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SOCIAL SCIENCE INSTITUTE

BUSINESS ADMINISTRATION DEPARTMENT

**THE NEED OF EMPLOYEE EMPOWERMENT TO
IMPROVE THE CUSTOMER SERVICES.
A CASE STUDY OF (MIC) IN THE NORTH OF IRAQ.**

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MASTER THESIS

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SCIENTIFIC ETHICAL NOTICE (BİLİMSEL ETİK BİLDİRİMİ)

I have met with the scientific ethics and academic principles carefully until the conclusion of the proposal of the graduate work [**The need of employee empowerment to improve the customer services.** A Case Study of (MIC) In the Kurdistan Region (KRG) of Iraq] I declare that the works I have used as a source of each and every quotation I have made directly or indirectly in this work which I have prepared in accordance with the rules of thesis writing in the context of scientific ethics and tradition.



/ 01 / 2018

Signature

HAYMAN FEQEMOHAMMAD MOHAMMED

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I hereby declare that all information in the thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct. I have fully cited and referenced all material and results that are not original to this work.



/ 01 / 2018

Signature

HAYMAN FEQEMOHAMMAD MOHAMMED

THESIS ACCEPTANCE AND APPROVAL
BINGOL UNIVERSITY
SOCIAL SCIENCES INSTITUTE DIRECTORATE

This thesis entitled [**The need of employee empowerment to improve the customer services**. A Case Study of (MIC) In the North of Iraq], prepared by Hayman Feqemohammad Mohammed, was found to be successful as a result of the thesis defense examination held on the date of [19 / 01 / 2018] and accepted by our juror as the Master Degree in the department of Business Administration.

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CONFIRMATION

ONAY

This thesis has been accepted by the jury determined in the [19 / 01 / 2018] Session of the Board of Directors of the Institute of Social Sciences of Bingöl University.

Director of the Institute
Doç. DR. Yaşar BAŞ

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DEDICATION

I dedicate my dissertation work to my family especially my Parents who support me in every field in life and my incredible gratefulness go to my wife Rayan Bahram, for her support, who take all of responsible instead me, and my beloved kids: Abdulmatin, Taman, and Abdulrahman whom I can't force myself to stop loving. In addition, everyone they helped me by words.

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ÖZET

Tezin Başlığı: Müşteri Hizmetleri Geliştirmede Personel Güçlendirme İhtiyacı. Kuzey Irak Bölgesinde (MIC) Örnek Bir Olay.
Tezin Yazarı: Hayman Feqemohammad MOHAMMED
Danışman: Yrd. Doç. Dr. Mehmet GÜVEN
Anabilim Dalı: İşletme
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<p>Modern yönetim, yönetsel çalışma sistemi ile başa çıkmak için daha kapsamlı kavramlar bünyesine dâhil etti ve bu modern kavramlar bir süre önce kurumlarda ve organizasyonlarda kapsamlı kaliteyi teşvik etme çabalarını yaygınlaştırmak maksadıyla başladı.</p> <p>Kavram, güç kelimesinden türetilmiştir. Çoğu tanım, çalışanların yetkilendirilmesinin işlevsel özellikleriyle beraber yönetim ve iş ile alakalı mevzularda bir saygı göstergesi olduğuna katılır. Öyle ki bu vasıta ile çalışanlar kendi kararlarını ve uygulamalarının sorumluluğunu alma yetisine sahip olurlar.</p> <p>Bu çalışmada, çalışanların Irak Cumhuriyeti Kürdistan'ına bağlı Erbil şehrindeki ticari şirketlerden birinde müşteri hizmetlerini geliştirmelerine olanak sağlama etkisinin tespit edilmesi amaçlanmıştır. Çalışmanın amaçlarını gerçekleştirmek için bir anket tasarlanmış, geliştirilmiş ve bir örneğe dönüştürülmüştür. Anket verilerinin değerlendirilmesinde sosyal bilimler için istatistik programı (SPSS) kullanılmıştır.</p> <p>Bu araştırma bilimsel kaynaklara dayanarak müşteri hizmetlerini geliştirmek için çalışanları yetkilendirme ihtiyacını tasvir etmektedir. Verilerin düzenlenmesinden sonra korelasyon, gerileme ve daha fazla istatistiksel model uygulamaya başladım. Verilerle eşleşen iki ihtimal var; Bağımsız değişken (çalışanların güçlendirilmesi yolları) iyi yapılırsa, bağımlı değişken üzerinde (müşteri hizmetleri) belirgin bir etkisi olur veya tam tersi geçerlidir. Sonraki bölümlerde daha detaylı bilgi sunulmuştur.</p>
ANAHTAR KELİMELELER: Personel Güçlendirme, Müşteri Hizmetleri, Eğitim ve Geliştirme, İnsan Kaynakları.

ABSTRACT

Title of thesis: The Need of Employee Empowerment to Improve the Customer Services. A Case Study of (Mic) in the North of Iraq.
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Supervisor: Yrd. Doç. Dr. Mehmet GÜVEN.
Department: Business Administration
Sub-field:
Date: / 01 / 2018
<p>Modern management introduced within advanced concepts to deal with the administrative work system and these modern concepts began some time ago, as it began to spread efforts to promote quality comprehensive in institutions and organizations.</p> <p>This force takes several forms of specialization according to which they are applied to, and in the science of management, there is a group of elements that can be considered aspects of force enables the employee to perform his work better, such as the validity, responsibility, knowledge, appearance, technology, relationships, money, personal trait. The study aimed to identify the effect of enabling employees to improve customer service in one of the commercial companies in the Republic of Iraq from the Kurdistan city of Erbil. To achieve the objectives of the study, a questionnaire was designed, developed, and distributed to a sample. The statistical package for social sciences (SPSS) was used to analyze the questionnaire data.</p> <p>This research illustrates the need of employee empowerment to improve customer services depending on scientific resources. In the theoretical section and depending on the data received from my questionnaire survey in MIC in the empirical section. After organizing the data I started applying correlation and regression and more, statistic model, there are two probabilities that match with the data which is; if the independent variable (ways of employee empowerment) is well done it will have an obvious impact on the dependent variable (customer service) and vice versa, more details will be in next chapters.</p>
Key words: Employee Empowerment, Customer Services (CS), Training and Development (T, D), Human Resources (HR).

LIST OF ACRONYMS

TQM:	Total Quality Management.
T, D:	Training and Development.
CS:	Customer Services.
HR:	Human Resources.
KRG:	Kurdistan Region Government.
IQ:	Iraq.
MIC:	Modern Iraqi Company.
TR:	Turkey.
USA:	United States.

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THE INTRODUCTORY

1. INTRODUCTION

Now days those HR are the most important resources used within modern organizations. HR is the intellectual and main element in production and services. It is the mean and the purpose of production and services. It is also the conscience, heart and sense of the organization. “Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.” (Anne M. Mulcahy).

The concept of empowerment of the human resource is one of the modern concepts that came with the huge and rapid changes. In the business environment and agreements, global trade and the emergence of civil society, as well as the development of administrative thought in general where the empowerment is not different from the technical aspect is much more than the linguistic meaning (Anne M. Mulcahy). It does not mean the formal participation of workers in the decision-making industry and does not mean listening in different meetings. But to give a real voice to the workers with their grants and provide them with tools and tools information and help them interact with others and enable them to take appropriate decisions without the need for approval to provide them with the opportunity, to master their work or manage it in such a way that they can provide better service to the clients of the organization. Which achieves development and organizational success, which is a vital direction and important in the science of modern management it is becoming more important as the needs of organizations of different kinds are increased to improve their effectiveness and efficiency by adapting them to the environment in which it works as a prelude to achieve the objectives. As well as the excellence of the competing organizations, that is, in empowerment the staff members have the authority to remain accountable for the consequences of their decision. Many organizations are faced with the problem of keeping employees. New employees have to be recruited; selected, oriented and trained it is expensive to the company. The research was conducted in the general trading company in the Middle East the branch of Erbil city.

2. PREVIOUS STUDIES ON EMPLOYEE EMPOWERMENT

The issue of empowering workers is one of the most recent issues in the field of business administration. It has emerged on the scientific scene since the beginning of the nineties and received great attention by many researchers and thinkers. The management scientists (Conger and Kanungo), which invited some researchers to the need to give more research and study on the subject of empowerment of workers.

Since 1990, the literature on the empowerment of workers and the associated changes has increased so dramatically that the 90s of the twentieth century were called the Enabling Age. Despite the theoretical and empirical studies that preceded the subject of enabling the workers to define its concept and characteristics and to identify the requirements of application, dimensions and consequences. However, the attempt to link the demands and dimensions of empowerment and the quality of banking service through job satisfaction has not been adequately studied and analyzed.

The researcher will discuss the previous studies in order to clarify the research gap between the current and previous studies.

1. STUDY (THOMES AND VELTHOUSE, 1990)

The study of both (Thomes and Velthouse) from the early studies on the subject of which allow workers aimed at identifying benchmarks for empowerment organizations. The study found that there are four dimensions to be measured which allow workers organizations namely: Impact, Choice, Competence, and Meaningfulness.

2. STUDY OF KINGS 2002 (THE IMPACT OF EMPOWERMENT IN PROMOTING ORGANIZATIONAL INNOVATION)

The study aimed to determine the role of empowerment in enhancing individual creativity at the level of scientific leaders at the University of Mosul. Moreover, measuring the effects of organized environment factors in individual and systematic creativity and the study reached a number of conclusions.

Including the different levels of empowerment among the members of the research sample in favor of the Board of Directors of the Higher University with there is a significant relationship between the democratic leadership factor in the

organizational environment and scientific research. The study also concluded a number of recommendations aimed at activating the positive relations achieved with identifying aspects that need to be their tracks towards the positive investment as well as to invite professors and researchers, academics and graduate students to address the concept of empowerment and depth to take advantage of the positive aspects of the possibility of its application in Iraq of our organizations.

3. STUDY AZIZ 2011 (EMPOWERMENT AND ITS ROLE IN MANAGING CREATIVITY)

The study dealt with empowerment as an independent variable and administrative innovation as an approved variable. 12 banks were selected. Of the branches of private banks in the city of Sulaymaniyah as a society for study and the sample of the research consisted of 60 people. The problem of the study lies in the lack of knowledge and knowledge of the organizations of the investigated organizations to limit the empowerment on the one hand and its close relationship to administrative innovation on the other.

The main objective of the study is to test the relationship of correlation and effect between the dimensions of empowerment and administrative creativity in the banks investigated. As well as to identify the strategies or policies used with the staff and to know the extent of support of these organizations to the strategy of empowerment. The study reached a set of conclusions, the most important of which is the agreement of the majority of the research sample to the existence of continuous development programs to improve the performance of the employees. Which enhances the confidence of employees themselves and their abilities as well as the banks seek to provide information to the workers, which enhances their self-commitment and gives them confidence and unleash their creative potential.

The results of the statistical analysis have confirmed the existence of a significant correlation between the dimensions of empowerment and management creativity as well as the moral impact of the dimensions of empowerment in administrative creativity. The most important recommendations are the need for the attention of the management of the banks investigated by applying empowerment as a modern management strategy. Seeks to encourage banking leaders and their employees to abandon the traditional methods and systems of management to be able

to access the continuous improvement in banking services and so on of the impact on the achievement of administrative innovation.

4. KUBAISI STUDY 2006 (ORGANIZATIONAL DEVELOPMENT AND CONTEMPORARY ISSUES)

The study dealt with diseases, imbalances and organizational challenges. The researcher also discusses the problems, difficulties and criticisms of organizational development, as well as the concept of organizational development, approaches, strategies and techniques applied in this field.

5. STUDY ALADDIN 2008 (ORGANIZATIONAL DEVELOPMENT AND ITS ROLE IN IMPROVING THE BANKING ACTIVITY)

An Empirical Study on the Commercial Bank of Syria. The study aims to study the concept of organizational development and how to apply the organizational development efforts within the commercial banks and study the extent of its impact on the performance level. In addition, the study pointed to the existence of a significant relationship between the efforts of organizational development and the improvement of the efficiency of banking work.

It also showed that the process of organizational development is an integrated and continuous process that comes in response to changes in the internal and external environment of the organization and showed that the development of the organizational structure of the bank is reflected in the improvement and diversification of services provided. The study also found that the criteria used to measure performance in the Commercial Bank and the regulations and laws governing the bank's work need to be further developed and updated. The results of the research confirmed the pivotal role played by senior administrative levels in the success of the organizational development efforts.

6. STUDY (BOWEN AND LAWLER, 1992)

Both of Bowen and Lawler targeted research study of the relationship between motivation systems and empower workers. The researchers concluded that incentives are one of the most important factors influencing employees' sense of empowerment.

Individual empowerment also requires taking into account individual contributions when setting up reward systems.

7. STUDY (MARIE, FIEDLER, 1993)

In the same direction dealt with Marie and Fiedler effect on the clarity of vision and empowerment of staff and organizational commitment and satisfaction and performance career company employers who import flowers USA.

The results of the study revealed a significant relationship between clarity and accuracy of the vision and both functional satisfaction and organizational affiliation, and the awareness of the workers to enable them as a mediator affects the results of their work and activities. In addition, the confidence of individuals in their internal work system and their sense of management confidence in them increases their degree of empowerment.

8. STUDY 1995 SPREITZER

Researcher developed to carry out this study, a measure of the concept of empowerment-included factors related to personal style, and other factors related to attitudinal concerning working conditions. These factors include opportunities for self-development and employment for employees, as well as exchange of information between presidents and subordinates, where the feeling of empowerment enhances the availability of such conditions.

9. YAVAS STUDY 1997

The aim of this study was to measure the quality of banking services in TR, where the study was conducted on the northwestern region of TR, and 200 questionnaires were distributed to each of the employees and customers of these banks. 156 of them were returned. The study concluded that any success of a quality bank service program can only be measured by creating and retaining new satisfied customers.

The staff responsible for providing the service are interested in the wishes of the customers as well as the wishes of the employees who provide this service.

CHAPTER ONE

EMPLOYEE EMPOWERMENT

1. ON THE NEED FOR EMPLOYEE EMPOWERMENT TO IMPROVE THE (CS)

This thesis examines the extent to which employee empowerment processes affect the performance of business organizations. Specifically, the study centers for the trading department (MIC) operations in Kurdistan. As such, the concept of empowerment has been chosen because of the constantly changing needs of users, as well as the preferences of stakeholders. Moreover, the potential differences in job achievement and role-play indicate that staff training is critical in seeking to improve performance in firms that consistently cope with stalled advances during the implementation of vision and message formulation processes.

Further discussion on the potential impact of employee empowerment and development in the company's operations and the workforce is provided in the next chapter. The following section presents the background of the MIC.

1.1 EMPLOYEE EMPOWERMENT

Leadership is not wielding authority its empowering people (Becky Broden). Employee empowerment is an important concept. Employee empowerment is also one of the four functions of HR management. Employee empowerment programs are generally planned and arranged by the HR departments.

The main aim behind conducting employee empowerment activities is to increase the knowledge and skills level of employees, which in turn result in the high performance of employees. Many research studies have elaborated the strong bond between the performance of an organization and employee empowerment.



Figure 1. Employee Empowerment

Source: <http://playbook.amanet.org/does-employee-empowerment-endanger-managers/>

1.1.1 Concept Defining of Empowerment

The concept of empowerment emerged in the last quarter of the last century as one of the contemporary administrative concepts that gives greater attention to the role of HRs in organizations. “Your number one customers are your people. Look after employees first and then customers last.” (Ian Hutchinson, author of People Glue). The idea of enabling the management to grant trust, authority and discretion to subordinates in their business, that this behavior generates a sense of importance, competence, and responsibility Thus, they will create a sense of self-motivation and a positive attitude toward work.

(Perkin, 1995) says that the word empowerment was officially used in the white house 360 times, during the years 1992-1999 and used 3769 times by the Congress the concept of the concept indicates the different meanings and meanings and the revision of the organizational and behavioral literature. 1999-2000 (Wetlaufer, 1999) shows that there is a printed article (30,000) about empowerment and this great increase and attention invited him to describe this era of empowerment.

Most of the researchers at the end of the 1980s and early 1990s conceptualized the concept of empowerment as a concept in modern administrative thought as well as being a contemporary entry point in the business management environment which is one of the keys the success and sustainability of the organization.

(Champoux Joseph, 2000) said that empowerment means giving authority, power, to a person or a group of people in order to achieve certain goals that may be possible.

Many researchers noted a number of approaches to the process of empowerment could be addressed to some of them (Duvall, 1999) which is in between the entrances as follows:

- 1- Individual empowerment: It means it is an individual process or personal stems from the individual and his motives and how much they possessed the ability of influence in the work environment.
- 2- Empowerment Organizational: the activity employed by the organization to help in creating the environment to enable the creation of any factors and dimensions that encourage individual empowerment and make them able to accomplish the proper action in the appropriate positions.

The field of organizational development comes at the forefront of the concerns of the authors of development and development policies, because of its influential post in the long term in achieving the organization's goals and programs planned. Reflecting the amount of human organizational development efforts within the organization in order to improve the level of the organization and in order to achieve its ability to solve its problems backward through good and encouraging start in the appropriate future strategy to ensure the achievement of the targeted programs of development mode.

A set of definitions is cited for this concept, but they are consistent in content (Slmi, 1980), organizational development as "a long-term activity is aimed at improving the ability of the organization to solve its problems. And self-renewing, through the creation of a comprehensive development in the prevailing climate by focusing on increasing the effectiveness of working groups, and so with the help of an external element". The role of change, which promotes new ideas among members of the Organization Department and it, is known as the organizational development process. planned and designed in order to increase the effectiveness of the Organization and its strength, and by changing the behavior of the individual and groups, the environment organization, and regulations, using the knowledge and techniques of Applied Behavior Science (Al-Qahtani, 1985).

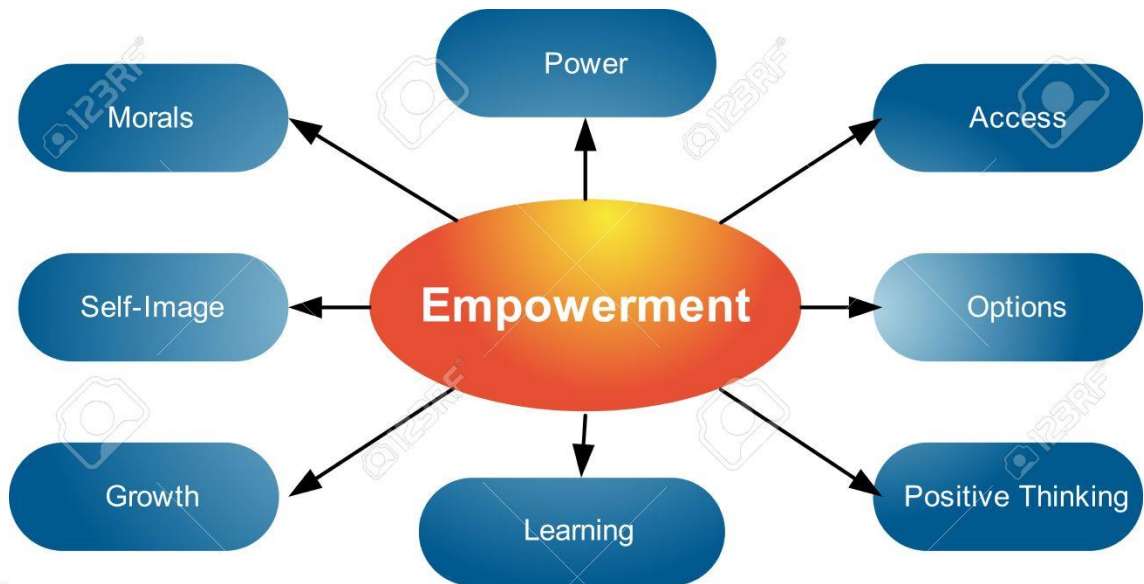


Figure 2. The Concept of Empowerment

Source: <https://www.123rf.com/stock-photo/empowerment.html?sti>

Term efforts to increase the effectiveness and vitality of the Organization by developing its collective diagnostic and response capacities (Ghamri, 1984). A planned process to change the beliefs, values and behaviors is required to bring about environmental effects adjustment for the safety and survival of the organization and effectiveness (Ilaqati, 1989).

1.1.2 Organizational Development Goals

Organizations seek development to achieve continued success through deliberate and planned targets in the light of new and perimeter a year of scientific additions in all fields and various organizational levels, so the researchers. (French and Bell, 1978) Classifies the goals of organizational development into four groups included all levels as follows:

- 1- at the individual level: the work to increase the level of personal enthusiasm of the individual and is as well as satisfaction and motivation and change values, participation, and increasing knowledge and skills and make the individual is very any development through its responsibilities and powers of the plan.
- 2- At the organizational level: and where the increase in the Organization's ability to face problems with openness to the world around and attention to the quality

of life within the organization and updating of techniques, values and standards to achieve the goals of the organization in profit survival and growth.

- 3- At the level of the group: and where is increased confidence and support level between members of the group within the organization with increased the responsibility of the group in the roles of planning and implementation while allowing the members of the group using all relevant information the relationship during the decision-making.
- 4- External adjustment: means greater openness and lateral connections, work towards adaptation to the environment with an increased capacity of the Organization towards external adjustment by repeating, re-conversion, and the discovery of the human psyche, and introduce new technology to the organization with events change through pre-planning to determine the future goals of the organization.

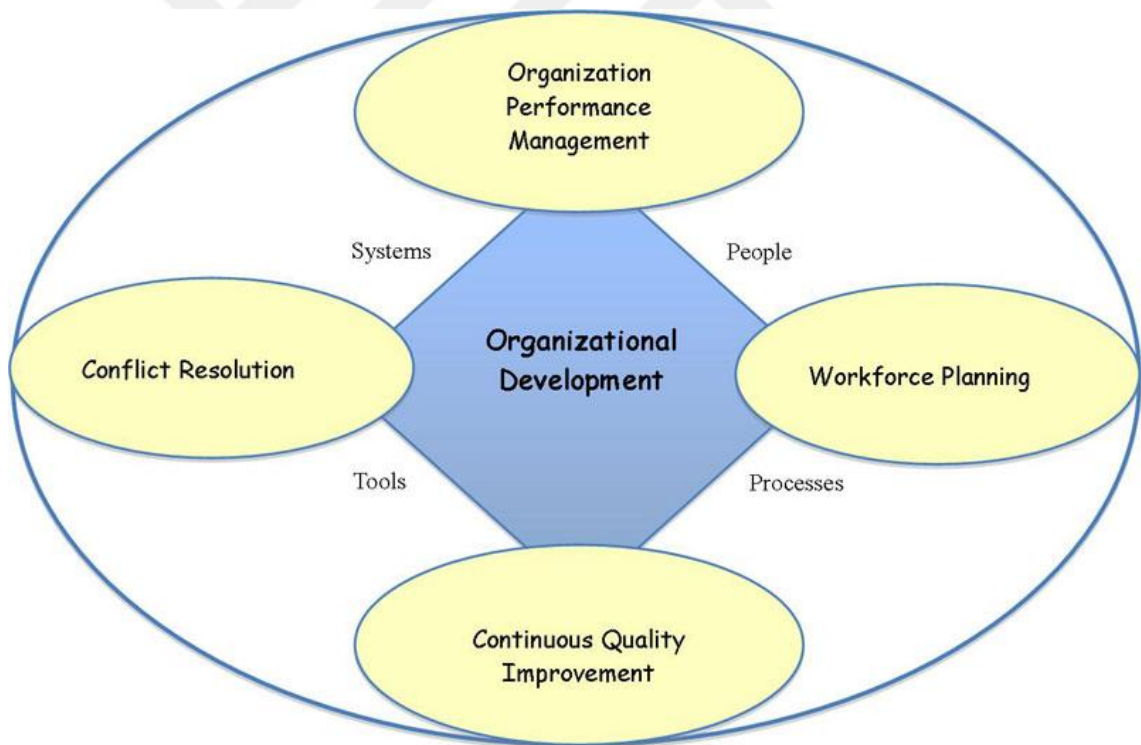


Figure 3. Organizational Development Goals

Source: <http://delawarepersonnel.com/orgdev/conflict.shtml>

The (Harvey, 2001) has indicated to the goals that can be achieved through organizational development, such as (Increase the effectiveness of the organization and increase its efficiency. To achieve the satisfaction of Members, Improve the ability

to survive and grow and increase the degree of maturation of the organization, Help members of the organization to diagnose their problems and encourage them to bring about the desired development, and increasing the degree of adaptation of the organization with the environment.

Spreading an atmosphere of confidence among employees across different levels of organization, creating openness in the regulatory climate enables all employees to address all the problems afflicting the organization explicitly and not to conceal them or avoid discussing, provide the necessary information to characterize the resolution continuously and dot distortion. Working to find compatibility between individual goals and organizational goals, and thereby increasing the degree of belonging to the administrative organization and its goals, find a reciprocal and complementary relationship between the workers as individuals as groups and encourage the spirit of competition within the team spirit which increases the effectiveness of the groups, and help supervisors to adopt democratic methods in administrative supervision, such as management goals. (Qruti, 2000).

(Thomas, 1990) believes that the main objective of the organizational development process is a sense of commitment, self-recognition between the workers and the problems existing in the organization and supervision, and then take the ways to resolve these problems and support and support these solutions, through this objective can be branching out other goals, such as:

- The development of decentralized decision-making in the workplace.
- The provision of cooperation between the members of the organization and managers each other's climate, or superiors and subordinates rather than conflict and competition.
- Changing the behavior of individuals and working methods in the form that corresponds to the work requirements and bring about change.
- Changing organizational structures and action to keep pace with progress and development.
- To develop the capacities of individuals and skills commensurate with the developments imposed by the working methods or the external environment variables.

More specifically, the organizational development process aims to clarify the message and the goals and objectives of the Organization, and work on the harmonization and integration of the goals of working units and the organization as a whole. It also aims to make the organization more effective and more able to deal with the technical and administrative problems and problems of workers, and to improve cooperation, collaboration, communication and teamwork between managers and their subordinates, and between units, and to encourage frank and free discussion of the differences and the issues and problems, and improve the decision-making process, and encourage employees and their unions to accept decisions, and create the ability to accept change and deal with it, and improve the performance of individuals, groups and personal relationships, and to reach a collective agreement on consensus and put the subject of implementation (Tracy William, 2004).

1.2 THE IMPACT OF TRAINING ON ORGANIZATIONAL INNOVATION

Changing environmental factors constantly led to link the institution of survival goals, excellence and competitiveness to achieve extraordinary results through the production of goods and services cannot be imitated or difficult, and it requires a constant flow of new ideas by moving the spirit of creativity and innovation, factors that are based on the acquisition of knowledge workers. but this cannot be the latter without ensuring continuous training and effective because with the help of the trainees access to new ideas in their business and innovative solutions to their problems more effectively to achieve their goals and decisions (Zaid Melod and Ben Bertal, 2006).

On the contrary, it is possible and received training on it, like many other managerial skills that are training as methods leadership, communication and negotiation skills. It also provide adequate training opportunities for employees that allows them to modern methods found at the solution to enable them to assume additional tasks and represent a challenge that would make them able to devise ways of problems and their modern management methods. (Zaid Melod and Ben Bertal, 2006).

Different training methods are used in the development and encourage creativity among workers trained to use the techniques of modern management in solving and addressing problems. such as the use of brainstorming tool, the synergy between esthetics and other methods that enrich the discussion and help to put forward

different ideas and opinions to solve problems and access new ideas and ideas related to products or services, which result from the employee efforts and costumer demands.

1.3 ORGANIZATIONAL PERFORMANCE

By performance of an organization, we mean the output of organizations, which are measured against the envisaged output. “There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.” (Jack Welch, former CEO of GE).

The performance of an organization is directly compatible to the success of that organization. In other words, higher the performance of an organization, the greater the success level of that organization. Several research studies have elaborated the strong connection between the performance of an organization and employee empowerment.

Strategic Objective and Goals



Figure 4. The Strategic Objective Goals

Source: <http://slideplayer.com/slide/11042378/>

1.4 EFFECTS OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

Many research studies have studied the relationship between work systems with high performance and the performance of the organization, (Evans, W. R., and Davis, 2005) wrote that there is a strong relationship between work systems with high performance and the performance of an organization. An organization can attain a distinct position in the market it operates in their research article (Collins, C. J., and Clark, 2003) mentioned that an organization can easily gain competitive advantage over rivals through the effective use of different trainings and development programs. In another important study. (Wang and Ahmed, 2003) reviewed the effects of organizational learning thereby identifying five forces of the practices in literature. These five forces revolve around individual learning, environment of organization and techniques of training.

Employee empowerment not only helps organizations achieve higher level of performance but also let the individuals learn advanced work related knowledge to perform their jobs, (Aguinis, Kraiger, 2009) wrote that they have conducted a detailed literature review of the research till the year 2000 about the relationship between Training and Development and performance of employees. From this research, it is evident that high performance is not directly associated with Training and Development, but it is the knowledge development of employees that bridge the gap between the performance of the organization and T, D

Learning culture is a good trait in the environment of an organization. Organizational culture that promotes learning, employee empowerment promotes many other good traits in the culture of an organization. (Marsick, V. J., and Watkins, K. E., 2003) suggested in their research that the learning culture serves many purposes in an organization. It not only lowers the cost of expensive employee empowerment programs but also infuriate the passion of learning in all workers of an organization. So far, we have discussed the relationship between performance of an organization and T, D Now, we are going to discuss how we can achieve a high performing organization by putting employee empowerment programs in place.

(Lawler, E. E., 2005) suggested that the needs of organizations are changing at a very fast pace. Organizations are now in search of people who are keen learners and

are able to deliver results as per tasks assigned to them, they added. Modern-day organizations are more likely to introduce a model in which the job security of employees is associated with their performance. This model, in turn, enables the organizations to base their employee evaluation on the performance of the employees. Further, this new concept also provides employees the opportunity to put their utmost efforts in the tasks assigned to them to be in the good books of their respective boss.

(Ahmed, P. et al., 2003) wrote that organizational performance and organizational competence mostly depends on a new technique which is called as internal marketing. Internal marketing refers to a technique in which an organization integrate, encourages and authorizes employees at all levels and functions to continuously deliver a positive customer experience that helps attain short term and long term goals of the organization. (Collins, C. J., and Smith, K. G., 2006) wrote that HR practices have far reaching effect on organizational culture. Which in turn, facilitate flow knowledge from top to bottom level and which contributes to the performance of an organization.

(Collins, C. J., and Smith, K. G., 2006) has studied more than 200 companies from different industries to identify the impact of training on the performance of employees and the performance of the organization. They found a strong impact of HR practices on the performance of the organization (Chen, C. J., and Huang, J. W., 2009) has also suggested the same impacts in their research studies. They also shed light on the knowledge management capacity in the relationship between performance and HR practices.

(Lockwood, N. R., 2007) wrote that organizational success highly depends on employee's engagement in their respective job. The engagement of employees can be enhanced through the use of employee empowerment activities at the workplace. (Robbins, S. et al., 2013) suggested that the performance of an individual is directly proportional to the performance of an organization. The higher the performance of an employee the higher is the performance of the organization (Lawler, E. E., and Mohrman, S. A., 2003) wrote that HR department is strategic partner of an organization.

“I consider my ability to arouse enthusiasm among men the greatest asset I possess. The way to develop the best that is in a man is by appreciation and encouragement.” (Charles Schwab).

1.5 THE DIFFERENCE BETWEEN ORGANIZATIONAL DEVELOPMENT AND ADMINISTRATIVE DEVELOPMENT

Organizational development and administrative development is illustrated in several different aspects in the following Table 1.

Table 1. The difference between organizational development and administrative development

Differences	Organizational Development	Administrative Development
the goal	Improve and develop the overall performance of the organization and not just one element of it.	Improve the capabilities and expertise and knowledge managers
Focus	Full organization	Individuals
The most important problems	System handles any impediment to the achievement of organizational performance at any level, such as - lack of capacity and knowledge managers - Lack of interaction between work groups - Lack of belonging to the achievement of objectives - imbalance in organizational structures	Lack of expertise and competencies of managers in the development of the organization's policies in the planning, organization and evaluation
Procedures	Education choice and work practice by diagnosing and solving the problems of the organization as well as problem-solving during education through:	<ul style="list-style-type: none"> • Education through traditional methods • Programs, lectures, books and research

	<ul style="list-style-type: none"> - information counter - Procedural consulting - Collaborating working groups - confront structural changes 	<ul style="list-style-type: none"> • Special training movements as a system of management by objectives and results
Based development	Behavioral and procedural	Administrative
Responsible for the design and implementation of programs	Director Organization	the coach
Continuity System	Permanent and continuous with time	Short periods from time to time
How to transfer skills	Without difficulty to integrate environmental conditions and work and learning at the same time for all.	With great difficulties for managers

Source: prepare by researcher

1.6 PROPERTIES OF EMPOWERMENT

It characterized the entrance to allow workers to a range of properties including the following:

1.6.1 Adopted a New Culture

Empowering employees requires employees a greater degree of risk management and the desire to accept subordinates customer errors, so the administration should adopt a culture not to blame, when a problem at work occur, the discuss should be on solve, not about blaming who cast, and the goal is to create a learning environment that examine each individual for alternatives to solve problems and correct errors do not feel ashamed or the isolation (Tan, 1996).

“On what high-performing companies should be striving to create: A great place for great people to do great work.” (Marilyn Carlson, former CEO of Carlson Companies).

1.6.2 Empowerment Focuses on More Problems Solutions

It addresses the power of people, and capacity more than the disadvantages, and thus the empowerment process is a trend active towards solving problems, so Empowerment concept is of being positive and not negative, as it is considered an input revolutionary rather than an input reformer to solve problems because it focuses on changing the construction of the Organization more access in the building that already exists (Kenneth, 1997).

1.6.3 Empowerment Concept of a Dynamic

Where force is taken and given, or in other words, there is a division of power. Therefore, there is a need not only for how the grantor has the power to take power, but how it grants power to others. This force will only be achieved by the means of supporting it, in particular the delegation of authority, job design, a climate of trust, and the provision of the necessary resources.

As well as focus on horizontal relations, Empowerment programs are important in flexible organizations that respond quickly and adapt to changes and adopt non-traditional organizational structures that tend to be horizontal rather than vertical, It is dominated by a culture of delegation, not domination, control, encouragement of innovation and reliance on human beings, It is not the rules and the power of collective thinking, not monotheism.

1.6.4 The Concept of Democratic Empowerment

Since the empowerment, process aims to redistribute power among all, rather than confined to the hands of a group of individuals, and thus they contributed to the achievement of social justice among workers.

1.6.5 The Concept of Empowerment Motivational

It aims to encourage employee empowerment so desire saturates factor in control, control, and a sense of responsibility by granting discretion and participation in decision-making, thereby blowing the potential and capacity factor achieves this creativity and excellence.

1.6.6 The Empowerment Mainly On the Formation of Effective Teams

Which is also called (task groups are self-enabled) that is given great powers to make decisions which are necessary for high performance, this difference is based on the slogan that no one is perfect but the difference enjoys perfect.



CHAPTER TWO

MANAGEMENT DEVELOPMENT

2. DEVELOPMENT AND TRAINING OF HR

Training is intended to voltage regulator and planned to provide HR in the organization of certain knowledge. And to improve and develop their skills and capabilities, and to change their behavior and trends positively improve performance of the organization (Abdul Bari Durra, 2003).

Training great, especially in light of economic changes, social, technological and governmental organizations that significantly affect the objectives of the strategy and the importance of the institution. On the other hand, these changes can lead to the obsolescence of skills borne in a short time. The importance of training in the following key aspects:

2.1 IMPORTANCE TO THE FOUNDATION

This importance appears as follows:

- Increase productivity and improve organizational performance.
- Helps to link employees to the goals of the institution.
- Helps to create positive internal and external trends towards the organization.
- Helps in opening up the organization to society.
- Clarifies the general policies of the Organization.
- Developing methods of leadership and rationalizing administrative decisions.
- Understanding and clarifying the general data of the institution.
- Renew and enrich information.
- Helps in effective communication and internal consulting (Nazmi Shehadeh, 2000).

2.2 IMPORTANT FOR WORKING INDIVIDUALS

This importance appears as follows:

- Help individuals improve their understanding of the organization and their role in it.
- Helps individuals improve their decisions and solve their work problems.
- Raise the morale of individuals, give them sufficient skills, which leads to the confidence of the individual himself, and achieve a kind of psychological stability (Salah Abdel Baqi, 2009).
- Reduction of work accidents resulting from errors by workers, and reduced the scope of the supervision function for the manager, which allows moving to other administrative tasks.
- Rehabilitate employees to fill higher-level posts in the future rather than resorting to internal resources. Flexibility means short-term adaptability of the organization with any changes in workload. This requires the availability of multi-skilled individuals who are an important investment in the organization.
- Develop motivation for performance.
- Helps develop interpersonal communication skills.

2.3 IMPORTANCE FOR THE DEVELOPMENT OF HUMAN RELATIONS

This importance appears as follows:

- Developing methods of social interaction between working individuals.
- Develop the ability of individuals to accept adaptation to changes.
- Documenting the relationship between management and working individuals.
- Contributes to the development of self-direction for the service of the Organization.

In general, organizations conduct training activities to raise the efficiency, knowledge and skills of workers and orient their attitudes towards specific activities.

Companies need to identify the needs of subordinates for training, use appropriate methods and methods, and evaluate the effectiveness of such training (Mario, 1980).

2.4 METHODS OF EMPOWERMENT

2.4.1 Leadership Style

Enabling subordinates of modern leadership methods that contribute to increase the effectiveness of the organization and leadership style based on the role of the leader or manager in enabling staff. This method indicates that the possible institution is the institution, which includes the scope of the supervision of large, in the sense that the ratio of staff to managers to grant greater proportion of high levels of authority, in relation to this ratio in the traditional institutions. It also includes administrative institution in the world and this method focuses specifically on delegation of authority or authorities from top to bottom.



Figure 5. The Leadership Concepts

Source: <https://www.aspiretrainingteam.co.uk/advice/leadership-in-early-years/>

2.4.2 Method of Empowering Individuals

This method is centered on the individual thus it is called "self-empowerment", highlights of empowerment begins here when cognitive factors per capita trend towards acceptance of responsibility and autonomy in decision-making. This has found that proficient staff have greater levels of control and function control requirements, and the ability of the largest investment information, resources on

individual levels, although the empowerment here is seen as an individual experience in control and take responsibility for the control, however, there are other methods based on collective empowerment and empowerment of the team.

2.4.3 Method of Empowering Team

The focus on individual empowerment may lead to ignore the work of the team, so some researchers saw great importance to enable the group or team for the collective action of benefits beyond individual action. The idea of collective empowerment has begun with quality circles initiatives (circles Quality) in the seventies and eighties of the last century and empowerment on this basis is based on building strength, develop, increase through collective cooperation, partnership, and work together.

The work of the team is a method used to enable workers and justification to develop their abilities and enhance institutional performance, and to enable the team in line with the structural changes in organizations, in terms of expanding the scope of supervision and transition to a horizontal organization and regulation plans (Structures Flat) rather than hierarchical organizations.

Empowerment gives the team a greater role in improving performance, because interdependence (Interdependency) between team members lead to the great value of individual autonomy (Dependency) as the added value realized from the cooperation of team members when they realized the skill and knowledge of the conditions for each team member (Yahia Melhem, 2006).

2.4.4 Total Quality Management (TQM) and Empowerment Stage

Advocates see the need to change the overall quality of processes and activities that work because of the institution in line with the empowerment of staff, this method is due to the views of (Edward Deming), and his thoughts on the quality and TQM. The concept of TQM, which is a fundamental principle.

The process of continuous and gradual improvement in all dimensions and areas of the Organization, through the involvement of all and their active participation in the process of development and improvement of quality (Yahia Melhem, 2006).

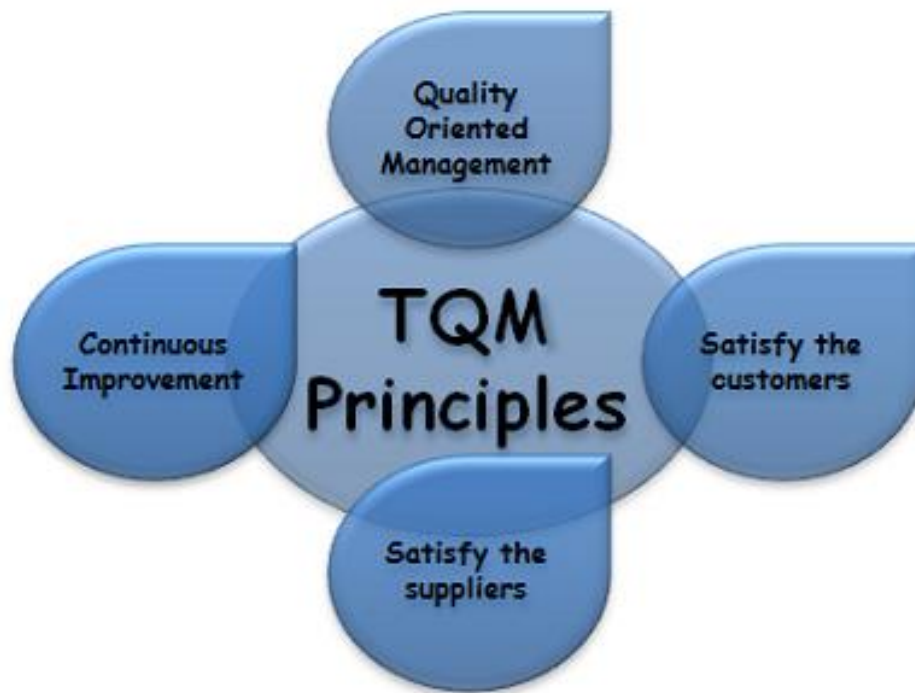


Figure 6. The TQM Principles

Source: <https://wzekry.wordpress.com/2013/01/10/total-quality-management-part-1/tqm-principles>.

2.5 DEVELOPING FACILITATION SKILLS

Centered orientation of community organizations to work, their problems and issues of emergency should treat them and solve them in our local communities. For this reason, we met in the foundation, right. However, In order to be successful groups already, we should devote some time to focus on the skills used by our members and our leaders in order to get all of this work and inside and outside our organizations.

The facilitation skills as one of the most important skills for leaders and members. They are the skills "process" that we use to guide and lead the essential parts of the organizational work with groups of people, such as meetings and planning sessions, and the training of our members and our leaders (Schwarz, 1994).

Whether a meeting (large or small) or a training course, someone should design teamwork and guide the process, so that you accomplish your purposes. While it may be a group of people set the agenda and define goals, it should be one person on how to deal with your agenda and achieve these goals in an effective manner focused. This is the person we call the "facilitator".

2.5.1 Why Do We Need Facilitation Skills?

If you want to plan well, and to preserve the involvement of Members, and that they developed real leadership opportunities in your organization and skills of your members, for you need facilitation skills. The more you know how to design and manage a good learning and planning process, the more your members will feel empowered to share their own ideas, and they have maintained their investment in your organization, and they took responsibility and feel more and more of belonging, improve your meetings.

It seems that we are always moving from meeting to meeting. The next section of several community work addresses in depth planning and conducting good meetings. However, we deal with practical skills that should be enjoyed by the meetings of the leaders. It should be remembered that this facilitation skills are not useful only for meetings: they are also useful for planning, and "nurture" new leaders, conflict resolution, and maintaining good communication in your organization (Schwarz, 1994).

2.5.2 How Do You Plan to Facilitate The Process of Good?

Cares about a good facilitator of the meeting or planning outlet session, and how people participate in the meeting and their interaction in the process. It is true that the achievement of goals and outcomes that everyone wants is important, however, the facilitator also wants to make sure that the process is intact, that everyone is committed, and that experience is the best way for the participants (Schwarz, 1994).

2.6 Strategic Management of Organizations

Organizations faced and are still facing challenges and difficulties either go beyond or achieve success and stability, or led to failure. For this has become imperative for organizations to find ways to meet those challenges. As organizations today is witnessing many transformations imposed on them following the methods and behavior of modern trends in order to provide its services and products in the best form, As well as to form a future picture of what will be in the future at least near. Organizations of the future must adapt and maintain their orientation. Strategic management provides this through a future vision that enables organizations to adapt

to environmental changes, and to benefit from studies of markets, products and competitors in order to achieve long-term goals and objectives.

2.6.1 Strategic Thinking

Strategic thinking is one of the important challenges facing senior management in any organization, but it extends it to cover all levels. Moreover, embodied the benefits of strategic thinking as a tool that promotes professionalism and excellence in competition. The strategic thinking helps to answer questions about perceptions of the organizations long-term (Khafaji, 2008).

Defines strategic thinking as a method through which officials can guide the organization, and move them out of mere daily administrative operations and crisis response to a different vision of the dynamic factors of internal and external capable of bringing about change in their surrounding environment, in order to achieve ultimately effective guidance to better their organizations, so that the new perspective, heading for the future without neglecting the past.

Strategic Thinking is one of the most important contemporary methods in the management of organizations, it represents a tool for the industry future, says (Owen Baepk) in this regard: It is unable to predict the future is not worthy to live in it (Al-Douri, 2009).

2.6.2 Strategic Management Concept

(Al-Dhahiri, 1999) The strategic management capable of activating and controlling the movement of the organization towards ensuring the strategic future. So that the long-term success requires the capabilities and competencies of an intellectual and a strategy able to study and analyze reading the future and reduce uncertainties. In order to ensure the construction of a permanent strategic center based process of innovation and achieve competitive strategic perfect choice.

As for the definition of strategic management. They are "connected to a series of decisions and actions that lead to the development or strategy formation. Alternatively, effective strategies to help achieve the organization's goals and the process of strategic management is a way through which to set goals and making strategic decisions. (Hussaini, Falah Hassan, 2006).

Alternatively, is "way related to answering the situation that the organization wants to achieve and how to get to that situation. As mainly related to the future of current decisions with not ignore the fact that the uncertainty (or uncertainties). It must be reduced to the lowest possible level, by conducting a review of an ongoing comprehensive planning of the Organization as well as the implementation process (or application). (Strategic Financial Management, India 2010).

Through previous definitions of strategic management, it can be said that strategic management is all about the decisions and directions taken by the bank in order to achieve future goals under taking into account the surrounding bank and changes the environment. This needs to choose the right strategy and then implement, evaluate and control.

It includes strategic management of the organization three levels, according to the most common divisions, and these levels are as follows:

1. Corporate Strategy.
2. Business Strategy.
3. Functional Strategy.

CHAPTER THREE

METHOD, DATA ANALYSES

3. METHOD, DATA ANALYSES

3.1 RESEARCH METHODOLOGY

In this chapter, a description of the systematic techniques that will be used in data collection and analysis is provided explanation. The ruling, in turn, help in the development and understanding of the role of staff development in the institution's operations.

This chapter also discussed the purpose of the research methodology, explain the selection of the sample procedures, describing the approach to data collection and design tool for gathering information, as well as provide an explanation of the statistical approach that will be used during the data analysis process.

3.1.1 Company Background

Modern Iraq Co Inc. was established in 2004 in Iraq. To distribute Procter and Gamble products. It is a company of companies based in the Middle East, and took the public agency by Abu Dawood group in the Saudi Arabia. Moreover, there are many branches in the Middle East (Abu Dawood) in Iraq, Bahrain, Egypt, Pakistan, and other Arab countries.

MIC consists of seven branches in Iraq from Kurdistan to the south, and also have sub-distributors, and is one of the largest distribution companies in Iraq in terms of strength of products and the company includes more than 1200 official employees in Iraq.

3.1.2 Thesis Statement

Today, all organizations are facing problems ranging from the productivity of employees to productivity of the organization. Organizations around the world are now more concerned about their employees' productivity and the ways to increase the productivity of the employees. Similarly, organizations around the world are now more concerned about the performance of the business and the ways to increase the performance of the business. Organizations want to achieve utmost operational

excellence to increase their profits and decrease their costs. Considering all these issues in mind, the problem of increasing the performance of the organization through the employee empowerment activities has been selected in this research study.

3.1.3 Significance of the Study

Empowerment and functional path realizations are often associated with organizational success, besides attracting and retaining the (top) staff. The study is significant in various ways. For example, the study will enable the affected departments to understand the trends and perceived challenges during the empowerment and development CS of their employees, ideal for goal and objective formulation towards better performance.

It comes with no surprise that the problem discussed in this research study is the most significant problem in any organization. This is because of the reason that the productivity of the employees is directly proportional to the productivity of the organization. Moreover, the productivity of the employees is directly proportional to the knowledge and skills related to their particular role in that organization. It is evident from the discussion that the research on productivity of employees and employee empowerment and the impact on the performance of the organization is an important study of today.

It is known that nowadays development of all trading sectors is one of the most important things in life. This study shows that the effect of employee empowerment levels on CS in one of the companies of private sector in Erbil trying to attract the most attention of customer service. In a study, models are used to find the effect of employee empowerment levels of CS generally as well as shows the relationship and interaction among variables, in here, statistics models calculate data and illustrate the relation among variables, CS and employee empowerment.

3.1.4 The Objective of This Study

The purpose of this study is to find out the relationship between employee empowerment and CS. We can use these models in more fields such as (international business, economics, medical research, sociology, and marketing ...etc.), for example in this study, we would like to show the relationship between employee empowerment and CS.

The process of employee empowerment and developing CS has been associated with staff identifications of their interests, values, strengths and weaknesses in one hand and depending on the different means of training in another hand.

The research seeks to generalize the importance of empowering workers by giving them some administrative powers to increase their motivation, to work During the submission of proposals for senior management as well as important recommendations, based on the findings of the questionnaire And statistical analysis. Especially in the knowledge of the views and attitudes of employees in the company to know their direction and aspirations and their wishes to apply the dimensions of empowerment in the company investigated and can summarize the objectives of the research as follows:

1. Highlight the concept of empowerment and its relation to organizational development to achieve excellence and success of organizations.
2. Verify the validity of the relationship between the association and the dimensions of empowerment and the dimensions of organizational development in practice depending on accurate statistical analysis
3. Submit proposals and recommendations to the management of the organization concerned with regard to the empowerment of workers in order to motivate them toward outstanding achievement to achieve development in that organization.

Training and development of employees operate as referral agents by providing contact between employees and the users of company products, as well as resources (Yang, 2007).

In my thesis project, I have focused on how the private sector supports employee to improve the CS performance and what is the role of HR in supporting small projects for youths in KRG. On the other hand, what is the company responsibility while someone has a good idea to establish an own project but he/she cannot do that because of financial problem and other problems. (Block, 2011).

Employee empowerment is one of the most important functions of HR management. In order to get full work potential of the employees, organizations need to adopt an efficient and state-of-the-art employee empowerment framework. Keeping

this importance of employee empowerment in mind, we are going to discuss the implications of employee empowerment activities in an organization. This study aims at shedding light on the relationship between training and development and performance of the organization.

High performance leads an organization to higher profits, which is the primary objective of every business. Moreover, an organization can increase the productivity of its employees by putting in place good systems of T, D.

3.1.5 Research Hypothesis

In this dissertation study, employee empowerment is one of the two main variables. It is an independent variable in this letter. The second most important variable in this research study is the improve CS of an organization. The improve CS of an organization is dependent variable with respect to independent variable T, D This is because of the reason that the performance of an organization mostly depends on the success of T, D Both these two variables depend on each other very much and both these two variables are very much important for an organization.

3.1.6 Variables and their Interdependence

Both variables of this research study are interdependent on each other. Employee empowerment is independent variable whereas; performance of the organization (customer service) is dependent variable. This is because employee empowerment activities can affect the performance of the organization. Thus, there is a strong interdependence of employee empowerment and performance of the organization.

3.1.7 Research Problem

Many organizations suffer from the bureaucratic departments that believe in the centrality of the decision and the lack of delegation of authority to the subordinates, which leads to delays in completing the work due to the many steps or stages in which the completion of the approvals work related transactions, which can have negative results at all levels.

Identifying the extent of the empowerment of the employees can be through the administration on the development of organizations and the satisfaction and

improvement of customer service, especially in the work they perform and take some decisions that help to complete the work quickly and immediately without reference to senior management except in necessary cases.

In order to avoid the routine that leads to the delay of work or delay the completion of transactions related to the dealings with the company and this depends on the extent of understanding and understanding of the developments, in the science of modern management and applications. Especially in the conviction of the importance of delegating some of the powers that enable employees to complete their work as quickly and necessary as possible. The trust of the heads of subordinates, which is reflected in turn on the completion of business in the company, and based on the above, can be formulated dimensions of the problem by the following questions:

1. Does the management of the organization realize the importance and degree of the relationship between the empowerment of employees and organizational development?
2. Is there a clear perception in the management of the organization about the impact of empowering employees in administrative development?

3.1.8 Structure of the Study

This thesis is divided into three chapters. The first chapter provided that the study of the concept of staff development and improve customer service was in, followed by identifying the problem, the statement of the objective of the study and its objectives, besides the research questions. In addition, chapter two presented the importance of the study and possible constraints and research hypothesis.

As I mentioned before, the previous scientific contributions on the training and development of staff, as well as the theoretical framework. The third chapter is the methodology and offers sections such as research design, population and sample, and procedures for data collection, data analysis, assumptions, constraints, and the limits of the study. Will discuss the fourth chapter results, analysis and interpretation, While the fifth chapter, the last section, This will entail reaching recommendations on staff training and development and its association with the performance of the company.

3.1.9 Methodology the Study

This chapter focuses on the use of modern Iraqi Kurdistan case study method of application on Iraq Company. To examine the relationship between the requirements and dimensions of empowerment and the functional satisfaction of the employees in this company and the possibility of distinguishing between them based on the requirements of empowerment, on the one hand, and examining the relationship between job satisfaction and quality of service on the other hand.

The study also adopts the methodology on the pilot entrance in order to determine the impact on the empowerment of staff job satisfaction on the one hand, and the impact of job satisfaction on the quality of customer service on the other hand. In this part, we are going to discuss what we will study in order to collect data. The methodology of this research is qualitative.

In the usage, questions of the survey are often obtained by using the questionnaire in the previous study.

3.1.10 Study Area

The city of Erbil, also known as Hawler, is situated in the northern region of Iraq and it is the second capital of Federal Iraq after Bagdad. It lies between the latitudes (45, 35-37), and the two longitudes 43 and 45. Erbil on the border with TR to the north and Iran to the east. Erbil combines with Dahuk and Sulaymaniyah to form a region administered by the KRG Government.

Erbil is the capital of each of Erbil and the KRG Government province. The security situation remains generally quiet. UNESCO has funded a project to renovate and revitalize the castle in the city of Erbil, one of the oldest inhabited settlements in the world, aged between 3000 and 6000 years. As of 2013, it has a permanent population of approximately 1.5 million. Human settlement at Erbil can possibly be dated back to 5000 BC, and it is one of the oldest continuously inhabited areas in the world (Anonym, 2012).

Erbil contains 10 districts: Hawler Centre, Soran, Xabat, Rawandz, Shaqlawa, Koya, Maxmwr, and Mergasor, Choman.



Figure 7. Map of Erbil governorate and all districts

Source: GoI COSIT (est. for 2007)

Area:	15,074 sq km (3.5% of Iraq).
Population:	1,542,421 (5% of total).
Gender Distribution:	Male: 50% Female: 50%
Geo Distribution:	Rural: 24% Urban: 76%

Erbil at a Glance

3.1.11 Research Design

In this part, we are going to discuss what we will study in order to collect data. There are two main subjects of this research study. First, we will discuss the importance and meaning of empowerment and development in an organization. Secondly, we will shed light on the meaning and importance of the performance of the organization. Thirdly, we will discuss the interdependence of empowerment and development activities and the performance of the organization.

3.1.12 Data-Collection Methods

Data collection methods are major part of this research study. Two main data collection methods have been used to collect primary data. For the collection of primary data for this research study, more than 5 interviews with Senior Management and Medial management the key employees of the HR department and production department have been carried out to know about the relationship activities and the performance of the organization. Moreover, primary data has also been obtained through self-administered questionnaire. Questionnaire had been distributed to 150 employees of the different department of that organization.

The focus of these interviews and questionnaires was on the employees of HR department and production department. The reason behind choosing these two departments to focus on was that HR department and production department are the key stakeholders to the research on empowerment and development and the performance of the organization. The results of the primary data pointed out that there is a strong relationship between the empowerment and developing the employees with the performance of the organization.

3.1.13 Community Case Study Sample

Researcher relies on the comprehensive inventory method; the following is a general characterization number of employees in the company.

Table 2. A general description of the workers in the MIC.

The statement	Number of employees			Total
	Senior Management	Medial management	Employee	
Erbil, Duhok, Sulaimanyah	12	50	338	400

Source: Statistical Bulletin of the company, 2017.

3.1.14 Description of the Research Sample

Was selected a random sample of 150 people working in the company's MIC. Who distributed them to identify research, it has been received (150) questionnaire filled. Then the researcher using a number of to find out how (SPSS) statistical tools to reach the desired results and based on the ready-to-system software the effect of empowering workers in the development and improve customer service.

3.1.15 Data Analysis

After collection of data from interviews and self-administered questionnaire, we have carried out different data analysis techniques on the primary data to obtain secondary data. We have made use of different statistical analysis techniques. In this regard, we have carried out the famous and important data analysis method on the primary data to study the relationship between the independent variable and dependent variable. The result of analysis show that there is a strong relationship between the empowerment and development and organizational performance.

3.2 MEASUREMENT

3.2.1 Conceptualization of Independent Variable

Empowerment and development activities are independent variable in this research study whereas; organizational performance and CS are dependent variable in this research study. By empowerment and developing workers, we mean we are adding more value to the staff. This value addition is achieved through teaching the employees about different job related soft skills and technical skills.

3.2.2 Conceptualization of Dependent Variable

Organizational performance and CS are dependent variable in this research study whereas, empowerment and development activities are independent variable in this research study. Organizational performance is the level of productivity of an organization over a given period. Performance of an organization can be measured with the help of different techniques. One way to evaluate the performance of organization is to evaluate how effective have been the activities that were meant to enhance the organizational performance.

FINDINGS, ANALYSIS, AND DISCUSSION

3.3 SOCIO DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

3.3.1 Gender of Respondents

The finding of classification of respondent by gender represented that, 70.7% of the respondents are male, while the remained 29.3% were female. This means that the percentage of male employees is higher than female (Figure 8) and (Table 3.).

Table 3. Gender definition

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	106	70.7	70.7	70.7
Female	44	29.3	29.3	100.0
Total	150	100.0	100.0	

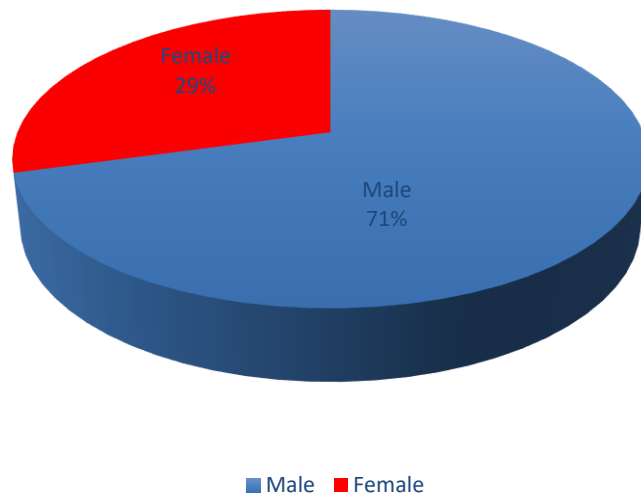


Figure 8. Gender definition

3.3.2 Marital Status of Respondents

The result of marital status portrayed that, nearly 55% of the employees are married, and 45% are single. Married employees have more salary and benefits than single employees (Figure 9.) do.

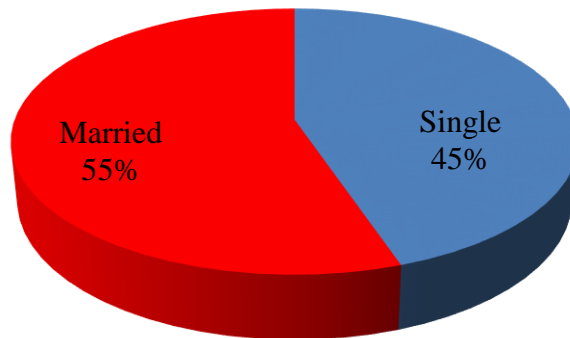


Figure 9. Marital Status

3.3.3 Education level of respondents

Table 4. Employee scientific

Scientific level	Frequency	Percent	Valid Percent	Cumulative Percent
starter	3	2.0	2.0	2.0
Middle	17	11.3	11.3	13.3
preparatory	14	9.3	9.3	22.7
Higher diploma	39	26.0	26.0	48.7
Bachelor	74	49.3	49.3	98.0
Master	3	2.0	2.0	100.0
Total	150	100.0	100.0	

According to the result, 23% of the respondents have degrees less than diploma, while the remained 77% is occupied by the employees that have a degree of diploma; bachelor or masters. This can be explained due to the posting requirements of education, as some posts require a diploma degree, other higher posts require a bachelor's degree, while most top management posts require a postgraduate certificate.

In addition, this result improves the sincerity of data since most employees are educated and they were extremely aware of the statements in the questionnaire (figure 10 and table 4.).

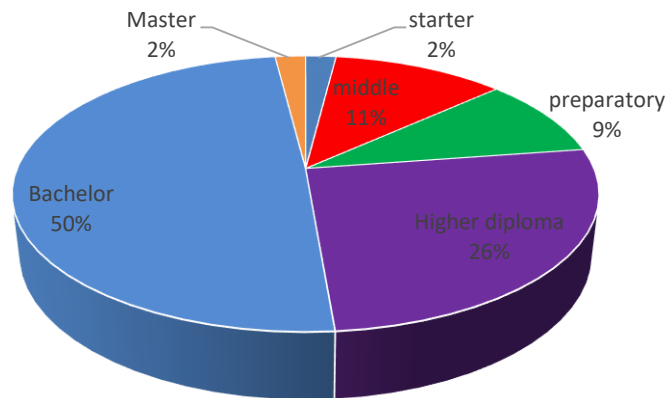


Figure 10. Employee scientific

3.3.4 Age of Respondents

(Table 5.) and (figure11.) Indicated that 60% of the respondent's ages are less than 30 years old and 40% are more than 30 years old.

Table 5. Employee ages

Age group	Frequency	Percentage (%)
< 20	38	25.3
20-29	52	34.7
30-39	36	24.0
>40	24	16.0
Total	150	100.0
Mean	35.7 (1.43)	

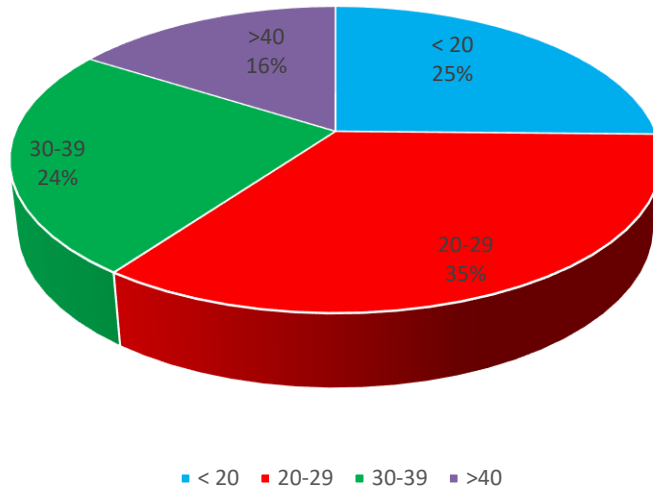


Figure 11. Employee Age

3.3.5 Duration of Work in Company

The (table 6.) shows the duration of employee work in MIC that out of the 150 respondents, 25.3% of the respondents are between 1-2 yrs.’ Employed ,34.7 of the respondents are choice 2-4 yrs.’, %24 of the respondents are 4-6 yrs.’ and 16% said I Over 6 yrs.’ employed.

Table 6. The duration of employee work in MIC

Variable		Frequency	%	Mean	SD
	1-2 yrs.’	38	25.3	2.31	1.023
	2-4 yrs.’	52	34.7		
	4-6 yrs.’	36	24.0		
	Over 6 yrs.’	24	16.0		
	Total	150	100		

3.4 FACTORS AFFECTING JOB SATISFACTION AND MOTIVATION

3.4.1 Reasons to choose the Iraqi Modern Company

The (table 7.) shows the Reasons to choose the Iraqi Modern Company that out of the 150 respondents, 45.3% of the respondents are chooses working conditions, 21.3% of the respondents are choice good salary, %28 of the respondents are Employee benefits package and 5.3% said because working in my field.

Table 7. Reasons to choose the Iraqi Modern Company

Variable		Frequency	%	Mean	SD
	Working conditions	68	45.3	1.93	.974
	Good salary	32	21.3		
	Employee benefits package	42	28.0		
	Working in my field	8	5.3		
	Total	150	100		

3.4.2 Training Staff Is an Indication for Developed HR

Table 8. Training Staff Is an Indication for Developed HR

Variable		Frequency	%	Mean	SD
	Yes	143	95.3	1.11	.494
	Somewhat agree	0	0		
	No	5	3.3		
	I don't know	2	1.3		
	Total	150	100		

From my survey questions at (table 8.) I asked them at question seven (Do you think training staff is an indication for developed HR?), and I get this result that out of the 150 respondents, 95.3% of the respondents has chosen yes, 3.3% of the respondents has chosen no, and 1.3% said because I don't know.

3.4.3 Workshops Benefits

In this question at (table 9.), we obtained the result that workshops are necessary to strengthen staff. The result is very strong of the 150 respondents, 94% of the respondents has chosen yes, 6% of the respondents has chosen no.

Table 9. Workshops Affects

Variable		Frequency	%	Mean	SD
	Yes	141	94.0	1.12	0.477
	Somewhat agree	0	0		
	No	9	6.0		
	I don't know	0	0		
	Total	150	100		

3.4.4 Satisfied With the Company's Privileges

Table 10. Employee Satisfied With the Company's Privileges

Variable		Frequency	%	Mean	SD
	Yes	110	73.3	1.53	0.887
	Somewhat agree	0	0		
	No	40	26.7		
	I don't know	0	0		
	Total	150	100		

The table (10.) shows employee satisfied with the company's privileges that out of the 150 respondents, 73.3% of the respondents has chosen yes about the company's benefits such as salaries, allowances, transportation services, grants, health insurance and support , 26.7% of the respondents has chosen no.

3.4.5 Self-Satisfaction and Affects the Development of CS

Table 11. Self-Satisfaction and Affects the Development of CS

Variable	Frequency	%	Mean	SD
Yes	111	74.0	1.54	0.946
Somewhat agree	3	2.0		
No	30	20.0		
I don't know	6	4.0		
Total	150	100		

The (Table 11. and Figure 12.) shows self-employee satisfied with the company's privileges that out of the 150 respondents. 74% of the respondents has chosen yes about the company's self-satisfaction and affects the development of customer service, 2% of the respondents has chosen somewhat agree, 20% of the respondents has chosen no and 4% of the respondents has chosen I don't know.

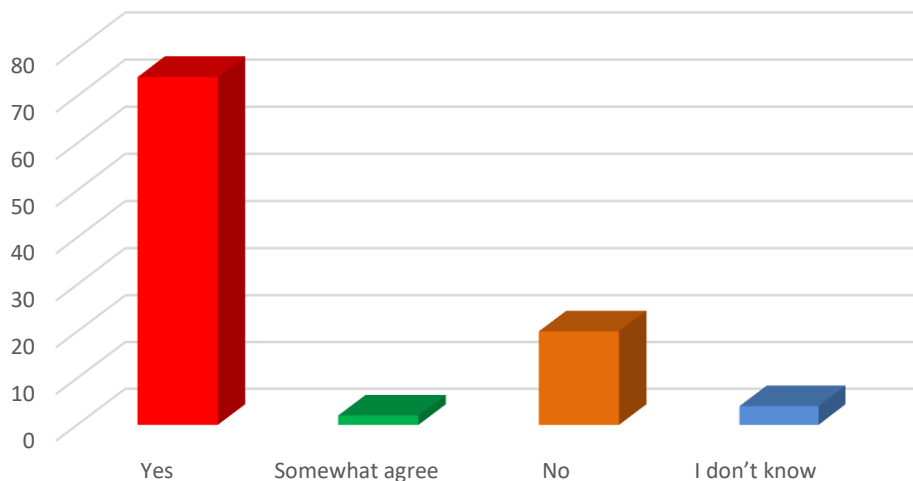


Figure 12. Self-Satisfaction and Affects the Development of CS

3.4.6 Employee-Satisfaction and Affects on Development of CS

The (table 12.) shows employee satisfaction with the company's privileges that out of the 150 respondents, 40% of the respondents has chosen yes about the company's employee-satisfaction and affects the development of customer service, 16% of the respondents has chosen somewhat agree, 37.3% of the respondents has chosen no and 6.7% of the respondents has chosen I don't know.

Table 12. Employee-Satisfaction and Affects on Development of CS

Variable		Frequency	%	Mean	SD
	Yes	113	75.3	1.54	0.967
	Somewhat agree	0	0		
	No	30	20.0		
	I don't know	7	4.7		
	Total	150	100		

3.4.7 Relations between the Organization and the Employee to Make a Decision

Table 13. Relations between the organization and the employee to make a decision

Variable		Frequency	%	Mean	SD
	Yes	60	40	2.11	1.018
	Somewhat agree	24	16		
	No	56	37.3		
	I don't know	10	6.7		
	Total	150	100		

From my survey questions, I asked them at question, twelve. (Does the company consults you when it has a new plan, which affects the developing of CS?). At (table13.) I get this result that out of the 150 respondents, 40% of the respondents

has chosen yes, 16% of the respondents has chosen somewhat agree, 37.3% of the respondents has chosen no and 6.7% of the respondents has chosen I don't know.

3.4.8 The Relationship between Employee Encouragement by the Manager and the Impact on CS

Table 14. The relationship between employee encouragement by the manager and the impact on CS

Variable		Frequency	%	Mean	SD
	Yes	123	82.0	1.34	0.740
	Somewhat agree	3	2.0		
	No	24	16.0		
	I don't know	0	0		
	Total	150	100		

The question thirteen asks does your manager encourage you, so you have a positive impact on developing CS in best possible way. Types of equation is answering Yes, Somewhat agree, No and I do not know. At the (Table14.) Answer of question thirteen in survey result are 123 people ticked yes of 150 sample, three people put a mark in somewhat agree and 16% which equals 24 people ticked a no answer.

3.4.9 Organizations Enters the Employee on the Training Program, Will the Employee Be Ready To Reach Your Goals

The question fourteen asks if the company encourages you and trains, you through special training program, would you help the company to reach its goals. Types of equation is answering Yes, Somewhat agree, No and I do not know. At (table15.) Answer of question fourteen in survey result are 128 people equal 85.3% ticked yes of 150 sample, 10% equal 15 people ticked a no answer and seven people put a mark I do not know.

Table 15. Organizations enters the employee on the training program, will the employee be ready to reach your goals

Variable		Frequency	%	Mean	SD
	Yes	128	85.3	1.34	0.842
	Somewhat agree	0	0		
	No	15	10.0		
	I don't know	7	4.7		
	Total	150	100		

3.5 FACTORS AFFECTING EMPLOYEE SATISFACTION

3.5.1 The Training Program, To Be Able to Speed up The Results of the Crop and Affect the Quality

The question fifteen asks does training program accelerate the company's goal and its quality. Types of equation is answering Yes, Somewhat agree, No and I do not know. Answer of question fifteen in survey result are 118 people equal 78.7% ticked yes of 150 sample, 18.7% equal 28 people ticked a no answer and four people put a mark I do not know at (Table16. and Figure 13).

Table 16. The training program, to be able to speed up the results of the crop and affect the quality

Variable		Frequency	%	Mean	SD
	Yes	118	78.7	1.45	0.887
	Somewhat agree	0	0		
	No	28	18.7		
	I don't know	4	2.7		
	Total	150	100		

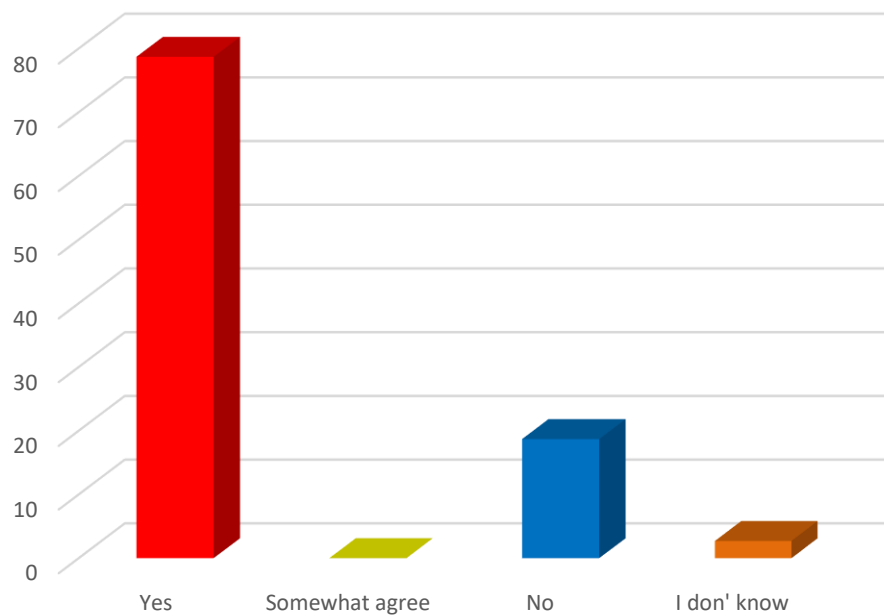


Figure 13. The training program, to be able to speed up the results of the crop and affect the quality

3.5.2 Provide Security Job to Improve the CS

Table 17. Provide security job to improve the CS

Variable	Frequency	%	Mean	SD
Yes	106	70.7	1.61	0.955
Somewhat agree	0	0		
No	41	27.3		
I don't know	3	2.0		
Total	150	100		

The question sixteen asks to what extent job security affects the improvement of CS. Types of equation is answering Yes, Somewhat agree, No and I do not know. Answer of question sixteen in survey result are 106 people equal 70.7% ticked yes of 150 sample, 27.3% equal 41 people ticked a no answer and three people put a mark I do not know at (table17.)

3.5.3 Joint Action to Improve the Level of Staff and Customer Service Effects

The question seventeen asks dose teamwork improves the employees' performance and CS. Types of equation is answering Yes, Somewhat agree, No and I do not know. Answer of question seventeen in survey result are 102 people equal 88.7% ticked yes of 150 sample, 9.3% equal 14 people ticked a no answer and three people put a mark I do not know at (Table18.).

Table 18. Joint Action to Improve the Level of Staff and Customer Service Effects

Variable		Frequency	%	Mean	SD
	Yes	133	88.7	1.25	0.704
	Somewhat agree	0	0		
	No	14	9.3		
	I don't know	3	2		
	Total	150	100		

3.5.4 The Effects of Staff Efficiency in Reaching the Highest Levels of the Development of Customer Service

Table 19. Joint Action to Improve the Level of Staff and Customer Service Effects

Variable		Frequency	%	Mean	SD
	Yes	137	91.3	1.21	0.688
	Somewhat agree	0	0		
	No	8	5.3		
	I don't know	5	3.3		
	Total	150	100		

The question eighteen asks does the employee's performance affects the achievement of best CS. Types of equation is answering Yes, Somewhat agree, no and I do not know. Answer of question eighteen in survey result are 137 people equal 91.3% ticked yes of 150 sample, 5.3% equal 8 people ticked a no answer and five people put a mark I do not know at (Table19.).

3.5.5 The Effects of Open Courses in Coordination with Educational Institutions

The question nineteen asks do training courses in coordination with educational institutions affect staff performance. Types of equation is answering yes, somewhat agree, no and I do not know. Answer of question nineteen in survey result are 135 people equal 90% ticked yes of 150 sample, 8% equal 12 people ticked a no answer and three people put a mark I do not know at (table20.).

Table 20. The effects of open courses in coordination with educational institutions

Variable		Frequency	%	Mean	SD
	Yes	135	90.0	1.22	0.674
	Somewhat agree	0	0		
	No	12	8.0		
	I don't know	3	2.0		
	Total	150	100		

3.5.6 Cooperation between the staff in doing business

The question twenty asks do you and your colleagues work together to have strong impact on developing customer serveries. Types of equation is answering yes, somewhat agree, no and I do not know. Answer of question twenty in survey result are 133 people equal 88.7% ticked yes of 150 sample, 8.7% equal 13 people ticked a no answer and four people put a mark I do not know at (Table21. and Figure 14.).

Table 21. Cooperation between the staff in doing business

Variable		Frequency	%	Mean	SD
	Yes	133	88.7	1.25	0.725
	Somewhat agree	0	0		
	No	13	8.7		
	I don't know	4	2.7		
	Total	150	100		

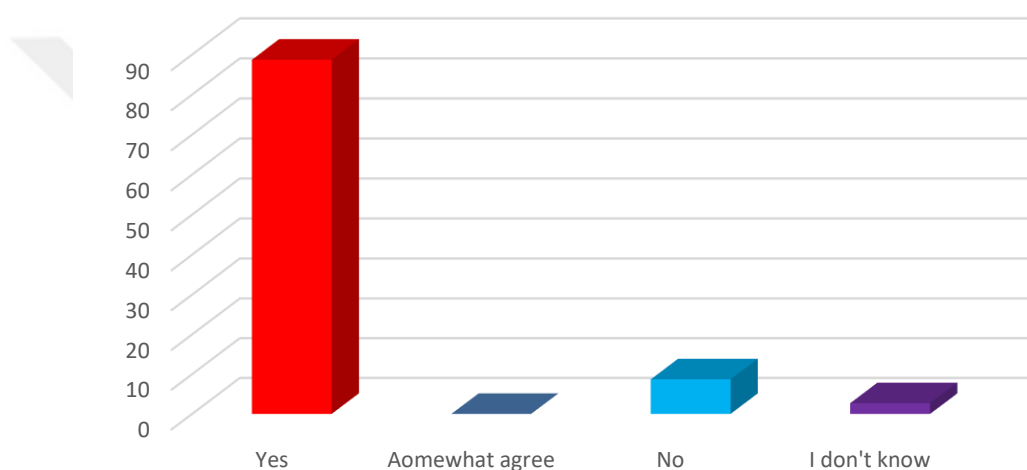


Figure 14. Cooperation between the staff in doing business

3.5.7 Training Purpose of Knowing others about the Company

Table 22. Training Purpose of knowing others about the company

Variable		Frequency	%	Mean	SD
	Yes	132	88.0	1.27	0.759
	Somewhat agree	0	0		
	No	13	8.7		
	I don't know	5	3.3		
	Total	150	100		

The question twenty-one asks do trainings and workshops build the sense of cooperation and teamwork and help in introducing new members to the company. Types of equation is answering yes, somewhat agree, no and I do not know. Answer of question twenty-one in survey result are 132 people equal 88% ticked yes of 150 sample, 8.7% equal 13 people ticked a no answer and five people put a mark I do not know at Table22. and Figure 15.

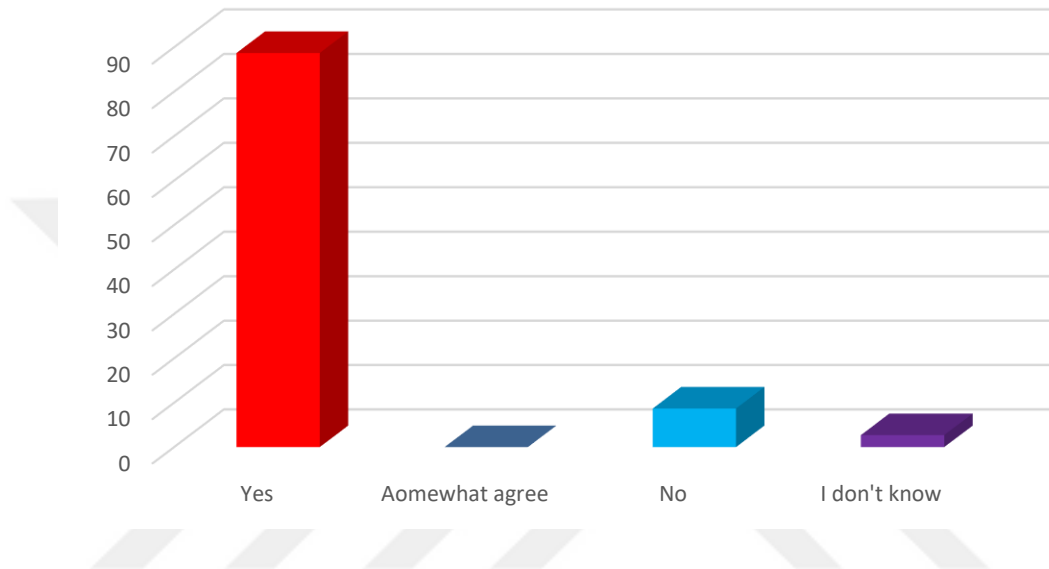


Figure 15. Training Purpose of knowing others about the company

3.5.8 Appropriate ways instead of company decisions to develop customer service

Table 23. Appropriate ways instead of company decisions to develop CS.

Variable		Frequency	%	Mean	SD
	Yes	84	56.0	1.83	1.015
	Somewhat agree	16	10.7		
	No	42	28.0		
	I don't know	8	5.3		
	Total	150	100		

From my survey questions, I asked them a question, twenty-two (Is there another suitable way to develop your performance and customer serveries instead of company’s development strategy.). In addition, I get this result that out of the 150 respondents, 56% of the respondents has chosen yes. 10.7% of the respondents has chosen somewhat agree, 28% of the respondents has chosen no and 5.3% said because I do not know at the Table23.

3.5.9 Communication services to improve CS

Table 24. Communication services to improve CS

Variable		Frequency	%	Mean	SD
	Yes	128	85.3	1.33	0.825
	Somewhat agree	0	0		
	No	16	10.7		
	I don’t know	6	4.0		
	Total	150	100		

From my survey questions, I asked them a question, twenty-three (does the company use communication services to improve CS). In addition, at (table24.) I get this result that out of the 150 respondents, 85.3% of the respondents has chosen yes. 10.7% of the respondents has chosen no. 4% of the respondents said because I do not know.

3.6 FACTORS AFFECTING CUSTOMER SATISFACTION

3.6.1 Participated In Training Courses and Workshops

The (Table 25. and Figure 16.) shows employee participated in training courses and workshops with the company that out of the 150 respondents, 4% of the respondents has chosen none, 56% of the respondents has chosen one time. 27.3% of the respondents has chosen two times and 12.7% of the respondents has chosen three times.

Table 25. Participated in training courses and workshops

Variable		Frequency	%	Mean	SD
	None	6	4.0	1.49	0.766
	One Time	84	56.0		
	Two Times	41	27.3		
	Three times	19	12.7		
	Total	150	100		

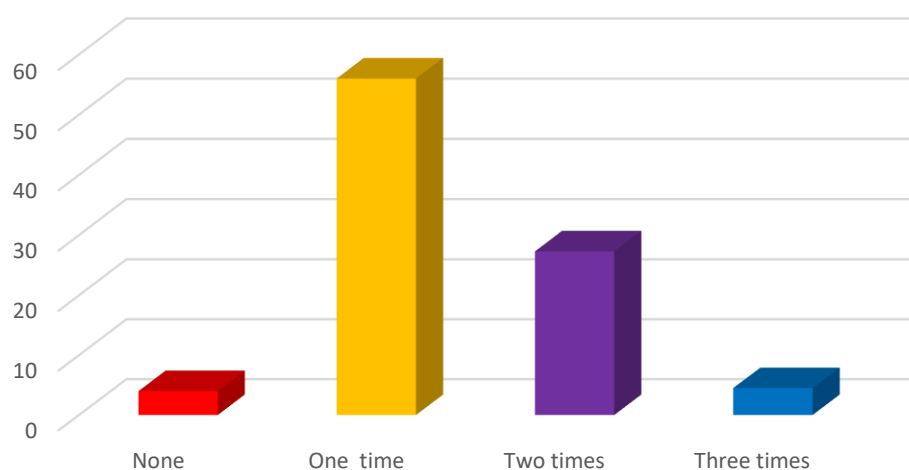


Figure 16. Participated in training courses and workshops

3.6.2 The Effects of Punishment and Reward for Staff

Table 26. The effects of punishment and reward for staff

Variable		Frequency	%	Mean	SD
	Yes	23	15.3	2.93	1.066
	Somewhat agree	21	14.0		
	No	49	32.7		
	I don't know	57	38.0		
	Total	150	100		

3.6.3 Identify Training Objectives

The (table 27.) shows effects of punishment and reward for encouraging and strengthening employees that out of the 150 respondents, 90.7% of the respondents has chosen yes, and 9.3% of the respondents has chosen no.

Table 27. Identify training objectives.

Variable		Frequency	%	Mean	SD
	Yes	136	90.7	1.19	0.584
	Somewhat agree	0	0		
	No	14	9.3		
	I don't know	0	0		
	Total	150	100		

3.6.4 Monitoring Employee Performance

Table 28. Monitoring employee performance

Variable		Frequency	%	Mean	SD
	Yes	12	8.0	3.09	1.003
	Somewhat agree	33	22.0		
	No	35	23.3		
	I don't know	70	46.7		
	Total	150	100		

The (table 28.) shows effects of monitoring employee performance employees that out of the 150 respondents, 8% of the respondents has chosen yes, 22% of the respondents has chosen somewhat agree, 23.3% of the respondents has chosen no and 46.7% of the respondents has chosen I don't know.

3.6.5 Training Courses Will Reduce the Will to Work

The question twenty-eight asks do you think the training courses will reduce the will to work. Types of equation is answering yes, somewhat agree, no and I do not know. Answer of question twenty-eight in survey result are 3 people equal 6 % ticked yes of 150 sample, 4.7% equal 7 people ticked a somewhat agree answer, 20% equal 30 people ticked a no and unlivable result 104 people put a mark I do not know at (table29.).

Table 29. Training courses will reduce the will to work

Variable	Frequency	%	Mean	SD
Yes	3	6.0	3.53	0.841
Somewhat agree	7	4.7		
No	30	20.0		
I don't know	104	69.3		
Total	150	100		

3.6.6 The nature of your business to participate training courses

Table 30. The nature of your business to participate training courses

Variable	Frequency	%	Mean	SD
Yes	9	6.0	3.54	0.848
Somewhat agree	8	5.3		
No	26	17.3		
I don't know	107	71.3		
Total	150	100		

The question twenty-nine asks the nature of your work necessitates that you constantly participate in training courses. Types of equation is answering yes, somewhat agree, no and I do not know. Answer of question twenty-nine in survey result are 9 people equal 6 % ticked yes of 150 sample, 5.3% equal 8 people ticked a

somewhat agree answer, 17.3% equal 26 people ticked a no and 107 people put a mark I do not know at (table 30. and figure17.).

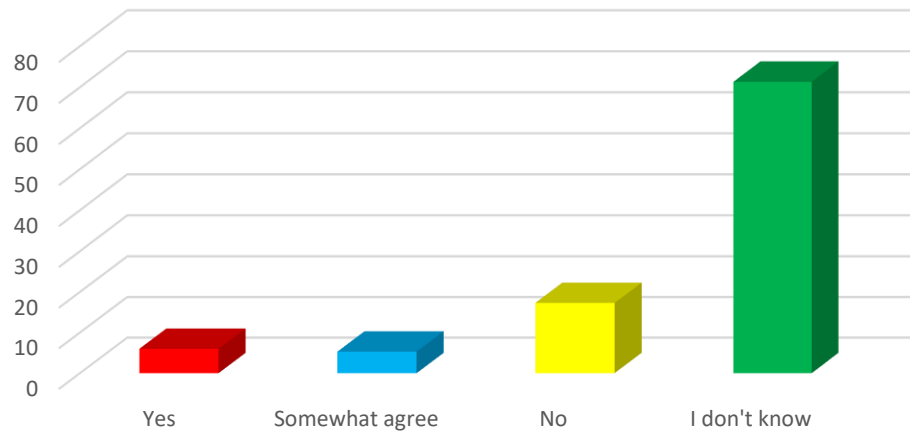


Figure 17. The nature of your business to participate training courses

3.6.7 The Company's Policy With Regard To the Training of Staff and Teachers

Table 31. The company's policy with regard to the training of staff and teachers

Variable		Frequency	%	Mean	SD
	Yes	30	20.0	3.05	1.178
	Somewhat agree	10	6.7		
	No	33	22.0		
	I don't know	77	51.3		
	Total	150	100		

The question thirty asks are you satisfied with the policy of your institution/organisation as regards the training of employees and teachers. Types of equation is answering yes, somewhat agree, no and I do not know. Answer of question thirty in survey result are 30 people equal 20 % ticked yes of 150 sample, 6.7% equal 10 people ticked a somewhat agree answer, 22% equal 33 people ticked a no and 77 people put a mark I do not know at (table 31.).

3.6.8 Training Programs Enable Employee to Feel Responsible

The (table 32.) shows employee feeling of training program with the company's privileges that out of the 150 respondents. 12% of the respondents has chosen yes about to what extent do you think that the training programs enable you to feel responsible towards your work and affects the development of CS. 83.3% of the respondents has chosen somewhat agree, 3.3% of the respondents has chosen no and 1.3% of the respondents has chosen I do not know.

Table 32. Training programs enable employee to feel responsible

Variable		Frequency	%	Mean	SD
	Yes	18	12.0	1.75	0.644
	Somewhat agree	125	83.3		
	No	5	3.3		
	I don't know	2	1.3		
	Total	150	100		

3.7 Correlation between Variables

1. Correlation between Employee-Satisfaction and Affects the Development of CS and Gender

Table 33. Correlations

		Employee-Satisfaction and Affects the Development of CS	Gender	
Spearman's rho	Employee-Satisfaction and Affects the Development of CS	Correlation Coefficient	1.000	-.051
		Sig. (2-tailed)	.	.537
		N	150	150
	Gender	Correlation Coefficient	-.051	1.000
		Sig. (2-tailed)	.0537	.
		N	150	150

Table 33. Below showed the Spearman's rho correlation, between question eleven I asked (does employees' satisfaction, in general, with the company affects the development of customer service) and Gender. The correlation of -0.051 showed a negative low correlation between provision of, hence the alternative hypothesis is accepted.

2. Correlation between Employee-Satisfaction and Affects the Development of CS and Age

Table 34. Below showed the Spearman's rho correlation, between question eleven I asked (does employees' satisfaction, in general, with the company affects the development of customer service) and age. The correlation of -0.146 showed a

negative low correlation between provision of, hence the alternative hypothesis is accepted.

Table 34. Correlations

		Employee-Satisfaction and Affects the Development of CS	Age	
Spearman's rho	Employee-Satisfaction and Affects the Development of CS	Correlation Coefficient	1.000	-.146
		Sig. (2-tailed)	.	.075
		N	150	150
	Age	Correlation Coefficient	-.146	1.000
		Sig. (2-tailed)	.075	.
		N	150	150

3. Correlation between Employee-Satisfaction and Affects the Development of CS and Scientific Level

Table 35. Below showed the Spearman's rho correlation, between question eleven I asked (does employees' satisfaction, in general, with the company affects the development of customer service) and scientific level. The correlation of -0.094 showed a negative low correlation between provision of, hence the alternative hypothesis is accepted.

Table 35. Correlations

		Employee-Satisfaction and Affects the Development of CS	Scientific level	
Spearman's rho	Employee-Satisfaction and Affects the Development of CS	Correlation Coefficient	1.000	-.094
		Sig. (2-tailed)	.	.251
		N	150	150
	Scientific level	Correlation Coefficient	-.094	1.000
		Sig. (2-tailed)	.251	.
		N	150	150

4. Correlation between Communication Services to Improve CS and Age

Table 36. Below showed the Spearman's rho correlation, between question twenty-three I asked (Does the company use communication services to improve customer services?) and age. The correlation of 0.040 showed a positive low correlation between provision of, hence the alternative hypothesis is not accepted.

Table 36. Correlations

		Communication services to improve CS	Age	
Spearman's rho	Communication services to improve CS	Correlation Coefficient	1.000	.040
		Sig. (2-tailed)	.	.627
		N	150	150
	Age	Correlation Coefficient	.040	1.000
		Sig. (2-tailed)	.627	.
		N	150	150

5. Correlation between Communication Services to Improve CS and The Duration of Employee Work in MIC

Table 37. Below showed the Spearman’s rho correlation, between question twenty-three I asked (Does the company use communication services to improve customer services?) and question five when I asked (How long have you been employed in Modern Iraqi Company?). The correlation of -0.234 showed a negative low correlation between provision of, hence the alternative hypothesis is accepted.

Table 37. Correlations

		Communication services to improve CS	The duration of employee work in MIC	
Spearman's rho	Communication services to improve CS	Correlation Coefficient	1.000	-.234**
		Sig. (2-tailed)	.	.004
		N	150	150
	The duration of employee work in MIC	Correlation Coefficient	-.234**	1.000
		Sig. (2-tailed)	.004	.
		N	150	150

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

6. Correlation between Communication Services to Improve CS And Employee-Satisfaction and Affects the Development of CS

Table 38. Below showed the Spearman's rho correlation, between questions twenty-three I asked (Does the company use communication services to improve customer services?) and question eleven when I asked (Does employees' satisfaction, in general, with the company affects the development of customer service?). The correlation of -0.117 showed a negative low correlation between provision of, hence the alternative hypothesis is accepted.

Table 38. Correlations

			Communication services to improve CS	Employee-Satisfaction and Affects the Development of CS
Spearman's rho	Communication services to improve CS	Correlation Coefficient	1.000	-.117
		Sig. (2-tailed)	.	.154
		N	150	150
	Employee-Satisfaction and Affects the Development of CS	Correlation Coefficient	-.117	1.000
		Sig. (2-tailed)	.154	.
		N	150	150

7. Correlation between Communication Services to Improve CS and Organizations Enters the Employee on the Training Program, Will the Employee be ready to Reach Your Goals.

Table 39. Below showed the Spearman's rho correlation, between questions twenty-three I asked (Does the company use communication services to improve customer services?) and question fourteen when I asked (If the company encourages you and trains, you through special training program, would you help the company to reach its goals?). The correlation of -0.408 showed a negative normal correlation between provision of, hence the alternative hypothesis is accepted.

Table 39. Correlations

		Communication services to improve CS	Organizations enters the employee on the training program, will the employee be ready to reach your goals	
Spearman's rho	Communication services to improve CS	Correlation Coefficient	1.000	-.408**
		Sig. (2-tailed)	.	.000
		N	150	150
	Organizations enters the employee on the training program, will the employee be ready to reach your goals	Correlation Coefficient	-.408**	1.000
		Sig. (2-tailed)	.000	.
		N	150	150

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

8. Correlation between Communication services to improve CS and Monitoring employee performance

Table 40. Below showed the Spearman’s rho correlation, between questions twenty-three I asked (Does the company use communication services to improve customer services?) and question eleven when I asked (After the training, the participants and their performance will be evaluated and monitored?). The correlation of 0.058 showed a positive low correlation between provision of, hence the alternative hypothesis is not accepted.

Table 40. Correlations

			Communication services to improve CS	Monitoring employee performance
Spearman's rho	Communication services to improve CS	Correlation Coefficient	1.000	.058
		Sig. (2-tailed)	.	.482
		N	150	150
	Monitoring employee performance	Correlation Coefficient	.058	1.000
		Sig. (2-tailed)	.482	.
		N	150	150

9. Correlation between Communication services to improve CS and Monitoring employee performance

Table 41. Below showed the Spearman's rho correlation, between questions twenty-three I asked (Does the company use communication services to improve customer services?) and question thirty when I asked (Are you satisfied with the policy of your institution/organisation as regards the training of employees and teachers?). The correlation of -0.130 showed a positive near low correlation between provision of, hence the alternative hypothesis is accepted.

Table 41. Correlations

		Communication services to improve CS	The company's policy with regard to the training of staff and teachers	
Spearman's rho	Communication services to improve CS	Correlation Coefficient	1.000	-.130
		Sig. (2-tailed)	.	.112
		N	150	150
	The company's policy with regard to the training of staff and teachers	Correlation Coefficient	-.130	1.000
		Sig. (2-tailed)	.112	.
		N	150	150

3.8 Regression Analysis of Employee-satisfaction And Affects the Development of CS.

The results of a one-way ANOVA, depicting differences in job satisfaction for the five Motivation at which the research was undertaken, are set out in Table 42.

Table 42. Correlations

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	Df1	Df2
1	.430 ^a	.185	.156	.935	.185	6.526	5	

a. Predictors: (Constant), Joint Action to Improve the Level of Staff and Customer Service Effects, age, Gender, Provide security job to improve the CS, The duration of employee work in MIC.

Table 43. Depicts the ANOVA with respect to job satisfaction within the different technical service units. The results indicate that there are statistically significant differences in job satisfaction, $F(6.526)$; $p < 0.01$, between the different units.

Table 43. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	28.503	5	5.7101	6.526	.000b
Residual	125.791	144	.874		
Total	154.293	149			

- a. Dependent Variable: Employee-Satisfaction and Affects the Development of CS.
- b. Predictors: (Constant), Joint Action to Improve the Level of Staff and Customer Service Effects, age, Gender, Provide security job to improve the CS, The duration of employee work in MIC

From Table 42, 43 and 44 it can be seen that the correlation among the six demographic variables and job satisfaction is 0.430, as indicated by R. Furthermore, given the R Square value of 0.185, it may be deduced that only 18.5% of the variance in 150-job satisfaction can be accounted for by these six demographic variables.

The F-statistic of 6.526 at 5 and 144 degrees of freedom is statistically significant at the 0.01 level. On the basis hereof, it may be concluded that the five demographic variables and other of gender, age, tenure, marital status, number of dependents and job level together significantly explain 18.5% of the variance in job satisfaction. In effect, therefore, the null hypothesis is rejected, and it is accepted that the six demographic variables significantly explain the variance in job satisfaction. It should be noted, however, that the variance accounted for by these six variables is relatively small, with the remaining 81.5% of the variance being explained by factors other than those considered. Furthermore, it may be seen from Table 4.8 that when the other variables are controlled, two of the demographic variables are significant. With a Beta-value of -0.287, job level reaches statistical significance at the 0.01 level, and is the best predictor of job satisfaction.

Table 44. Regression Analysis of Employee-satisfaction And Affects the Development of CS.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.873	.353		8.129	.000
Gender	-.287	.177	-.129	-1.623	.107
Age	-.352	.117	-.228	-2.998	.003
The duration of employee work in MIC	.292	.078	.293	3.716	.000
Provide security job to improve the CS	-.226	.114	-.157	-1.985	.049
Joint Action to Improve the Level of Staff and Customer Service Effects	-.236	.116	-.159	-2.029	.044

a. Dependent Variable: Employee-Satisfaction and Affects the Development of CS.

Furthermore, the Beta-value of -0.352 obtained for age is statistically significant at the 0.05 level. Consequently, age, too, is a significant predictor of job satisfaction. Moreover, the fact that both job level and age carry negative Beta weights suggests that inverse relationships exist between these two variables and job satisfaction, with employees at higher job levels and more aged employees experiencing lower levels of satisfaction.

Table 44 further shows that neither the duration of employee work in MIC, Provide security job to improve the CS nor Joint Action to Improve the Level of Staff and Customer Service Effects were found to be statistically significant at even the 0.05 level. Moreover, it further appears as though, with an obtained Beta-value 0.292, -0.226 and -0.236, is the poorest predictor of job satisfaction. On the basis hereof, it may thus be concluded that while job level and tenure are significant predictors of job satisfaction. The duration of employee work in MIC, Provide security job to improve the CS, Joint Action to Improve the Level of Staff and Customer Service Effects, and

number of dependents do not predict job satisfaction based on the sample of employees.

3.9 QUALITATIVE DATA OUTCOMES

Qualitative data outcomes obtaining views from the human resource manager, the general manager, responsibility for staff development and the responsibility of service with high-efficiency currencies.

From my survey interview questionnaire asked at question 6, why, did you choose the Iraqi Modern Company? I get this result: because MIC has excellent vision and strategies in developing employees and customers, it works to serve high quality goods to the customers and finds the employees as the capital of the company, and this company as a mature experience in different countries.

In addition, asked at question 7, do you think training employees will affect the performance of the company? Why? I get this result: of course, because HR builds the company, and our works needs leaders and leadership needs experience and dare for quick decisions. Training is the most important thing to give trust to employees to do their best and quick reflections to the market changes; the existence of company depends on the group of employees, which represent the efficiency of company.

In addition, asked at question 8, to what extend do you think training employees will affect the performance of the MIC? Why? I get this result: to a high extent to reach the goal and to improve the skills and efficiency to reach good and high results, this leads to reach the strategy that the company aims.

In addition, asked at question 9, have you trained the staff so far? How? I get this result: Yes within our team and groups there are continuous training courses, we focus on the group we choose, their attention, participation, and the suitable environment for them, we also train employees on special skills, social and physiological behaviors, we train regarding customers and individual skills as well.

Moreover, asked at question 10, do you think the location of training courses and workshops has impact on the outcome and skills? I get this result: of course, it effects the employee's skills and abilities; it also improves their understandings in all other aspects.

Moreover, asked at question 11, as a manager, have you made your employees feel happy when they are trying to reach a specific goal? I get this result: supporting is very important, it is among the main points to reach the goal, it has different forms it could be financial or social, like being surprised with an outcome or telling them into more training, they are type of reward.

Also from my survey interview questionnaire asked at question 12, do you believe in your employees when they are making decisions? I get this result: yes of course but sometimes it should be according to their field, to have a positive outcome.

Also from my survey interview questionnaire asked at question 13, do you believe in teamwork? I get this result: sure, teamwork is a form of modern work or management.

Moreover, asked at question 14, do the employees believe in teamwork? I get this result: yes, sure it is very important in reaching the goal.

In addition, asked at question 15, how does your company select employees for training? Does it consider their work performance? I get this result: though their efficiency and determining the strong and weak points and where the employee needs to be trained, sometimes the trainer depends on the employee needs, efficiency, work requirements and difference in their development and abilities.

In addition, asked at question 16, how many people does your company train within a year? I get this result: 70-100 employees per year.

In addition, asked at question 17, do you have a training department in your organization? In which field do you need to train people? I get this result: sure, the main point of training is in Egypt that six countries depend on it and have two training types' soft training and technical training.

In addition, asked at question 18, how and when do you decide on training courses? Why? I get this result: the strong point that is very important and the weak point, depending on needs and annual plans, while having opportunities and available balance.

Managers' current responsibility in MIC applied interview questionnaire are (Improving employees, CS service officer, HR, Iraq sales manager, Responsible Investigations).

CONCLUSION AND RECOMMENDATIONS

CONCLUSIONS

At the end of this research, we can conclude that the training and development programs are very much useful for every organization. These programs required some investment in the short run but these programs pay back in the long run in the form of increased productivity of the employees and organization. Due to this connection between T, D and organizational performance, these two topics have been selected in this research study. Both these two topics have a great deal of interdependence on each other. In this research study, training and development is the independent variable, on the other hand, organizational performance is the dependent variable. This is due to the reason that training and developing employees have a great deal of influence on the performance and productivity of not only employees but also the productivity and performance of the organization. This research study has obtained primary data through interviews and questionnaire from the employees working in an organization that invests in the training and development activities to attain high performance and productivity. The analysis of the data collected from these interviews and questionnaire proved that there exists a strong positive relationship between T, D of employees and the performance of the organization. There are significant correlation between the empowerment of staff and improve customer service in the company surveyed.

In this study, we have shown the impact of enabling employees to improve customer service in the modern Iraq Company. The questionnaire included that personal and functional data and some questions. It included the variable of improving the customer service in its dimensions and the availability of creative capabilities. The other axis of the questionnaire included the dimensions of the empowerment variable, such as delegation of authority, teamwork and training, motivation, effective communication. These dimensions respond by measuring SPSS on the main problem that was formulated, and after the retrieval of the questionnaire was processed by the program stability coefficient and then we have different statistical treatments. In order to verify the impact of the dimensions of enabling employees to improve customer service and beyond we have introduced and interpreted the results. Successful

experiences with identifying training needs, clarifying the training programs, recognizing the effort and estimating this through an incentive program, fair and objective, in addition to providing information and data. Through a communication and information technology infrastructure and a communication system that allows access to information in order to support and enhance the process of bringing their employees to creative ideas in solving problems and devising new methods to implement the required workers.

As a result of the above, we find that the empowerment of workers is one of the important dimensions of organizational culture, which produces an effective motivational policy. And that it can satisfy external customers by enabling internal customers. And that there is a relationship between empowerment and satisfaction of human needs, and the empowerment and satisfaction of workers for their jobs and loyalty to their organizations. Empowerment therefore becomes a necessity for organizations, whether public or private. The challenges of globalization and increasing competition and pursuit to flirt with customers are all goals that require empowerment. The challenges of today and tomorrow cannot be managed in the manner of yesterday's management.

The term empowering workers as a modern management concept is worthy of research and study, but the real challenge for organizations is how to put this concept into practice. So it must work to unleash the creativity and innovation of the workers. And to provide skilled leadership to guide, motivate and communicate with them. The workforce is a professional force with great capabilities for creativity and innovation. It is capable of calibrating its practices in accordance with the recognized standards and even improving them. They need a stimulating cultural environment that provides confidence, security, and a sense of job satisfaction, loyalty and genuine loyalty to the organization. Empowerment begins with polarization.

In addition, selecting the right worker to enable. Moreover, continue to strengthen its capacity through guidance, training and retraining, evaluate performance for re-empowerment and end career development, and the process goes on throughout the career of the worker in the organization.

Finally, it can be said that empowerment of workers has become an effective factor in management. One of the distinguishing characteristics of participatory

democratic governance is that empowering workers is an important and effective factor in the creation of efficient management, capable of achieving the objectives of society efficiently and effectively, and for the effectiveness of its role.

After conducting the field study, we reached some conclusions about the reality of empowerment and its impact on achieving job satisfaction, summarized as follows:

- There is a significant effect of the process and enable staff to improve customer service in the company surveyed.
- It turned out that there is importance to some variables in the company such as empowerment, compensation and rewards to achieve organizational development.
- Fear some managers in the company of the loss of power or loss of administrative positions if enjoy some of the distinguished employees of some powers that cultivate love and trust of others.
- Employing a job that is commensurate with its level of education will lead to creativity and innovation in work methods.
- The existence of organizational processes that help individuals to solve some problems between different administrative levels.
- The transfer of good information within the organization helps to enhance the worker's confidence and make it more workable.
- The social environment and the work environment have a strong impact on the professional path of the individual within the organization.
- Having full confidence among workers, and holding them accountable for work will encourage them more on giving and developing ways of working.
- The organization's keenness on empowering workers is an essential entry point to achieve job satisfaction, and it is increasing with the higher education level of the worker.

Suggestions for the Study: After conducting this study, we propose a number of suggestions for the Institute's initiatives to enhance the empowerment of its workers.

- Loyalty to the organization and ensure the achievement of its objectives.

- Develop organizational processes for the behavior of individuals to increase the competencies and skills development.
- The existence of a transparent regulatory environment within the organization to increase the cohesion of individuals in dealing with each other.
- There is a strong desire to accomplish tasks and achieving the organization's goals.
- The organizational structure has an impact on the behavior of individuals within the organization so it had to strike a balance between the position and location in the organizational structure.
- Care to develop strategies to address the changes facing the Organization in light of the surrounding environment.
- The existence of consistency and integration between empowerment strategy and job satisfaction.

RECOMMENDATION

From this study, it is clear that there is a need to amend the approval of research designs and predictive approaches longitudinal data of the company. Such an approach would provide greater security for the development of causal inferences. In fact, dilemmas that arise from sections previous studies (which do not provide conclusive and reliable results on the relationship between staff training and performance of the company) can be eliminated. Also worth mentioning that the MIC, operating in a multicultural context of Kurdistan, and facing the challenge of creating a work environment where employees can understand and meet the objectives, strategies and directions of the company. This study shows that executives and leaders are coherent and comprehensive efforts to ensure the implementation of the blocks or key elements responsible for the training and development of staff. In addition, the study emphasizes that this company should be in terms of organizational coordination in terms of staff coordination, because the work team hopes that understanding the company's expectations and responsibilities are needed. Some of the components identified in this study are leadership, processes and systems of people who are conducive to positive and / or positive behavior (or environments) at the workplace. The elements described in this study are considered to have a positive correlation with the level of management talent management. Profitability and efficiency - user satisfaction and overall performance of the institution and additional effective talent management aspects and performance strategy.

1. The preparation of research studies in various organizations on staff development to find the most important factors and the ingredients that lead to the success of organizations and identify the most important obstacles faced in achieving such effectiveness.
2. Adoption of transparency by senior management and by providing the required information to all employees to enable them to perform their work in the best way possible.
3. Paying attention to the company's management information on the involvement of employees work to enable them to take appropriate and correct decisions in some situations, and without reference to the administration.

4. Attention Educates employees through lecturing by the specialized professors in management sciences on the importance of empowerment and benefits and benefits for employees. And the senior management of the organization and encourage employees to adopt leadership roles through their positions in work with the responsibility of taking decisions that lead to the completion of work quickly away from routine. As well as the establishment of training and educational courses for managers of various departments in the company, to raise awareness of the importance of empowering employees and they will not lose their powers and powers of implementation of that process.
5. Accuracy in selecting employees who have empowerment powers who have the skill, experience and personal strength to ensure their success in performing their tasks at work.
6. Directing departments of the company to attract people of talented graduates with appropriate terms of reference for the work of the company to be appointed and then qualify them and enable them to achieve better performance.

FURTHER RESEARCH

It is recommended that future studies focus on the concept of staff training and development and their impact on the performance of other companies in Kurdistan. In addition, it is recommended that future studies should examine new developments and requirements seen towards effective training of workers in the current business premises. Finally, it is recommended that future studies focus on other players in both the private sector.

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APPENDIX A: QUESTIONNAIRE



Participant's ID Code ... Date of interview / /..... (Dd/mm/yyyy)

Greetings,

Information: This questionnaire is part of a Master degree thesis entitled (The Need of Employee Empowerment to Improve the Customer Services. A Case Study of (Mic) In the North of Iraq.). In this research, our aim is to emphasize the role of staff training to improve customer services and to highlight the relation between the objectives and achievements of business foundations.

In this questionnaire, we will take the "Iraqi Modern Company" as a research sample. We analysis the role of employee training both internally and internationally, empowering employee. You are being invited to take part in this research study; your responses will provide important data to address the issue.

The information that you provide will be kept completely confidential, the data collected in this questionnaire will be only used in scientific research.

Thank You for Taking Time to Take Part in This Study.

Hayman Feqemohammad Mohammed / MA Student of BINGOL University.

Direction: Please supply the information requested in the space(s) provided or, by ticking against the appropriate option(s).

1. What is your gender:

Male Female

2. Marital status:

Single Married

3. Scientific level:

Primary High School Diploma Bachelor
Master Doctorate Illiterate

4. Age:

20-29 yrs.' 30-39 yrs.' over 40 yrs.'
Under20 yrs.'

5. How long have you been employed in MIC?

1-2 yrs.' 2-4 yrs.' 4-6 yrs.' over 6 yrs.'

6. Why did you choose the Iraqi Modern Company?

Working conditions Employee benefits package
Good salary working in my field

7. Do you think training staff is an indication for developed human resources?

Yes to some extend No I do not know

8. Do you think staff workshops would have a positive impact on the company and would lead to develop the customer services?

Yes to some extend No I do not know

9. Are you satisfied with the company's benefits such as salaries, allowances, transportation services, grants, health insurance and support?

Yes to some extend No I do not know

10. Does your satisfaction with the company affects the development of customer service?

Yes to some extend No I do not know

11. Does employees' satisfaction, in general, with the company affects the development of customer service?

Yes to some extend No I do not know

12. Does the company consults you when it has a new plan, which affects the developing of customer services?

Yes to some extend No I do not know

13. Does your manager encourage you, so you have a positive impact on developing customer services in best possible way?

Yes to some extend No I do not know

14. If the company encourages you and trains, you through special training program, would you help the company to reach its goals?

Yes to some extend No I do not know

15. Does training program accelerate the company's goal and its quality?

Yes to some extend No I do not know

16. To what extent job security affects the improvement of customer services?

Yes to some extend No I do not know

17. Dose teamwork improves the employees' performance and customer services?

Yes to some extend No I do not know

18. Does the employee's performance affects the achievement of best customer services?

Yes to some extend No I do not know

19. Do training courses in coordination with educational institutions affect staff performance?

Yes to some extend No I do not know

20. Do you and your colleagues work together to have strong impact on developing customer serveries?

Yes to some extend No I do not know

21. Do trainings and workshops build the sense of cooperation and teamwork and help in introducing new members to the company?

Yes to some extend No I do not know

22. Is there another suitable way to develop your performance and customer serveries instead of company's development strategy?

Yes to some extend No I do not know

23. Does the company use communication services to improve customer services?

Yes to some extend No I do not know

24. Have you ever participated in training courses and workshops?

None One time Tow times Three times

25. Do you think reward and punishment encourage employees and improve their performance?

Yes to some extend No I do not know

26. The training objectives are determined based on the current needs of the employees?

Yes to some extend No I do not know

27. After the training, the participants and their performance will be evaluated and monitored?

Yes to some extend No I do not know

28. Do you think the training courses will reduce the will to work?

Yes to some extend No I do not know

29. The nature of your work necessitates that you constantly participate in training courses?

Yes to some extend No I do not know

30. Are you satisfied with the policy of your institution/organisation as regards the training of employees and teachers?

Yes to some extend No I do not know

31. To what extent do you think that the training programs enable you to feel responsible towards your work?

Yes to some extend No I do not know

Reference Source of questions Previous Studies.



Thank you



APPENDIX B: INTERVIEW QUESTIONS

Personal information:

Please answer the following questions by ticking the appropriate box

1. What is your gender:

Male Female

2. Marital status:

Single Married

3. Scientific level:

Primary High School Diploma Bachelor

Master Doctorate Illiterate

4. Age:

20-29 yrs.' 30-39 yrs.' over 40 yrs.' under20
yrs.'

5. How long have you been employed in MIC?

1-2 yrs.' 2-4 yrs.' 4-6 yrs.' over 6 yrs.'

General Questions:

6. Why did you choose the Iraqi Modern Company?

7. Do you think training employees will affect the performance of the company?
Why?

8. To what extent do you think training employees will affect the performance of
the MIC? Why?

9. Have you trained the staff so far? How?

10. Do you think the location of training courses and workshops has impact on the
outcome and skills?

11. As a manager, have you made your employees feel happy when they are trying
to reach a specific goal?

12. Do you believe in your employees when they are making decisions?
13. Do you believe in teamwork?
14. Do the employees believe in teamwork?
15. How does your company select employees for training? Does it take their work performance into consideration?
16. How many people does your company train within a year?
17. Do you have training department in your organization? In which field do you need to train people?
18. How and when do you decide on training courses? Why?
19. What is your current responsibility in your organization?

Reference Source of questions Previous Studies.

Thank you

RESUME (ÖZGEÇMİŞ)

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Personal Profile:

A graduate of Statistics, including Principles Of (Statistics, Accounting, Economics and Administration), Differentiation and Integration, Programming, Biostatistics, Applied statistics, Multivariate, stochastic Processes , Probability Theory, mathematical Statistics, Application of Computer (Access, Excel, STATGRAF, SPSS), Quality Control, Statistics Inference, Econometrics.

Work Experience:

- Administrator in KOK Company (Restaurant and Sweets) Current.
- IT Services, Presidency Council of Ministers, Department of Foreign Relations, KRG–Iraq 2013.
- Department of Permission, Ministry of Finance and Economy, Directorate of Haji Omaran Custom 2012.
- National and International Trading Confidant in KOK Company 2004-2010.

Education:

Bachelor of Statistics 2012, College of Administration and Economics, Salahaddin University–Iraq.

Awards:

- ESOL English for Speakers of Other Languages, September 2015, Cambridge, Erbil.
- English Language, ili, Delman International Language Institute, 2013.
- English Language Course, Continuing Education Center, Ishik University 2014.


Research Interest:

Statistics; Programming and Design (SPSS), Energy Sector; (Oil and Gas), Business; (HR, Marketing and Advertisement).

Professional syndicates Membership:

- Member of Erbil Chamber of Commerce and Industry/Iraq.
- Member of Kurdistan economists syndicate.
- Member of United Workers Union.

Other Professional Services:

- Coordinator of Kurdistan parliament and Governorate Council elections.
- Coordinator Coach of Kurdistan parliament and Governorate Council elections.
- Surveyor,  USAID Mission; Situational Analysis of Basic Education in the KRG.