions between the members of the institution regardless of their functional roles, which are not determined by official laws and procedures. However, they are determined by the attitudes, tendencies, social and cultural trends, and the individual's interests and comply with their values and standards. These relationships emerge among workers, and occur either for religious, racial, ideological or class reasons, like the working class in encountering the capitalist class. Some people called this as non-convention relationships in which more personal dimensions are intervened ( Lozi, 2014, p. 66).

### 2. 1.3. Social Relations and Culture

The criteria are the frame of reference that individuals use during the process of social interaction, which result from this process. The criteria determine the position of individuals and thus determine their Behaviour in in the social milieu, and determine the extent of regularity of the group and this organization depends on the amount of uniformity of the meanings and values and idea that individuals seek to accomplish (Husseini, 2001, p. 22). Furthermore, the Values are human evaluation for the physical and moral things surrounding it, and comprise the entire cognitive attitudes associated with him or others. However, in regards to customs, traditions and social norms, their existence in social life is through individuals, since every movement, act or statement demonstrated by an individual then is repeated and returned on in every occasion, becomes habit for that person. Then, it becomes a tradition for those who imitate him particularly when the imitator of this habit is imitating the heredity of his predecessor from the relatives, friends and successive generations. Then, when this habit and tradition were gathered in the public of generation of the tribe and the region, it becomes a custom or becomes this tradition known to everyone. Thus, there is no variation between tradition and habit and custom, merely proportionally. The custom cannot be considered customs except in reasonable and decent manners, while the habits become entangled in the goods and bads" (Ibraheem, 2010, p. 29).

Individuals vary in the extent of their adherence to social norms and this difference is subjected to the same individual. Among those, some sticks to it and others have a weak commitment however there are those who do not return to it only in irregular situations. Since social norms are the balance of rights and duties, individuals are given their rights and duties. The word social right means: (the set of mandatory rules that determine the social relations that are always imposed by the group to which we belong) (Bruhl, 1982, p. 30). The prevailing values in society resulting from the surrounding environment create a halo around social position. Social relations begin to grow and develop through the process of social interaction between individuals and this process is influenced by a set of variables that determine how they are conducted, for demonstrating the image of relations in society. These social relations do not make sense when they do not enter into the

process of exchange with the rest of the relations existing in society. They constitute the secret of life and existence, sustainability and motives of its continuation, as there are no parts without the whole.

Therefore, the values and norms that prevail in society have a big role in determining the position or social places and thus determine the social roles of individuals. There is a close correlation between the social situation and the role of the individual, because the role stems mainly from the social situation. The situation is the group's expectations or ability to diagnose the Behaviour of the interview, and it relies on the simple determinants such as age, gender, collectivity and position. However, the role is determined by social conditions, which is the dynamic face of the social centre (Bayati, 2011, p. 66).

The role is a borrowed term from the theatre (drama) which means: the part that played by the individual as a consequence of his status in society. Nonetheless, the social role is a systematic pattern of norms in relation to the Behaviour of an individual who has a specific function in the community (Hammam, 1983, p. 44). The family and the reference group have to educate their members and teach them how to exercise their social roles. Examples of the social role are the policeman, doctor, and every role complementary to the other role in society.

Personal responses have some primary features that are primarily related to roles and preparations. Features of self-expression and aspects of self-interaction with each other can be obviously observed. Each society includes special organizations to determine the individual's status within the group so that each individual can know his or her rights and duties. This is in the normal circumstances of society. Nevertheless, in sudden cases of rapid change, the balance of rights often changes with duties. As a result of the unequal status and roles of individuals, their rights and duties are also unequal (Crich, 1974, p. 233). There are two types of social centres in the society: inherited or traditional which derived from the social heritage and the result of certain historical conditions, which are outside the will of the individual. This type of centre is based on sex, age and class. They live in the present and suggest the past. Moreover, the second type is the acquired centres:  it is derived by individuals from their working life. They are living in the present and looking to

the future (Menderes, 2010, p. 148). The control of any of these centres on the ideas of people reflects the reality of society.

### 2.1.4. Social Relations in the Administrative Institution

The School of Human Relations represents the second trend in contemporary administrative thought after the managerial movement. It came as a reaction to the principles and ideas of the scientific administration which focused on the physical aspect of production and neglected the feelings and needs of the human element in the field of management science. the importance of the human element was not appear evidently in the administration only in the twentieth century because of the evolution of the structures of economy and management as a result of the emergence and development of the school of human relations and social management. R.lecart is one of the most prominent scientists who have contributed to the study of human organization in the administration. He stressed that human organization is one of the participating systems that focuses on aspects like mutual social relations which are supported by others and opposed by others, cooperation, open communication, a sense of responsibility and trust among members of administrative organization and participation by various groups in the decision-making process (Hussein, 2004, p. 64).

Social relations in the administration are characterized by several features such as:

1- Provide the social roles occupied by the parties to the social relationship, since each person has a social relationship and a specific role and interact with each other according to this role.

2 - Providing a group of codes of Behaviour and verbal that are accepted by the parties of the social relationship, and these symbols are usually derived from the community in which the individual lives and interact with him.

3. Providing a group of Behavioural or ritual practices by individuals to achieve the purpose of the social relationship (Hassan, 2015, p. 24).

Based on the above, it is possible to identify the basic characteristics of the social relations in the administrative institution as the following:

1. Mutual motivations that lead to interaction between individuals.

2 - The results of the interactions of participants in the group.

3 - The organization of the group plays decent roles in identifying the group and distinguishes them from others.

For legalizing the values and norms which governing relations and activities that have an impact on the community, noting that the relations between individuals within the group refer to the area of construction or structure whereas the effectiveness and functionality indicate the processes. However a social relation is a comprehensive term which means the signification of both social processes and social relations in a special sense, (Al-Ani, 2000, p. 163-164). It is possible to observe the different social relations among the members involved in the organization at different levels in terms of frequency, intensity, permanence and change through the social attitudes related to work that the participants go through while they are in the organization. This provides an opportunity for identifying the different patterns of the primary groups and their structural and dynamic characteristics. These relationships:

1 - Mutual relationship: It seems that the exchange of influence and the exchange of choice between the two members of the group and the prevalence of this type of relations results in the weakness of the internal cohesion of the group. In addition the cohesion reaches to its smallest end when the whole community decays into binaries. Simmel believes that the binary relationship is a fundamental relationship; because of its stability and sustainability, all the prevalence in the relationships of social construction of the group is based on binary relationship. Understanding the relations between individuals depends on the availability of facts that are related to two areas: the first is the nature of each individual's response to the other, and the second involves the awareness of each individual of the response to other individuals towards him. The social interaction between individuals must include facts about each member's emotional response to others and facts about the emotional response of others towards him. Measuring the degree of individual response toward the group and the community's response to individuals hinders us from the nature of the individual's social modifies which is determined by the quality and nature of the individual (Renato, 1966, p. 217).

2 - Central relations: This type of relationship shows the selection of one member of the group by the others and they cooperate and interact with the selected individual. This member becomes the star of the group and the other affiliated to him. Furthermore, these relationships are very important in recognizing internal gatherings and access to the internal structure of the group through the stars which can be called a double-edged sword. It helps us to draw a precise sociogram for the entity of the group and to find out the sub-groups into which the large group is divided. Simultaneously, it threatens to entity group by dividing it into small groups.

3 – circular Relationships: it is the relations the occur between a small group in which everyone would like to cooperate and interact with others. Relationship moves between the members of the group to return to the same member from which it started. Moreover, in this kind of relation there is no evident star of the group because individuals are equal from each other's choices. These relations take the isolationist character of these groups from the fabric of the social relations of the bigger community.

4 - Individual Relationships: In this type of relationship, it seems that some individuals fail to attract others towards them, despite their choices by the members of the group. These individuals live on the margins of the group. They choose others but are not chosen or wanted by other. This failure leads to abnormal Behaviour.

5. Successive Relationships: successive relations appear in the sequence of individuals' choice without these relations being returned to the individual from which it initiated. This type of relationship assist in spreading rumours and information within the group very quickly, especially those concerning the official organization that members of the informal groups desire to know (Hassan, 2009, p. 123).

Networks of social relations within the communities demonstrate information about some individuals, who are not in harmony with the group or live on the margin or outside of the psychosocial and social boundaries.

### 2.1.5. The Nature of Social Relations in the Kurdistan Region

The Kurdistan Region of Iraq is not different from any other Iraqi cities that is governed by social customs and traditions that give the social side a priority in

daily and social interaction. The society consists of social pillars (customs, traditions, values, kinship, party affiliation, etc.) which are Social construction of the Kurdish community. These social characteristics have often had an adverse effect on the nature of administrative and institutional life in the region, in spite of the growth and economic development.

The customs and traditions are the result of the historical and cultural development of individuals and social groups in the Kurdish environment. However, there are differences in some aspects according to the different geographical environments of Kurdistan.

Some traditions that have been observed by orientalists and travellers in the Kurdish community and mentioned by Tumabwa as the respect noble old families, and in fact the observation of these orientalists is correct and still present. the Kurdish society still sees the descendants of noble of families who strives for the Kurdish people in the century 19th and early 20th century with a great admiration even though these grandchildren may have done little to their people. The community still sees these grandchildren of a good breed and the descendants of religious families and descendants of tribal leaders admirably, although these grandchildren are not effective today. Such Behaviour is a loyalty of the Kurds towards their political, religious or social leaders.

Values that control the relations within the Kurdish family may largely control relations within other institutions of society, such as religious and political institutions, education and work. Despite the appearance of the emergence of Salafist, fundamentalist, fatalism, occult values and others. The Kurdish community has witnessed the emergence of new values in Kurdish society from its transition phase since the 1990s, Kurdistan independence from the central government in Baghdad. This is true especially among young people, such as the values of openness to the West. Where young people adopted many of the West's beliefs, mysteries and concepts, including the culture of globalization and the Internet which might be because of that some young people graduating from Western universities try to speak English and abandon their old traditions. Thus, in the contemporary Kurdish society, many currents tend towards Salafism on the one hand and the futurism on the other (opposite), especially among the rising generation of youth Kurdish who refuse the

past and traditions. This conflict is exhibited in daily life, political movements, intellectual trends and various human activities. The social values that emerged evidently after the nineties of the twentieth century, due to the migration of labour and the efficiency of the Kurds abroad and the policy of economic openness. The emergence of the values of political pluralism, acceptance of the others opinion, democracy and citizenship and the values of alienation from society have grown (Al-Sindi, 2002, p. 43).

One of the most important forms of social relations which prevailing in Kurdish society in the Kurdistan Region, according to our opinion is the following:

### 2.1.5.1. Kinship and Marriage Relationships

As in any society, the Kurdistan Region is dominated by relations of kinship and marriage. The cities of the Kurdistan Region are composed of various Kurdish tribes and clans that intertwine with each other and are connected by blood and kinship relations. This kind of relationship has affected the social life of Kurdish society. Especially in the administrative and economic practices of the society, often prefer the son of the clan and the relative and other comparatively far to get a job or work or reward when it is in the administrative institution.

Marriage of relatives has spread among the population of Kurdish society had an impact on the nature of social relations and the extent of their reflection in the social and economic construction of the region. These connections affected the work reality in the administrative institutions in this community and became a social problem that has to be addressed.

### 2.1.5.2. One Party Relations

This type of relations can be revealed by all who investigate the Kurdish society. Hundreds of thousands of residents of the region belong to the political parties and religions. This has been reflected in the Behaviour of members of the Kurdish community. The tendency towards the party's partner is strong at the expense of the other party. This distinction is reflected in dealing in social life. It can be seen that there are privileges and preference for people in many aspects of life as he belongs to same party that his director of the administration or the head of the institution ... and others belongs to.

The region is witnessing an active political movement symbolized by multiparty. Even though this has a positive nature, it has negative dimensions in some aspects, such as the affiliation and preference of party members at the expense of other independents or other parties. This is considered a multiple dimensions social problem.

### 2.1.5.3. Benefit Sharing Relationships

It is the third reason whereby human societies established. Also, It is the exchange various material benefits. God willing, the people are integrated by their abilities, intellectual, physical and psychological capabilities. This integration may be achieved through the exchange of benefits among individuals, because all individuals have multiple needs and requirements that they cannot provide all for themselves, thus they required each other. The differences in human capabilities result in a difference in production and services that can be provided by the individual to others.

This type of relations prevails in Kurdish society, where we see that there are individuals who have relations with others in order to exchange the benefit. This is unfortunately prevalence in some sections of social construction in the community and spread in some administrative institutions.

### 2.2. Administration

The term administration means (Serve To), on this basis, the administrators have to service others. Ancient and modern communities have concentrated on the administration because of its importance in the social life of the individual. Even though administration as being the most interested subject, scientists have defined administration differently, similar to of the anthropology terms, each of them is affected by a particular entrance.

Some identified the society as the individual or group individuals' activity which directed towards fruitful cooperation and effective coordination between different human efforts in order to achieve a particular goal with a high degree of efficiency (Tiger 0.2003, p. 5). Moreover, the administration is known as a "the process of directing human resources regularly for achieving particular goals (Whipper, 2002, p. 33). Furthermore, it is defined as "an ongoing social process

pursues to invest human power and material resources in order to accomplish planed goals with a high degree of efficiency (Aljdaa, 2006, p. 18).Procedurally, the administration is (a group social operations occupied to accomplish the desired targets by a group of individuals in the organization for achieving satisfaction, cooperation and equality for accomplishing the wanted goals).

### 2.3. Kurdistan Region

Scientists in regional studies and regional planning agree that the concept of the region refers to (An area of land which differentiated from the surroundings by certain characteristics, highlight it's unity and character). The scientist defined the region as a space or area of land with specific geographical, social, economic and political characteristics that are differ from the surrounding areas (Diab, 2012 p, 416). The region is a patch of land characterized by particular characteristics such as natural characteristics, outer space, water surface, population and others (Saqar 2014, p 250). Thus, The Kurdistan region can be defined an area of land wider than city and village form (geographical, social and economic) respect. It is composed of several administration unites that work on the coordination of the economic, political, administrative, geographical social function between each other through a continuous transportation and communications network( Al-Aany, 2000, p. 489). The Kurdistan region of Iraq is defined as the geographical zone located within the Kurdistan region governorate which has a federal government in the framework of the Republic of Iraq. This region was legally recognized by the Iraqi government based on the constitution in 2005. It consists of three provinces in the north (Erbil, Duhok and Sulaymaniyah) (the Ministry of Justice, 2oo5, p. 23). It is also known as an area of land has its own boundary and differentiated by geographical, population, cultural, social and political characteristics.

The region meant in this study is the Kurdistan region of Iraq which legally recognized by the Iraqi constitution in 2005. It includes the provinces (Erbil, Duhok and Sulaymaniyah) and has its population, cultural, geographical, social and political characteristics .Procedurally, the Kurdistan region is: the northern region of Iraq that Stipulated in the Iraqi constitution and consists of several provinces (Erbil the capital, Sulaymaniyah, Duhok and Halabja), has its demographical, economic, social and administrative characteristics.

### 2.4. Interactive Symbolic Theory in Social Relationships

Psychological and Social literatures are interested in the subject of social relations, because of their great importance in life individual on the one hand and the community life on the other hand, and its implications in the social reality. The School of Human Relations in the United States of America appeared prior to the Second World War. After that, it spread its impact on the rest of the world. This school derived its ideology from the studies or experiences of Hawthron, who carried out in Chicago in the mid-twenties to the early forties in the twentieth century. These studies search for human movements at the academic level for understanding the reasons for the nature of the relations prevailing in administrative institutions or even the state of non-standard within the community (Lotfi, 2007, p. 100-101).

Therefore, studies and theories have been seeking to draw the true picture of the nature of social relations and the mechanisms of their establishment and development. The most important theories are the theory symbolic interactive theory.

### 2.4.1 Interactive Symbolic Theory in Social Relationships

It believes that social life and its processes, phenomena and events are a complex interactions and relationships between individuals and groups that composed society. Social life can be understood by looking at interactions between individuals. These interactions have their subjective motivations and their effects on individuals and groups. The symbolic interactive theory can understand the human model through their role Behaviour towards the other person. The existence of two people interacting through the roles they occupy, each trying to identify the characteristics of the other person and its characteristics through the interactive relationship that occurred between them. After a while on the appearance of this interactive relationship between the two individuals occupying two equal or varied social roles, they assess each other. However, this assessment depends on the language and communication that occurs between them (Hassan, 2005, p. 6).

The theory of symbolic interaction is considered one of social Behavioural theories which consist of pluralistic Behaviour and the direction of social action. The theory of symbolic interaction initiated by concentrating on small social units such as (the family and the group of friends and the perceived realistic Behaviour) which

practiced by individuals in various specific configurations and familiar events. In addition, the most important pioneers of this field are (George Herbert Mead, C. Collins, and others).

### 2.4.1.1. George H. Mead (1813-1931)

George H. Mead was interested in studying the symbols in the social life. He concentrated on the prominence of language, meanings, studies and its impacts on the patterns and quality of social interactions among individuals in small and often specific groups. From his point of view, language allows individuals to develop self-awareness in their individuality and enables them to see themselves as the others see \them.

**The impact of symbols in social life in George hurt Mead**

| the luanguge | |
|:---:|:---:|
| symboles | meaning |

| individual | |
|:---:|:---:|
| Self awareness | self |

| society | |
|:---:|:---:|
| Relations with others | Interaction with others |
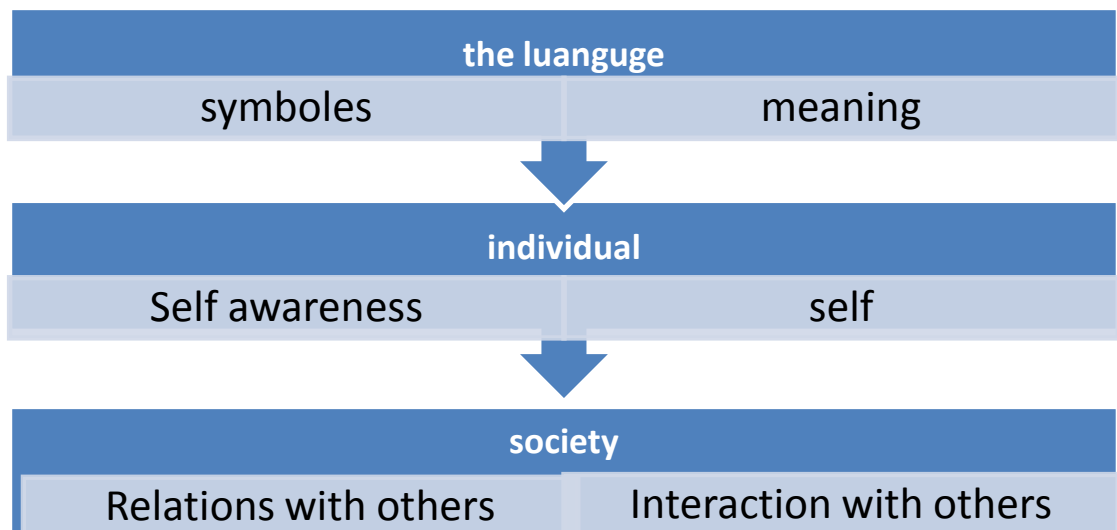
Society is a continuous relationship consists of social actions. The social relation refers to the relationship between two or more people who has a division of labor, and the Behaviour in human beings in contrast to the instinctive cooperation of other organisms is characterized by a high degree of flexibility. Individuals adjust to each other constantly when challenged with the necessities of the existing circumstances. If there is a radical environmental change, new patterns of social action may arise (Nuri, 1989, p. 257).

### 2.4.1.2. Charles Horton Cooley (1864-1929)

There are four axes revolving around Cooley's ideas in sociology and social psychology such as theory of membership, self, primal group and mind.

| | |
|---|---|
| **Theory of membership** | • The society is complex whole that iconsists of forms and processes that exist by interacting with each other and being uniform in its parts |
| **Self** | • Self grows through social relations between members of society, and self is the opposite material for others |
| **primary** | • A group of individuals with intimate relationships face-to-face |
| **The mind** | • The essence of social life is based on reason |

Cooley is Known for in his book (social organization), which is about the expansion and friction diversification or interaction. The social awareness cannot be separated from self-awareness and the self and society cannot be seen in isolation. It focuses on the idea that the lesbians of the primary community extend to the entire social system.

### 2.4.1.3. George Homans

Humans focused on the study of perceived Behaviour of individuals rather than looking after the impact of internal factors related with thinking, feeling and other desires. He stressed on self-benefit.

G. Homans demonstrates human behaviour so as follow;
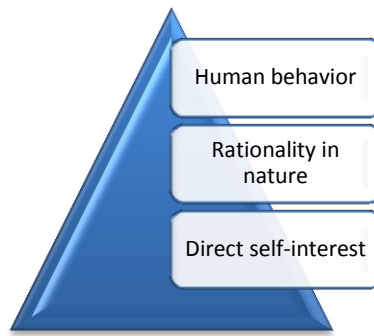
Specifically, the concept of diminishing utility is based on the idea of a continuous diminishing in the amount of benefit or sense of pleasure as a result of obtaining something desired (Abdul-Hussein, 2008, p. 14).

### 2.4.1.4. Peter Blau

Although Blau differed with Homans in a number of intellectual conclusions that form the theoretical basis in the process of social exchange, they agreed that human behaviour was rational in nature and meant that individuals calculated the cost of the multiple options available to them before making the decisive decision to choose one of them in the light of direct self-interest. Blaun attempted to construct a bridge of social analysis at the macro or structural level on one hand and social analysis at the micro level or the level of social relations on the other hand. This was when he attempted to discover an explanation for the behaviour of people in the most complex structures (Bayati, 2011, p. 55).

The bridge that finds an explanation for individual behaviour in Blau's view

### 2.4.2. Interpersonal Relationships

An interpersonal relationship is an association between two or more people that may range from fleeting to endure. This association may be based on limerence, love and like, regular business interactions, or some other type of social commitment. Interpersonal relationships take place in a great variety of contexts, such as family, friends, marriage, associates, work, clubs, neighbourhoods, and churches. They may be regulated by law, custom, or mutual agreement, and are the basis of social groups and society as a whole.

Although humans are fundamentally social creatures, interpersonal relationships are not always healthy. Examples of unhealthy relationships include abusive relationships and co-dependency. A relationship is normally viewed as a connection between two individuals, such as a romantic or intimate relationship, or a parent-child relationship. Individuals can also have relationships with groups of people, such as the relation between a pastor and his congregation, an uncle and a family, or a mayor and a town.

Finally, groups or even nations may have relations with each other, though this is a much broader domain than that covered under the topic of interpersonal relationships. See such articles as international relations for more information on associations between groups. Most scholarly work on relationships focuses on romantic partners in pairs or dyads. These intimate relationships are, however, only a small subset of interpersonal relationships.

Interpersonal relationships also can include friendships, such as relationships involving individuals providing relational care to marginalized persons. These relationships usually involve some level of interdependence. People in a relationship tend to influence each other, share their thoughts and feelings, and engage in activities together. Because of this interdependence, most things that change or impact one member of the relationship will have some level of impact on the other member. The study of interpersonal relationships involves several branches of the social sciences, including such disciplines as sociology, psychology, anthropology, and social work.

### 2.4.3. Development of Interpersonal Relationships

Interpersonal relationships are dynamic systems that change continuously during their existence. Like living organisms, relationships have a beginning, a lifespan, and an end. They tend to grow and improve gradually, as people get to know each other and become closer emotionally, or they gradually deteriorate as people drift apart, move on with their lives and form new relationships with others. There exists a model of relationship development that is applied to every kind of interpersonal relations. According to the model, the natural development of a relationship follows five stages:

Acquaintance – Becoming acquainted depends on previous relationships, physical proximity, first impressions, and a variety of other factors. If two people begin to like each other, continued interactions may lead to the next stage, but acquaintance can continue indefinitely.

Build up – During this stage, people begin to trust and care about each other. The need for compatibility and such agents as common background and goals will influence whether or not interaction continues.

Continuation – This stage follows a mutual commitment to a long term friendship, romantic relationship, or marriage. It is generally a long, relative stable period. Nevertheless, continued growth and development will occur during this time. Mutual trust is important for sustaining the relationship.

Deterioration – Not all relationships deteriorate, but those that do, tend to show signs of trouble. Boredom, resentment, and dissatisfaction may occur, and individuals may communicate less and avoid self-disclosure. Loss of trust and betrayals may take place as the downward spiral continues.

<p style="text-align:center"><strong>CHAPTER THREE</strong></p>

## 3. The Impact of Social Relations on Administration in the Kurdistan Region

In this chapter when last chapter and conclusion chapter I have (researcher) tried to explain the impact of social relations on administration in the Kurdistan region of Iraq, Erbil technical university by the simple, what is relationship between administration and social relationship, I used interview and form questioner.

### 3.1. Preliminary Data for the Study Sample

The field aspect is considered the most important aspects of research in the humanities and social sciences, because it connects the theoretical side with the actual reality of the study. Through what has been covered in the theoretical section, in which we tried as much as possible to recognize the different theoretical information that serves the subject of the study. Then, the field aspect comes for verification and detection. This is by describing and diagnosing the cultural adaptation of displaced Iraqis. This chapter includes the presentation, analysis and interpretation of data in tables, and we will start analyzing and interpreting the data in sequence in the form of the study as followings:

First: Preliminary data for the study sample

The primary data of the surveyed families includes several topics that determine their demographic aspect, such as gender, age, marital status, number of family members, housing arrangements and etc. This aspect reveals the nature of the ideas, values and attitudes of the respondents about the basic questions of Questionnaire.

### 3.1.1. Gender

Gender is the most important variable that affects the nature of the reactions that the sample carries when asking questions. In addition it also affects the nature of the answers that the respondent leads when he asks questions related to the aspect of private life or its community.

Table 2 : Sexual distribution of surveyed sample

| Gender | Number | Percentage |
|--------|--------|------------|
| Male | 87 | 43.5 % |
| Female | 113 | 56.5% |
| Total | 200 | 100 % |

The results of the field study indicate that there is disparity in the sexual distribution of the study sample. Table (1) shows that the majority of the sample of the study is female (113) which represents (56.5%). This in turn reflects on the nature of social relations in the university institution and beyond, since females are less involved in social relations because the research community is governed by customs and traditions and it is imperative to do so. On the other hand, the number of males in the sample is (87) which represent (43.5%).

**3.1.2. Age:**

The age is the length of time that human lives, which enables him to acquire different experiences and cultures. Furthermore, life is of great importance to the individual in acquiring a group of experiences that will help him to cope with the different life conditions. The age indicates the experience and accumulation of experiences and knowledge in human. It also demonstrates the Flexibility or stiffness of the individual in his thoughts. Young people are more flexible while adults are hard-pressed or rigid in their opinions and ideas during field interviews.

Table3: The Age of the Respondents

| Age | Percentage | Number |
|---|---|---|
| 2–29 | 11.5 % | 23 |
| 39-30 | 32.5 % | 65 |
| 40-49 | 40 % | 80 |
| 50 – 59 | 16 % | 32 |
| Total | 100 % | 200 |
| Mean | | 40.15 |
| standard deviation | | 7.89 |

Shows that there is a difference in the age of the respondents, as followings:

1. The sample represents all age groups of the participants in the study area (Polytechnic University - Irbil), although at different rates.

3. It is observed that (80) individuals in the sample of the study, and (40%) of the sample were between the ages of (40 - 49) years, the highest proportion, which is (average working age). The researcher believes that this is the age at which the proportion of employees in the state administrative institutions as they own Experience and skill and raise the indicators of awareness and culture. This demonstrates that the sample will be more honest in the expression of the subject of the study.

3. sixty five individuals of the sample of the study (32.5 %) were between the ages of (30-39) years. This is the youth category. This age group is considered one of the most important population groups because it represents the working population forces that will stay longer at work.

4. Thirty-two members of the study sample (16 %) of the sample were aged between 20 and 30 years

5. Finally, (23) people of the study sample (11.5 %) were between the ages of (20 - 29).

The literature confirms that the higher the years of service in the institution, the stronger ties of social relations within the institution. Some informal formations can be evident.

### 3.1.3. Marital status:

Marital status impacts respondents 'responses, as married couples' experiences might vary from unmarried couples. Such variations might impact the overall responses of respondents.

Table 3 : shows the marital status of the respondents

| marital status | Number | Percentage |
|----------------|--------|------------|
| Single | 27 | 13.5 % |
| Married | 160 | 80 % |
| widowed | 9 | 4.5 % |
| Divorced | 4 | 2 % |
| Total | 200 | 100 % |

The results of the field study on the marital status of the individuals in the sample indicated that the majority of the individuals in the sample were married. The number of married people were (160) respondents (80%), which is the higher percentage. This indicates that the majority of individuals enjoy marriage life. However, the percentage of widowed and divorced in the sample were (4.5%), and (2%) respectively. As most of the sample units are married, they might give honest and objective answers to a great extend perhaps because of their psychological stability of the married state and the broadening their Social relations and the multiplicity of their roles and their occupation of multiple positions within the institutions of society. Moreover, this makes them more capable in coping with crises and achieving the psychological, social and cultural adjustment as the family is free from disintegration.

The rest of the families in the sample (such as divorce or widowhood) are broken families that suffer from a loss of one of the parents. Thus, they are more susceptible to psychological and social issues. The social literature suggests that disintegrated families is one of the factors impacting the accomplishment of social and psychological adjustment to family members and even expose them to issues in situations of social change (Manseya, 2008, p.).

### 3.1.4. The educational level of the sample:

Educational attainment means the intellectual level of the units of the sample and the educational qualifications they possess. There are several factors that impact the educational attainment, which relate to the aspirations and ideas of individuals and their perception of reality and their social adaptation to the environment around them. Education is one of the basic evidence to measure the individual's social and economic conditions. Generally, we see that the degree of educational attainment increase the cultural awareness of the individual.

Table 4: educational level of members of the surveyed sample

| Educational level | Number | Percentage |
|---|---|---|
| High school | 8 | 4 % |
| University | 92 | 46 % |
| Post graduate | 100 | 50 % |
| Total | 200 | 100 % |
| Mean value | 54.1 | |

The outcome of the field study indicated that there is a variation in the educational level in the sample members. Table (4) illustrates that the highest percentage of them are (university and above). This is an indicator of the high level of education of individuals in the study sample. This, in turn, impacts the nature of the social relations that the respondent assesses and the extent of his influence on these relations, especially the informal relations that are represented by the relations between the kinships and the parties, which may be negatively reflected in the

performance of the institution the number of respondents who completed high school) were (8) individuals which formed a rate (4%), which is very low percentage.

### 3.1.5. Occupation:

The profession is referred to any work performed by the individual whether it is mentally or muscularly for a wage or salary. The practiced profession might impact the income or money he receives. The profession is affected by the educational, intellectual, training and studying in the community. The profession is the activities and work by which individuals can accomplish their life aspirations such as the moral, social, rewards and privileges they receive after performing their duties (Barakat, 2006, p. 127).

Table5: shows the occupations of the respondents

| Occupation | Number | percentage |
|---|---|---|
| Teaching staff | 68 | 44 % |
| Employee | 132 | 66 % |
| total | 200 | 100 % |

The profession determines the degrees of appreciation, respect and social influence that the owners receive, as well as the nature of the social relations in terms of expanding or reducing the network of relations. The variable of profession provides an indication of the social and intellectual awareness of the individual. In modern society, the profession is the main indicator of social status. The outcomes of our field study demonstrated that there is a discrepancy in the occupations of the respondents. Table (5) displays that the majority of the study sample are employees (132 individuals) and they constitute 66%. Performing a job on the campus is regularly surrounded by formal and informal social relations. The official relation is with the head of the department or the administrative and non-formal relation is often among the employees themselves. Working hours that exceed (6) hours might negatively reflect the nature of relations. In addition, the administrative work is easily affected by social relations.At the same time, the number of teachers in the

sample was which (68) teachers form (44%). this is might be the reflection of the random distribution of the sample of the study.

### 3.1.6. Social Background:

The social background plays an evident role in the nature of respondents' answers. The social background of the surveyed people is the region in which he was born or descended, whether urban or rural. the rural life patterns varied from those in urban "cities" in values, ideas, responding to and dealing with life variables. This was observed in the interviews conducted by the researcher.

Table 6 shows the social background of the respondents

| Social background | number | Percentage |
|---|---|---|
| Urban | 140 | 70 % |
| Rural | 60 | 30 % |
| Total | 200 | 100 % |

Table (7) displays the social background of the sample in terms of number and percentage. It was found that (140) respondents in the sample of the study which consists (70%) belong to the urban social background. this is the highest percentage and this is normal, From the city of Erbil itself. the urban center, which is characterized by developmental advantages that reflected positively on the reality of the social and economic life of the population of the city. While the number of respondents in the sample from the rural backgrounds was (60) respondents, formed the proportion of (30%). The wave of movement from surrounding villages to Erbil has had an impact on the composition of the social background of the population of the city

### 3.1.7. Monthly income of the respondents.

The monthly income is the wage, salary or resource earned by the individual after the work. Income is usually determined by the profession, which determines the level of living of the individual and may determine his or her status in society or his class (Lutfi, 1982, p. 133). Income is one of the most important factors influencing

respondents' responses. The responses of high-income people varied from those of middle- or low-income people because income determines the nature of the individual's economic, social and cultural conditions and data.

Table7: display the monthly income of the members of the sample

| Monthly income | Number | Percentage |
|---|---|---|
| Overflowing | 8 | 4 % |
| Sufficient | 49 | 24.5 % |
| Not sufficient | 143 | 71.5 % |
| Total | 200 | 100 % |

Table (8) clearly shows that 71.5% (143 individuals) of the respondents confirmed that their monthly income is not sufficient. This is very natural, particularly from the deterioration of the living conditions in the Kurdistan Region/ Iraq. The salaries of its employees has been reduced by (30_55%) of the monthly salary. This is in turn impact the reality of living condition.

The reduction of income and deterioration of economic status can be a justification to form illegal social relationships, which are intended to earn income for conducting a job, of course at the expense of others.

Moreover, the number of those who confirmed that the monthly income is overflowing was (8) only constituted around (4%), which is very few.

### 3.1.8. Housing and its Type:

We mean the ownership of housing (family house where the family lives) Is it the property of the family or rent. When the household housing is the property of the family, this indicates that the economic level of the family is a good level. However, when the housing is rented, this demonstrates that the family has a low economic level. (Bayati, 2017, p. 59). Housing is an important indicator that affects the psychological stability of family members.

Table 8: indicate the housing and its type of respondents

| Housing ownership | Number | Percentage | Type of housing | Number | Percentage |
|---|---|---|---|---|---|
| Property | 123 | 61.5 % | Independent | 99 | 80.5 % |
| | | | Shared | 24 | 19.5 % |
| Rent | 77 | 38.5 % | Independents | 70 | 91 % |
| Total | 200 | 100 % | Shared | 7 | 9 % |

Table (9) demonstrates that 123 members (61.5%) of the total sample own their homes and people (77) of the sample live in rented houses, which constituted 38.5% of the total surveyed people. From the same table illustrated the quality of housing used. It presented that (99) individuals, or (80.5%) of the class of owners of housing is an independent housing, however (24) of them (19.5%) live in shared housing. while 9% those living in rented accommodation share their houses, ninety one percent of them live in independent dwellings. The state of housing and its type is an indicator of the quality of life as well as the standard of living. Therefore withdraws on the nature of psychological, social and cultural adjustment. this is confirmed by the scientist (Maslow) that the appropriate and comfortable housing is one of the most basic needs after food and clothing, and helps the individual to achieve psychological adjustment which represented by Stability and security. The housing achieves the goals of the human being in any place (Bayati, 2012, p. 167).

### 3.1.9. Number of family members

The size of the family in Iraqi society is declining in number and many Iraqi families have started to form small families (United Nations, 2013, p. 34). The results of the field study were divided into four categories starting from (2 - 4) individuals and then (5-7) individuals and category (8 and more).

Table10: shows the number of family members of the sample

| Family members | Number | Percentage |
| --- | --- | --- |
| 4 – 2 | 77 | 38.5 % |
| 7 – 5 | 118 | 59 % |
| 9 – 8 | 5 | 2.5 % |
| Total | 200 | 100 % |
| Mean | 4.6 | |
| Standard deviation | 3.4 | |

The number of family members has an active role in the process of social adjustment, integration and interaction. The family size influences the objective and subjective conditions experienced by the respondent. The outcomes of this experiment display that there is a discrepancy in the size of the family in the study sample as shown in Table (10) as the followings:

• (118) individuals of the total studied sample (59%) have (5_7) members in their family and ranked first.

• (77) people of the total studied sample (38.5%) had a family member of (2-4).

• The number of respondents who have (8 - 9) family members were (5) respondents and (2.5%), which is the last rank.

The size of the family reflects the nature of its living life and the nature of its cultural level, which in turn affect the nature of social relations and partisan and tribal affiliations. This might impact the reality of social relations.

Figure (2) illustrates the distribution of the sample according to the number of familymembers.
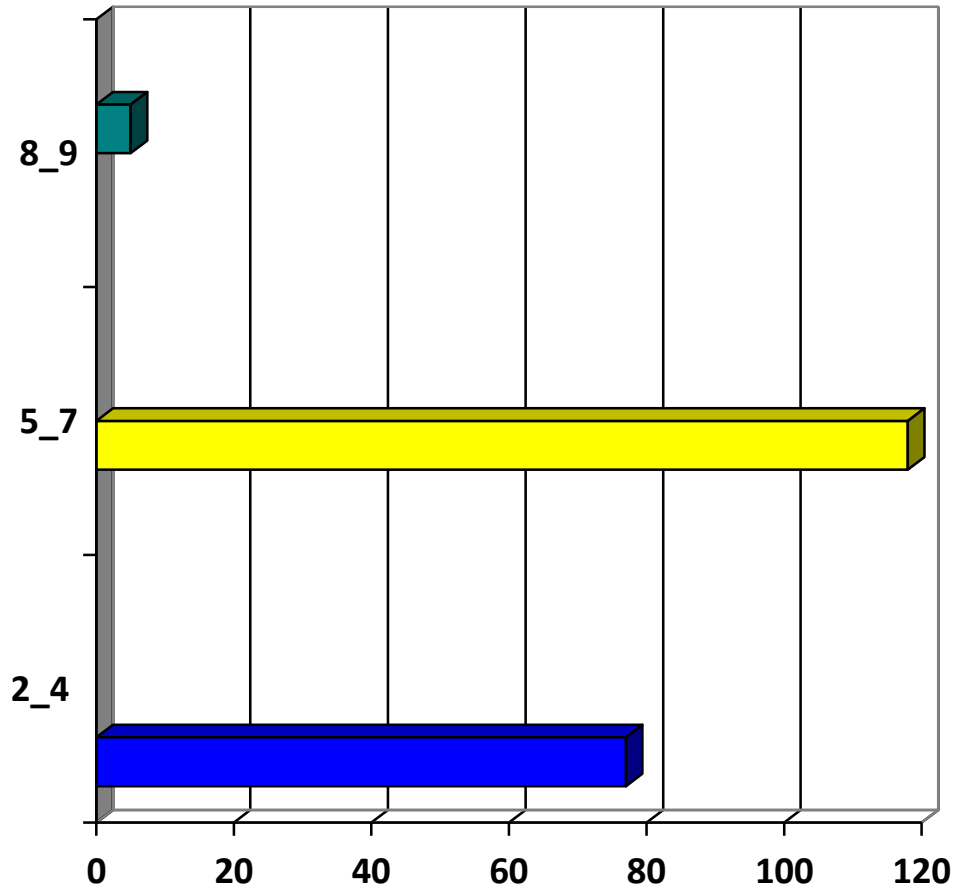


### 3.2. Social data of the respondents.

In this section, because of the abundance of questions and their focus to reach the scientific facts, the researcher has incorporated some tables that contain sub-answers for the respondents. The purpose is to achieve balance in the scientific mating between cause and effect in the field data.

a. The section of social relations within the administrative organization

10. 10. Do you have informal relationships with your staff?

Table11; describes the year of displacement of the sample members

| Do you have informal relationships with your staff? | Number | Percentage |
|---|---|---|
| Yes | 143 | 71.5 % |
| No | 57 | 28.5 % |
| Total | 200 | 100 % |

It is shown in Table (11) that the majority of the sample (143 respondents 71.5%), of the study confirmed that they have informal relations with their peers in the same institution. It is a large number which indicates the followings:

A. The nature of Kurdish society, which is dominated by clan and family relations, has been reflected in the nature of relations in administrative institutions.

B. The common party affiliation of the majority of employees and administrators which unite their relations within the university institution.

C. The majority of employees have long period of service, enabling them to consolidate social relationships that may be reflected in their job performance.

However, the number of respondents who confirmed that they do not have informal relations with their peers were (57) respondents (28.5%), which is a small percentage. When they were asked about the reasons, they respond as in Table (12):

Table12: demonstrate the reasons for the non-formation of informal relations of the respondents.

| Reasons | Number | percentage | Sequential rank |
|---|---|---|---|
| I do not have enough time to work | 33 | 44.6 % | 1 |
| Informal social relations are based on individual interests | 21 | 38.4 % | 2 |
| Informal social relations affect the achievement of my work negatively | 11 | 14.9 % | 3 |
| Others to be mentioned (informal relations bring suspicions in the enterprise) | 9 | 12.1 % | 4 |
| Total [(*)] | 74 | 100 % | -- |

Table (12) indicates that the reasons are varied and differed in the lack of informal relations in the institution by some of the respondents. The answers were as followings:

• The reason (I do not have enough time to work) was ranked first in the hierarchy of reasons for informal relationships of respondents. The number of responses was (33) with a percentage of 44.6%. There are some employees entrusted with many administrative tasks, which makes them busy at work.  as well as the teaching staff,  they are concerned with scientific matters (teaching, scientific research, supervision, etc.) of the scientific and administrative commitments do not allow them the opportunity to form informal relations within the university.

• The reason (informal social relations are based on individual interests) ranked second in the hierarchy of reasons for informal relationships of respondents. the number of answers were (21), which consists (38.4%). The respondents confirm that informal relation is based on personal interest and this is rejected.

• The reason (informal social relations affect the achievement of my work negatively) is in the third place in the sequence of reasons for non-formatting of informal relationships of the respondents. The number of answers were (11) which represent (14.9%). Social factors have a negative impact on job performance, and this is confirmed by some literature.

• Finally the reason, others to be mentioned which represented by (informal relationships bring suspicion in the institution) ranked fourth and final in the hierarchy of reasons for not forming informal relationships. the number of answers were (9) answer, which present (12.1%) of the total sample.  The informal relation brings suspicions in the institution and this is avoided by the majority of staff and teachers in administrative and functional work.

11. What is the level of informal relationships with your fellow employees?

Table9: describes the level of informal relationships of respondents with their peers.

| The level of informal relationships with your fellow employees? | Number | Percentage |
|---|---|---|
| Good | 98 | 49 % |
| Medium | 45 | 22.5 % |
| Bad | 57 | 28.5 % |
| Total | 200 | 100 % |

Table (13) indicates that there is a difference in the responses of respondents about the level of informal relations with their peers. The number of respondents who confirmed that the level of their informal relations with their peers is (good) was 98 respondents (49%) which the largest percentage, indicating that there are informal relationships governing institutions (universities) among the staff. this is often influential in their performance within the institution in which they work.

Nevertheless, the number of respondents who reported their informal relations with their peers (medium) was (45) respondents (22.5%). Moreover, the

number of respondents who reported that their informal relations with their peers (low) was 57 respondents (28.5%). this is confirmed in Table No. (10) That the same number confirmed the lack of informal relations between the respondents.

12. What are the most influential aspects of formal social relations or informal social relations in administrative organization?

Table14: shows the most influential social relations in administrative organization.

| Which is more influential | Number | Percentage |
|---|---|---|
| formal social relations | 69 | 34.5 % |
| informal social relations | 131 | 65.5 % |
| Total | 200 | 100 % |

Table (14) displays that the majority of respondents confirmed that the informal relations are the most influential in the nature of their work in the administrative institution. The number of respondents who confirmed that the informal relations are the most influential was (131) respondents accounted for (65.5%) which is a big proportion. The administrative institutions, including universities, are dominated by informal relations that can affect administrative and functional performance and even can lead to administrative and financial corruption. Thus, it impedes the process of success, excellence and quality in performance.

Nonetheless, the number of respondents who confirmed that the formal relations have the greatest impact in the administrative organization was (69) respondents accounted for (34.5%). They answered based on the belief that the official organization achieves a preference in equality in duties and functional rights.

Regarding the reasons for preference of formal relations, the reasons are explained in the following table.

Table10: explains the reasons for respondents' assertion of formal relations as the most influential

| Reasons | Number | Percentage | Sequential rank |
|---|---|---|---|
| It maintains the workflow | 30 | 37 % | 1 |
| Proceed in accordance with legal regulations and legislation | 21 | 25.9 % | 2 |
| Works in accordance with the prevailing system of organization | 19 | 23.5 % | 3 |
| Others to be mentioned (Justice and Equality) | 11 | 13.6 % | 4 |
| Total (*) | 81 | 100 % | -- |

Table (15) expresses that there is an indication in the reasons confirmed by the respondents that formal relations are more influential in the university institution and administrative organization. The responses were as followings:

• The reason (because it maintains the order of work) ranked first in the sequence of reasons for selecting the formal relations as the most effectives among the respondents. The number of answers was (30), which consists (37%). Some employees believe that formal relations maintain the process of management and productivity.

• The reason (according to legal regulations and regulations) ranked second in the hierarchy of reasons for selecting formal relations as the most influential among the respondents. The number of responses was (21) which comprise 25.9%. The formal relations are within the legal framework and according to the administrative legislation of the university institution. Some consider the formal relation to be restricted in the framework of work only.

• The reason (works according to the prevailing system in the organization) ranked third in the hierarchy of reasons for selecting the formal relations as the most influential among the respondents. The number of answers was (19) which represents (23.5%). The process of achieving cooperation in the institution requires formal relations that draw duties and tasks for each employee and achieve cooperation in accomplishing the work

• The reason, others to be mentioned which represented in (the Justice and Equality), ranked fourth and final in the hierarchy of reasons for choosing formal relations as the most influential among respondents. The number of responses was (11), which expresses 13.6%. the formal relations achieves equality of workers in the regulatory institution.

The mentioned reasons by the respondents that assured the formal relations as being more influential in the institution of the university, because of their feeling of assurance in the distribution of tasks and the process of functioning without a lack of achievement as well as the achievement of the objectives of the work and non-denial of the right of one of them. Regarding our question about the reasons for preference for informal relations, the reasons are explained in the following table.

Table 11; displays the reasons for respondents' emphasis on informal relations as the most influential

| Reasons | Number | Percentage | Sequential rank |
|---|---|---|---|
| Works to achieve the only respite for the employee. | 67 | 47.2 % | 1 |
| Serves the employee in achieving social adjustment | 39 | 27.5 % | 2 |
| Document cooperation between staff | 25 | 17.6 % | 3 |
| Other Remember (check some social ends) | 11 | 7.7 % | 4 |
| Total (*) | 142 | 100 % | -- |

Table (16) explains that there is variations in the reasons asserted by the respondents that informal relations are more influential in the university institution and administrative organization. The responses were the followings:

• The reason (working to achieve a single employee vacancy) ranked first in the hierarchy of reasons for selecting informal relationships.   The number of responses was (67) which represent (47.2%) of the total research society. It was the highest among the respondents. The long working hours and routines at work require a breathing space to replenish practical energy and achieve temporary rest, according to respondents' belief that informal relations are the outlet to achieve respiration and reduce the momentum and administrative stress in work.

• The reason (employee serving social adjustment) ranked second in the hierarchy of reasons for selecting informal relationships as the most influential among the respondents. The number of responses was (39) which represent (27.5%). Informal relations lead to social adjustment with difficult working conditions and long hours, and informal relations can ease the burden of staff and professors working in the university institution.

• The reason for the cooperation between employees ranked third in the hierarchy of reasons for selecting informal relations as the most influential among the respondents. The number of responses was (25) which represents 17.6%. Some respondents believe that the informal relations are working to achieve cooperation in the performance of work through the exchange of lecture times or working hours or the exchange of some practical duties and official relations do not perform this work as informal relations.

• Finally, the reason for the achievement of some social goals was ranked fourth and final in the hierarchy of reasons for selecting informal relations as the most influential among respondents. The number of responses was (11), which represent (7.7%). The informal relations achieve some social aims such as social networking and borrowing from some and some marriages fall due to informal relationships.

The reasons mentioned by the respondents in confirming that informal relations are more influential in the university institution because they feel that they meet their needs and achieve social security within the university institution.

13. Social relations have a reflection on the working mechanisms in administrative organization?

Table12: shows that social relations have a reflection on the working mechanism in administrative organization.

| Answers | Number | Percentage |
|---------|--------|------------|
| Yes | 164 | 82 % |
| No | 36 | 18 % |
| Total | 200 | 100 % |

The results of the field study indicate that there is a difference in the responses of the respondents about the social relations that have a reflection on the working mechanisms in the administrative organization or university institution. According to table (17), the answers were as followings:

1. The majority of the respondents (164 individuals) confirmed that the social relations have a reflection on the job, they formed (82%) of the total investigated sample, which is a very large proportion. The emphasis that social relations have a reflection on the performance in the university institution in which they work is an effective indicator in our study and this is an indication of the importance of the subject in the administrative organization.

2. The number of respondents, who confirmed that the social relations did not reflect on the performance of the job, was (36) which consists 18%, a small percentage.

Regarding our question about the reflection on the working mechanisms in administrative organization, the following table illustrates the answers.

Table13: illustrates the type of reflection of the social relations on work in administrative organization

| Type of reflection | Number | Percentage |
|---|---|---|
| Positive effect | 119 | 72.6 % |
| Negative effects | 45 | 27.4 % |
| Total | 164 | 100 % |

Table (18) indicates that most of the respondents (72.6%) asserts that the reflection of social relations on working mechanisms in the administrative organization has a positive effect. This indicates that the respondents prefer to make social relations and think they have positive impacts on the working performance. This is an important indicator of the importance of the subject of social relations in the administrative organization and its impact in accomplishing human development and job performance and achieving integration in work.

In addition, the number of respondents who responded negatively to the impact of social relations on the working mechanism in the administrative organization was (45) respondents (27.4%) of the sample. Some people believe that social relations have a negative reflection on the job performance and it is working to distract the employees' performance and ideas. This leads to a negative impact on productivity.

14. Social relations impact the achievement of the aims of the institution in which it operates:

Table14: illustrates whether social relations affect the achievement of the aims of the institution.

| Social relationships affect the achievement of the institution's goals | Number | Percentage |
|---|---|---|
| Yes | 182 | 91 % |
| No | 18 | 9 % |
| Total | 200 | 100 % |

Table (18) indicates that most of respondents assert that the social relations affect the achievement of the goals of the institution in which they work. In addition they stressed that the university institution in which they work is impacted by the nature of social relations prevailing in the society. The number of respondents who answered yes was (182) (91%), which is a very large percentage.

This indicates that the university institution in the Kurdistan Region (Erbil) is influenced by the rarity of social relations prevailing in society. On the other hand, the respondents approved that the objectives of the university under the influence and reflection of social relations negatively and positively on the achievement of their goals.

Moreover, (18) respondents stressed that social relations have no impacts on the university institution. The percentage of this figure was (9%), which is very low.

15. Your boss is impacted by social relationships regarding achieving justice among employees.

Table15 : shows whether social relations affect the employer in achieving justice among employees.

| Your boss is impacted by the social relationships in terms of accomplish in justice among employees. | Number | Percentage |
|---|---|---|
| Yes | 177 | 88.5 % |
| No | 23 | 11.5 % |
| Total | 200 | 100 % |

Table 20 displays a disparity in respondents' answer on the impact of their boss on the work of social relations regarding of accomplishing justice among employees. Eighty five percent of the study sample confirmed that their head in the department under the influence of formal and informal social relations. This impacts the process of justice among the employees. The nature of the social structure of the Kurdish society is governed by nepotism, patronage, party affiliation and loyalty to the clan ... and others. In spite of the urban progress and development, these factors often have an impact on the management reality in governmental institutions. Thus, an employee or teacher who has the same kinship or party affiliation with the boss is often better in comparison to other employees, which is adversely reflected on the nature of social justice within the institution.

The number of those who asserts that their boss at work does not fall under the influence of social relations was (23) with the ratio of (11.5%) of the total sample, fairly small proportion.

Figure 3 indicates that dose social relations affect the work ethic of justice among employees.

16. Tribal affiliations have led to the strengthening of informal organization at work:

Table 16: shows tribal affiliations that have strengthened informal organization at work

| Tribal affiliations that have strengthened informal organization at work | Number | Percentage |
|---|---|---|
| Yes | 160 | 80 % |
| No | 40 | 20 % |
| Total | 200 | 100 % |

The outcomes of the field research indicate that there is a difference in the respondents' answers regarding the fact that the tribal affiliations has led to the strengthening of the informal organization at the work. It can be seen in Table (21) that most of the respondent, (80%) of the surveyed sample, answered with certain yes that the tribal affiliations led to the strengthening of the informal organization at work. It is normal to find this high percentage. Government institutions continue to suffer from this negative phenomenon. Some universities still suffer from some adverse impact of that some professors and employees practice because of their belonging to a clan or tribe with political influence. this led to a kind of social networking among the sons of this clan who practice professions in the university institution. Therefore it impacted the revitalization of informal organization in the university institution.

However, the number of respondents was (40) with (20%) of the proportion of respondents of the surveyed sample, which is low.

B. The concentration of social relations outside the administrative organization:

17. Which of the following do you think, according to social relations more influential in your organization management outside of the administrative organization?

Table22: illustrates the most effective social relations in the organization.

| Type of relation | Percentage | Number | The sequential rank |
|---|---|---|---|
| Bilateral relations | 54.3 % | 126 | 1 |
| Kinship relations | 28.4 % | 66 | 2 |
| Others to mention (marriage) | 12.5 % | 29 | 3 |
| Neighbourhood Relations | 4.8 % | 11 | 4 |
| Total [(*)] | 100 % | 232 | ---- |

The outcomes of the field examination demonstrate that there is a difference in the responses of the respondents about the most difficult relationships impacting the management of their organization. It is obvious from the table (22) that:

• The section of (Bilateral relations) graded the first in the hierarchy of the most influential social relations in the institution among the respondents. One hundred twenty six (54.3%) respondents have answered this question. This indicates that party relations are considered as the most important and strongest relations that prevail in Kurdish society and that it is the most prevalent among its population. It is the most influential in the management of institutions, including the university, where party affiliation is a prerequisite for administrative positions.

• The kinship relations is ranked the second in the ranking of the most influential social relations in the institution among the respondents. In this section, the number of answers was (66), which accounted for (28.4%). Kinship plays its role in many institutions. The kinship between the employees and the head of the department and the employees is reflected in the nature of the job performance and in obtaining the privileges. The respondents stressed that the kinship relationship is effective in accomplishing the goals on some employees in obtaining privileges at the expense of others.

• The section other to be mentioned" relations of marriage" ranked third in the hierarchy of the most influential social relations in the institution among the respondents. The number of responses was (29) which represent 12.5%. Some respondents believe that the marriage relations also have an impact on management in their administrative departments.

• Neighbourhood Relations is ranked fourth and final in the ranking of the reasons for selecting informal relations as the most influential among the respondents. The number of answers was (11) which represents (4.8%) of the total sample of the participant.

18. Institutional management is affected by nepotism.

Table17 : displays whether the institution is affected by nepotism or no:

| Institutional management is affected by nepotism | Number | Percentage |
|---|---|---|
| Yes | 179 | 89.5 % |
| No | 21 | 10.5 % |
| Total | 200 | 100 % |

The outcomes of the field investigation illustrates that there is a variation in the responses of the respondents about the influence of the institutional management by nepotism relations. It can be seen from table (23) that most of the respondents in the research sample confirmed that their institution is affected by nepotism. This is indicated that the Kurdish society is impacted by nepotism relations, and that influence extended to organizational and administrative institutions. The management style in these institutions is affected by these relations, which leads to imbalance in their work in terms of rights, duties, and rewards.

Nevertheless, the number of those who confirmed that their institution is not affected by the nepotism relations was (21) respondents which represent the proportion of (10.5%), this is very low.

19. Is the work at your institution affected by the presence of one of your relatives?

Informal visits of relatives for many employees in their institutions are increasing at formal working hours. Unfortunately, this phenomenon is common and adversely impacts the employee's job performance and affects others.

Table18: expresses whether work in your organization is affected when one of your relatives is present

| Work in your organization is affected when one of your relatives is present | Number | percentage |
|---|---|---|
| Yes | 136 | 68 % |
| No | 64 | 32 % |
| Total | 200 | 100 % |

The field study's results points out that there is a variation in the responses of the respondents regarding the impact of the work in the institution when one of their relatives is present. Table (24) revealed that the proportion of respondents who confirmed that their work is affected by the visit and attendance of one of their relatives were 68%. This exhibits that job performance is impacted by relatives' visits during formal working hours, which in turn reflects adversely on the work completion and the achievement of quality and guarantee. In addition, spending hours in the visit during formal working hours is an effective cause of the slowing down work and delayed job performance is therefore an adverse cause.

The administrative and economic literature confirms that the employee's job performance is influenced by the nature of the visits and the number of hours, which affects the work quality (Yahyaoui, 2006, p. 97).

Nonetheless, the number of respondents who confirmed that their work was not affected during the visit of their relatives was (64) and represented 32%.

20. Encounter difficulties at work as a result of the social relations of the Department:

Table 19 : exhibits respondents face difficulties at work because the social relations of the department.

| Sequential sequence | percentage | Numbers | If yes, what are the difficulties? | Percentage | Number | Difficulties in work as a result of the social relations of the Department |
|---|---|---|---|---|---|---|
| | | | | 70.5 % | 141 | Yes |
| 1 | 38.3 % | 54 | Difficulties in accomplishing the work | | | |
| 2 | 28.4 % | 40 | Difficulties in obtaining my rights | | | |
| 3 | 19.9 % | 28 | Difficulties in management review | | | |
| 4 | 13.4 % | 19 | Others to be mentioned(Difficulties in interaction with management) | | | |
| -- | 100 % | 141 | Total | | | |
| | | | | 29.5 % | 59 | No |
| | | | | 100 % | 200 | Total |

The outcomes of the field investigation indicate that there is a difference in the responses of the respondents about the difficulties of work due to the social relations of the administration. Table (24) exhibits that the number of those who asserted that they face difficulties in working as a result of the social relations of the administration were (141) which represents 70.5%. This is an effective indicator on that the social relations of the management reflected negatively on staff through difficulties in work. The types of difficulties according to the respondents answer are the followings:

• The section (Difficulties in completing the work) ranked first in the chronological order of the work difficulties of the sample of the study. The number of respondent who selected this difficulty were (54), representing (38.3%) of the sample of the research. The social relations of the Department may be reflected negatively in the disruption of work as the concern of the manager.

• The section (difficulties in obtaining my rights) was ranked second in the hierarchy. The number of responses was (40) and 28.4%, on the social relations of the administration often lead to the loss of rights and the difficulty of obtaining them because of the preference of the owners. The management of those who have social relations, thus leads to the feeling of the rest of the staff, especially the competent ones of frustration and dissatisfaction with the job.

• The problem of auditing the administration was ranked third in the sequential order of the study difficulties. The number of responses was (28) and the percentage of (19.9%). the director's concern with visitors of his knowledge can be an obstacle to employee review.

• The other paragraph mentioned (difficulties in interaction with management) ranked fourth in the sequencing of the work difficulties of the study sample. The number of responses was (19) responses, (13.4%). The restriction of social relations on a group of people with The Department works to restrict administrative interaction between all staff and teaching staff with management.

Figure 4 illustrates difficulties in working as a result of social relationships.
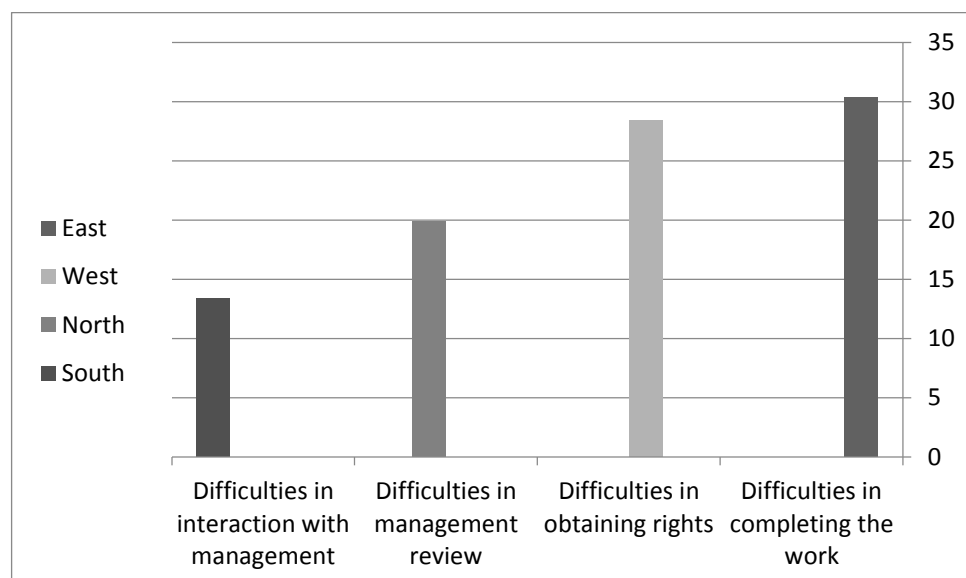
21. Do you think that administrative institutions affected by external social relations?

**Table 20 : explains whether administrative institutions are affected by external social relations**

| If your answer is yes, what is the reasons | Number | Percentage | Paragraph (difficulties in obtaining my rights) was ranked second in the hierarchy | Number | Percentage |
|---|---|---|---|---|---|
| | | | Yes | 151 | 75.5 % |
| Kurdish society is a tribal society | 84 | 55.6 % | | | |
| That Kurdish society is influenced by party relations. | 55 | 36.4 % | | | |
| Others to be mentioned (the Kurdish community tends to social interaction) | 12 | 8 % | | | |
| Total | 151 | 100 % | | | |
| | | | No | 49 | 24.5 % |
| | | | Total | 200 | 100 % |

The outcomes of the field research demonstrate that there is a variation in the responses of the respondents regarding whether the administrative institutions are affected by external social relations or not. From Table (25), it can be seen that the number of those who confirmed that the administrative institutions are affected by the external social relations was 151 respondents (75.5%). The administrative institutions including the institution of the respondents, represented by the university, are affected by the nature of the external social relations and are adversely reflected

on the work performance and quality. The type of reasons is presented in the followings:

• The section (that the Kurdish community is a tribal society) ranked first according to the answers of the respondents (84 answer), which accounted for (55.6%) of population size. The region is inhabited by Kurdish tribes known for its foot and loyalty and spread throughout the region and their impact is evident in the social construction of the Kurdish community. However extends to the administrative institutions, which is an adverse reality in the management of institutions.

• The section (The Kurdish society is affected by party relations) is the second place in the answers of respondents (55 answers with the 36.4%). Party affiliation is one of the most important reasons that are necessary to get a lot of privileges in the Kurdish community. For instance, for the process of employment, the dependent is preferable rather than those independent, as well as in the administrative positions of the state institutions. This opens the door to the influence of the party in administrative work and decisions, which produces negative impacts.

• While the other reasons to be mentioned (the Kurdish society inclines to social interaction) ranked third according to the answers of the respondents which was (12) answer (8%). The social interaction is a positive feature in Kurdish society, but these interactions sometimes comparatively impacts the administrative work within the institution.

22. Do you think that social relations affect the denial of the rights of others to get a job?

Table21:   shows whether work in your organization is affected by the presence of a relative

| Do you think that social relations affect the denial of the rights of others to get a job? | Number | Percentage |
|---|---|---|
| Yes | 176 | 88 % |
| No | 24 | 12 % |
| Total | 200 | 100 % |

The outcome of the field examination shows that there is a variation in the respondents' answers regarding the belief that social relations impact the denial of the rights of others in obtaining the job. In the Table (27), it is shown that the number of those who confirmed this reached (176) respondents and represents 88%. It is normal; many of the employments went to people through the following cases away from the scientific excellence and qualifications:

1. Party affiliation:   The Party works to communicate and make recommendations and Testimonial in order for the individual to belong to it in obtaining the declared job. If the decision is made by the administration belonging to the same party, it will be a factor in employing it without others, although it does not have the same qualifications as its peers.

2. Tribal affiliation: tribal or clan affiliations are no less than partisan affiliation, where the clan elder often contacts the person in charge of the employment process and recommends to the person mediating with him, which affects the decision of choosing the persons to be employed.

3. Mediation and nepotism:   Such cases spread in the institutions of the Kurdistan Region, which impacts the selection of the person to be employed, where the official is under pressure and influence.

While the number of those who did not confirm that the social relations affect the denial of the rights of others to get the job (24) respondents formed a ratio (12%), is very low.

23. The poor external social relations reflected on the work status.

Table22 ; exhibits whether the poor external social relations reflect on the work status

| The poor external social relations are reflected in the work situation | Number | Percentage |
|---|---|---|
| Yes | 169 | 84.5 % |
| No | 31 | 15.5 % |
| Total | 200 | 100 % |

Table (28) demonstrates that the respondents' responses varied on the reflection of poor social relations outside the administration on the working status. The number of those who confirmed this section was (169) respondents, representing (84.5%). It is a large percentage. As the poor relations of the director or the official outside the work, in the party, clan and home affect the performance of the manager, which reflected negatively on the work through quality and achievement.

Furthermore, the number of respondents who answered that the poor external social relations impact the status of work were (31) respondents, constituted 15.5%.

From table, it is evident to us that the administration and those under it are under the pressure of personal passions, as they are affected by their external relations. This is an indication of the loss of administrative and legal responsibility and adherence to labor laws and quality in the completion of work.

30. Should the administration differentiate between social relations outside work and the institutional system and its rights?

Table23 : explains whether the administration should distinguish between social relations outside work and the system and rights of the institution

| The administration should distinguish between social relations outside work and the system and rights of the institution | Number | Percentage |
|---|---|---|
| Yes | 169 | 84.5 % |
| No | 31 | 15.5 % |
| Total | 200 | 100 % |

The outcomes of the field research exhibits that there is a variation in the responses of the respondents regarding the administration should distinguish between social relations outside work and the system and rights of the institution. In the Table (29), demonstrates that most of the respondents answered yes and they reached (169) respondents, representing 84.5%.  The administration must distinguish between social relations outside the work and the system of the institution and its rights because the non-differentiation will affect the mechanism of work and methods of achievement and quality in its achievement.  In addition, the isolation of relations from work means achieving social justice among workers as well as fair distribution of rights and duties and achieves job satisfaction in the institution. While the (31) representing (15.5%) of the research society answered non reflection of the poor external social relations on the work status.

24. Exchange of relatives' visits negatively affects the performance of duties in the administrative institution.

In the institution, especially the university institution, the visits of relatives to their teachers and staff often occur, leading to the staff being preoccupied with visiting and disrupting the work.

Table30: Expresses the exchange of relatives visits adversely impact the performance of duties in the administrative institution

| the exchange of relatives visits adversely impact the performance of duties in the administrative institution | Number | Percentage |
|---|---|---|
| Yes | 185 | 92.5 % |
| No | 15 | 7.5 % |
| Total | 200 | 100 % |

Table (30) indicates that there is a difference in respondents' responses about the interchange of relatives' visits, which adversely impacts the performance of duties within the administrative institution. The most of the respondents (185) answered yes, which represents (92.5%) of the research society. The social literature confirms that repeated visits to relatives during the working hours of their employees often have a negative impact on the job performance (Namir, 2009, p. 65). This means that visits should be in urgent situations and at appropriate times, for example, in off times, in order not to affect the work and the duties assigned to the employee.

In addition, the number of respondents who answered no were (15) respondents representing (7.5%), a very small percentage.

25. Is the distribution of bonuses and profits affected by nepotism relationships?

Table24: demonstrates the distribution of bonuses and profits affected by nepotism relationships

| The distribution of bonuses and profits affected by nepotism relationships | Number | Percentage |
|---|---|---|
| Yes | 126 | 63 % |
| No | 74 | 37 % |
| Total | 200 | 100 % |

The outcomes of the field study demonstrate that there is a difference in the respondents' answers about the distribution of bonuses and profits affected by the relations of nepotism. In the Table (31), it is exhibited that the number of respondents who answered yes were (126) represented 63% of research society, asserting that there is differentiation in the distribution of rewards in kind and moral and some thankfulness because of the nature of social relations, especially nepotism. Those who have influential mediation in the administration are often their demands and privileges are different from the rest.

There is still some negative behaviour spread in some administrative and organizational institutions, including the university institution, what is known as nepotism. Many employees and teachers depend on others because they are from the clan or the party. This creates an unfriendly atmosphere in the work, which affects the job performance.

The number of respondents who answered with no were (74) respondents and representing 37% of research society. They emphasized that the rewards and profits are not affected by the nature of the nepotism relationships and mediation, however that the institution distributes it according to legal bases.

26. Social relations have the effect of complying with labour rules and administrative law in the institution.

Table25 : shows the social relations that have an impact on the compliance with the lab or rules and administrative law in the institution.

| The social relations that have an impact on the compliance with the labour rules and administrative law in the institution. | Number | Percentage |
|---|---|---|
| Yes | 128 | 64 % |
| No | 72 | 36 % |
| Total | 200 | 100% |

The field study's outcomes point out that there is a variation in the responses of the respondents on the effect of social relations on compliance with the work rules and the administrative law in the institution. In the Table (32), it is clearly shown that the number of respondents who replied yes were 128%. They assert the adherence of the Social relations in to the rules of work and administrative law in the institution. The social relations for some administrators and staff and professors at the university sometimes lead to the persistence and irresponsibility and non-compliance with the rules of work and administrative law, which weakens the administration and sometimes create a legal gap.

The number of respondents who answered no way (72) respondents were 36%, stressing that social relations have no effect on adherence to the rules of work and administrative law in the institution.

**CONCLUSION**

After analysing the data of field study, researcher found a set of conclusions, such as: the social relations within the administrative organization etc.

1. The study found that the majority of individuals of the study sample confirmed that they have informal relations with their peers in the same university institution. The number of those who confirmed they have informal relation were (143) respondents, representing (71.5%) which is a large percentage, while the number of individuals who confirmed that they do not have such relations were 57 individuals (28.5%), which is a small percentage. the reasons varied and differed in the non-formatting of informal relations in the institution by some of the respondents, where (I do not have enough time to work) ranked first in the sequence hierarchical reasons not to create informal relationships of respondents. the number of responses were (33) representing 44.6%. There are some employees entrusted with many administrative tasks, which makes them busy at work from the beginning to the end of the work, as well as the teaching staff where they are concerned with scientific matters such as (teaching, scientific research, supervision, etc.) scientific and administrative commitments which do not give them the opportunity for formatting informal relations within the university.

2. The study found that there were variations in the responses of the respondents about the level of informal relations with their peers. The number of respondents who confirmed that the level of their informal relations with their peers is good were (98) respondents, constituted 49%, which is the largest. This indicates that there are informal relationships prevailing in the administrative institutions (universities) among their staff, and this is often impacts their performance within the institution in which they work. While the number of respondents who reported that their informal relations with their peers (medium) was (45) respondents (22.5%). However, the number of respondents who reported that their informal relations with their peers are (low) was 57 respondents. The survey found that most individuals asserted that the informal relations are the most effective in the nature of their work in the administrative institution. In addition,  the number of respondents who confirmed that was (131) respondents comprising (65.5%) of the study sample which

is a large proportion. Furthermore, universities dominated by informal relationships that impacts the possible administrative and functionality. Additionally, it is also possible to lead to administrative and financial corruption through peer preference for others in administrative and financial matters and thus impede the process of success and excellence and quality in performance.

3. The outcomes of the field research demonstrate that there is a variation in the answers of the respondents regarding the social relations have a reflection on the working mechanism in the administrative organization or university institution, the answers were as follows:

• The majority of the respondents confirmed that the social relations have a reflection on the job. the number who asserts that were (164) respondents, forming (82%) of the total sample study, which is a very large percentage. the emphasis was that social relations have a reflection in the functional performance in the university institutions, where they work, is an effective indicator in our study. This is an evidence of the importance of the subject in the administrative organization.

• While the number of respondents who stressed that social relations have no impact on job performance were (36) respondents, forming (18%) of the study sample; it is a small percentage.

• Most of the respondents pointed out that social relations impact the achievement of the objectives of the institution where they work. They also stressed that the university institutions where they work is affected by the nature of the prevailing social relations in the community. The number of respondents who reported that was 182 respondents, which a very large percentage.

4. The research discovered that there is a variation in the responses of the respondents on the effects of their head at work on social relations in terms of achieving justice among the staff. those who confirmed that their head in the department falls under the influence of formal and informal social relations, which affects the nature of justice between The number of its employees was (177) respondents, comprising (88.5%) of the sample. the nature of the social structure of the Kurdish society governed by nepotism, nepotism, party affiliation and tribal loyalties ... and others. Despite urbanization, progress and development, sometimes on these factors affect the reality administration in the governmental institutions.

Thus, the employee or teaching staff which has the same kinship or party affiliation with the boss is often preferable in contrast to other employees, which is adversely reflected in the nature of social justice within the institution. However, the number who reported that their manager at work does not fall under the influence of social relations was (23) formed the proportion of (11.5%) of the total sample.

5. the study also revealed that there is variation in the answers of participants about that the tribal affiliations have led to the strengthening of informal organization of work, shown in Table (20) that most of the respondents answered yes, stressing that the tribal affiliations have led to the strengthening of informal organization of work and numbered (160) with the proportion of (80%) of the surveyed sample. It is natural to find this high rate, as government institutions continue to suffer from this negative phenomenon. In addition, the universities are also suffering from some of the negative effects that practiced by some professors and staff as a result of belonging to a clan that has tribal political or economic influence. This results in forming type of social networking among the sons of this clan who practice professions in the university institution and thus affected the revitalization of the organization in the informal university institution. The number of respondents who answered no were (40) that form (20%) of the surveyed sample, which is a low percentage.

B. The focus of social relations outside of the administrative organization:

1. The research discovered that there was a difference in the answers of the respondents on the most difficult relationship in the management of their institution. The section (partisan relations) ranked first in the hierarchy of the most effective social relations in the institution among the respondents. The number of individuals who reported that was (126) 54.3%). This exhibited that party relations are considered as the most important and strongest relations that prevail in Kurdish society and that it is the most prevalent among its population. It is the most influential in the management of institutions, including the university, where party affiliation is a prerequisite for administrative positions. It also revealed that most of individuals in the study sample asserted that their institution is impacted in the nepotism relations. The number was (179) respondents which formed (89.5%) of the study sample which is very high percentage. this confirms that the Kurdish society

affected by nepotism relations. this pattern of management in these institutions impacted by these relationships, which leads to imbalance in its work in terms of unfairness, rights, duties, rewards and so on.

The number of those who confirmed that their institution is not affected by the nepotism relations was (21) respondents formed a ratio of (10.5%), which is very low.

2. The research discovered that the number of respondents who stressed that their work is impacted by the visit and attendance of one of their relatives was (136) and 68% of study sample. This indicates that the job performance is affected by the nature of visits of their relatives during working hours which in turn adversely reflected on the completion of work and the quality and guarantee. As well as spending hours in the visit during official working hours is an effective cause of slowing down work and delaying job performance is thus a negative reason. The research demonstrated that the number of those who asserted that they face difficulties in working as a result of the social relations of the administration was 141 respondents accounted for 70.5%. This is an effective indicator that the social relations of the administration are reflected negatively in the employees through difficulties in work. When asked about the kind of difficulties, Difficulties in completing the work ranked first in the sequence of work difficulties of the study sample. The number of answers was (54) comprising (38.3%). The social relations of the administration may be reflected negatively in the disruption of work.

3. The examination discovered that the number of those who confirmed that the administrative institutions are affected by the external social relations was (151) respondents forming (75.5%) of study sample. This means that the administrative institutions, including the institution of the respondents, represented by the university are influenced by the nature of external social relations. When we asked about  the type of reasons, the  ( Kurdish community is a tribal society) ranked first in the answers of (84) respondents, which accounted for (55.6%) of research sample. The region is inhabited by Kurdish tribes known for its foot and loyalty and spread throughout the region and its impact is evident in the social construction of Kurdish society. It also extended to administrative institutions, which sometimes become a negative reality in the management of institutions.

4. There was also a variation in the respondents' responses to the belief that social relations affect the denial of the rights of others to obtain the job. The number of those who confirmed this reached (176) respondents, constituting (88%) of the study sample. though, the number of those who did not report that the social relations affect the denial of the rights of others to get the job was (24) respondents formed a proportion of (12%), which is very low.

5. The investigation discovered that there is a discrepancy regarding the reflection of poor social relations outside the administration on the working status. The number of those who confirmed this was (169) respondents, constituting 84.5% the poor relation of the manager or a person in charge in the clan or home affect the performance, which reflected negatively on the work through quality and achievement. The number of respondents who answered that the poor external social relations of the administration on the work status was (31) respondents, formed 15.5% of research sample. There was a discrepancy in the respondents' answers regarding the fact that the exchange of relatives during visits negatively affects the performance of duties within the administrative institution. Most of the respondents answered yes and the number of answers reached (185) comprising (92.5%) of the study sample. Respondents who responded with no were (15) and the percentage was 7.5%, which a very small percentage.

6. The study found that there was a difference in the respondents' answers regarding the distribution of bonuses and profits affected by the relations of nepotism. The number of respondents who answered yes was (126) constituting (63%), stressing that there is differentiation in the distribution of rewards and moral and some thankfulness because of the nature of social relations especially nepotism since those who have effective mediation in the administration often have various privileges and requirements than the rest. The number of respondents who answered with no was (74) which represent 37%. They emphasized that the rewards and profits are not affected by the nature of the relationships of nepotism and mediation; however the institution distributes it according to legal bases.

7. The examination revealed that there was a difference in the responses of the respondents regarding the impacts of social relations on compliance with the work rules and the administrative law in the institution. The number of respondents

who answered yes was 128b% and consisting 64 % of the study sample. They asserted that the social relations of some administrators, employees and professors at the university sometimes lead to the persistence and irresponsibility and non-compliance with the rules of work and administrative law, which weakens the administration and sometimes create a legal gap. Furthermore, the number of respondents who answered no, were (72) respondents and formed (36 %), stressing that social relations have no effect on compliance with the rules of work and administrative law in the institution.

# RECOMMENDATIONS

In the light of the outcomes of the field information for this research, the researcher recommends a number of recommendations that hope to have a real and practical return:

1. Carrying out several researches on the subject of social relations in administrative institutions because of their significance for identifying the phenomenon, which is one of the social phenomena that spread in governmental and non-governmental institutions in the Kurdistan Region of Iraq.

2. The researcher recommends government ministries to increase employees cultural awareness in their various departments that social relations is very important but it has to be avoided as long as they are influential on work and quality of performance and when they cause the deterioration of job performance.

3. Activating the programs of quality and performance and work to honor the innovators in the performance of the job so as to motivate them and encourage their colleagues from the staff for improving their performance and avoiding functional conflict.

4 - Paying attention to the issue of social relations and its role in the administration via holding conferences and seminars that to generate scientific returns that can be applied in practice so as to control the Behaviour of employees and teaching staff and reducing the impact of social relations inside or outside the institution and job performance.

5. The researcher recommends the Ministry of Higher Education and Scientific Research in the Kurdistan Region to strive to honour the outstanding staff every year in order to encourage them to increase creativity and follow their peers.

## PROPOSALS

1. The Ministry of Higher Education and Scientific Research in the Kurdistan Region to has to activate its role in monitoring the performance of teaching and functional staff in their institutions so as to decrease the negative phenomena that may lead to a decline in job performance.

2. Spreading the spirit of cooperation and social communication between the staff and management through the administration's awareness of the formation of formal and semi-formal social relations to relieve them in the pressure of university duties.

3. Allocating a work team consisting of the Association of employees or teaching staff to discuss the issues of employees in the university institution and work programs to help them reduce their problems and achieve their career goals.

4. The researcher suggests that the Ministry of Higher Education in cooperation with scientific and research commissions in the region to conduct surveys on the reality condition of employees in the other state institutions in order to get acknowledged into their careers condition.

5. The researcher proposes the participation a staff in the university institution with developmental training courses for improving their job status and exploits their leisure time leading to the formation of groups within the university institution, which hinders work

**QUESTIONNAIRE**

Dear ……. Brother

Dear ……. Sister

Researcher intended to conduct a field study under the title of (The reflection of social relations in the administration in the Kurdistan region_ field study in Erbil city) which is a part of a master's degree requirements in Sociology. Please kindly answer the paragraphs of the questionnaire without mentioning the name.

Please kindly accept my appreciation……….

Form number

We would like to inform you that the purpose of the questionnaire is for preparing a master thesis in sociology. Therefore, your cooperation in answering the questions accurately and honestly will assist us in achieving our goal to reach scientific genuine outcomes. In addition, we also would like to confirm that the acquired information on this questionnaire and that all the We get the information in this questionnaire will not be used only for the purposes of scientific research. All data will be treated confidentially, and there is no need to mention names.

Thank you for your cooperation…..

The researcher

**First: Preliminary data**

1.      Gender: male (    ) , female (    )

2.      Age: (      ) years

3.      Marital Status: single (      ), married (        ), Divorced (         ), widow (     ).

4.      Educational level: illiterate (           ), read and write(          ), secondary (     ), high school (        ), college or higher (          ).

5.      Occupation: (            )

6.      Social background: rural (          ), urbane (         ).

7.      Monthly income: surplus the needs (       ), fill the need (      ), lower than the need (     ).

8.      Current accommodation: ownership (       ), rent (         ).

9.      Number of family members:  (        ) member.

**Second: The social data**

A-      The axis of social relations within the administrative organization:

10.      Do you have informal relations with your co-workers? Yes ( ), No (    ).

11.      If the answer is no, what are the reasons?

   a-  Do not have enough time at work.

   b-  Informal social relationships are based on individual interests.

   c-  Informal social relations impacts in achieving my work adversely.

   d-  Others

12.      What is the level of informal relations between you and your colleagues? Good (    ), low (    ).

13.      Which is the most influential, formal or informal social relations in the Administrative regulation?  Formal (     ), informal (     ).

14.      If the answer is (formal), what are the reasons?

   1-  It keeps the work flowing naturally.

   2-  It proceed according to legal legislation and regulations.

3- It works according to the prevailing system of organization

4- Others not mentioned.

15.    If the answer is informal, what are the reasons?

1- It Works to achieve the only respite for the employee.

2- It serves the employees in achieving social adjustment.

3- It promotes the cooperation among employees.

4- Others

16.    Doe the social relations have a reflection on the working mechanisms in the administrative regulation? Yes ( ), No ( ).

17.    If the answer is yes, what types of reflections are there? Positive ( ), Negative ( ).

18.    Are social relations impacts the accomplishment of the objectives of the institution you work in? Yes ( ), No ( ).

19.    Is your boss influenced by social relations in term of justice achievement among employees? Yes ( ), No ( ).

20.    Do the tribal affiliations have resulted in the consolidation of informal regulation at work? Yes ( ), No ( ).

B-    The axis of social relations outside the administrative organization:

21.    In your view, which of the following social relations are more influential in the management of your organization from outside the administrative organization:

1-    Bilateral relations.

2-    Kinship relations

3-    Neighborhood Relations

4-    Others

22.    Does the Institutional management influenced by nepotism relations?

Yes ( ), NO ( ).

23.    Does working process in your organization is affected by the presence of one of your relatives?Yes. ( ), NO ( ).

24.     Do you encounter difficulties in working because of the social relations of the administration? Yes. (    ), NO (     ).

25.     If yes, what are the difficulties?

    a- Difficulties in accomplishing the work.

    b- Difficulties in contacting the administration.

    c- Difficulties in obtaining my rights.

    d- Others

26.     Do you believe that administrative institutions are influenced by external social relations? Yes. (    ), NO (     ).

27.     If the answer is yes, what are the reasons?

    1- Kurdish society is a tribal society.

    2- Kurdish society is affected by partisan relations.

    3- Others.

28.     Do you believe that social relations influence the robbing of the others' rights ingetting a job? Yes. (    ), NO (     ).

29.     Do the bad external social relations for administration affect the work status? Yes. (    ), NO (     ).

30.     Do you believe that the administration have to differentiate between external social relations and the system of the institution and their rights? Yes. (    ), NO (     ).

31.     Does the exchange of relatives' visits impact the duty performance at the administrative institution adversely? Yes (    ), NO (     ).

32.     Does the bonus and profit distribution impact favoritism relations? Yes (    ), NO (     ).

33.     Do the social relations have an effect on the obedience to the rules and administrative laws in the institution? Yes (    ), NO (     ).

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<div align="center">**CV**</div>

**PERSONAL INFORMATION**

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|---|---|
| DoğumYeri | Erbil– Iraq |
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**BACHELOR DEGREE INFORMATION**

| Üniversite | Salahadeen Üniversitesi–Irak |
|---|---|
| Fakülte | İdare ve Ekonomik |
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| İngilizce | KPDS (…..) ÜDS (….) TOEFL (….) İELTS (….) |
|---|---|
| Arapça - Turkish | VERY GOOD |

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| ÇalıştığıKurum | Erbil polytechnic University-Erbil Technology Institution |
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