

# Investigating the Role of Motivation and Commitment, and Moderating Effects of Training and Business Languages on Organizational Success

<sup>1</sup>Sardar Yaseen Saber, <sup>2</sup>Dr. Shirzad Mohammed Mahdi Sourchi, <sup>3</sup>Bnar Abdulmajeed Ghafour and <sup>4</sup>Ali Abdullah Ahmed

<sup>2</sup>Assistant Professor, Department of Business Management - Technical Administration College, Erbil Polytechnic University, Erbil, Iraq

<sup>1</sup>sardar.sabir@epu.edu.iq, shirzad.mahdi@epu.edu.iq, <sup>3</sup>bnar.ghafour@epu.edu.iq and

<sup>4</sup>ali.ahmed@epu.edu.iq

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## ABSTRACT

*This study to identify the factors motivation and commitment that mediate the connection between organizational strategy (cost, quality, and innovation) and organizational results (productivity, quality, and profit). This research also intends to examine how training and business languages affect the connections between organizational strategies, employee motivation and commitment, and organizational results.*

*It took almost four months to gather all the data for the study. 105 surveys have been completed. The survey was administered and collected in person at each location. For the purpose of descriptive statistics, we used SPSS and the Amos software. The hypotheses were examined using test methods such as moderated mediation effect, mediation impact, and Correlation's matrix. The outcome demonstrates a favorable correlation between organizational tactics and organizational outcomes. In addition, the findings show that when electronic educational facilities are very efficient, electronic education improves E- Teaching and E-Learning. E-Teaching and E-Learning are positively impacted by electronic educational facilities, which serve as intermediaries between the two. The importance of electronic educational facilities in providing a high-quality education on par with or even better than what is offered on campus is emphasized by our findings.*

**Keywords:** *organizations strategy, motivation, commitment, training, business languages, organizational outcomes.*

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## 1. INTRODUCTION

Researchers in strategic HRM have spent the last 20 years trying to pin down the whys and hows of how HR strategies help firms reach their CQ, cost, and creativity goals. Strategic HRM research takes a different approach than traditional HRM research. Instead of focusing on individual factors like creativity, quality, and cost, it examines the effects of HRM on organizational and employee outcomes through bundles of HR practices like motivation and commitment. It also takes a moderating role, using training and business languages. An increasing amount of research on business strategies has linked HR approaches that aim to improve workers' CQ, cost, opportunity, and creativity to beneficial results including increased productivity, quality, and profit. (Xin, 2009; Gong, 2009; Chang, 2009). Important questions concerning the processes by which HRM is linked to diverse organizational outcomes persist despite strong evidence for the beneficial correlations between HRM and these outcomes (Combs, Liu, Hall, & Ketchen, 2006). The focus of this research is on the potential contributions of organizational outcomes, namely their productivity, quality, and profit. More businesses are adopting strategies such as the cost-based viewpoint, creativity, and quality. Even though moderator training and business languages and behaviors both contribute to companies' strategies, research has usually only looked at one angle to understand organizational results.

The project aims to utilize training and business languages' capabilities as modifiers of models. This meta-analysis looks at the relationship between dependent organizational outcomes and independent organization strategy variables. In addition, middlemen who can increase both motivation and dedication to the cause in ways that are in line with the company's stated objectives would be ideal.

The Problem there is a lack of cohesion in the theoretical reasoning that underpins the processes that connect the strategy of organizations with their organizational outcomes.

The Significance of the Research Important questions persist about the ways in which human resource management (HRM) is linked to distinct organizational outcomes, even though there is strong evidence that companies' strategies are positively correlated with these results.

### THE RESEARCH OBJECTIVES

-To express power in building a relationship between organizations' strategy and Organizations' outcomes (Productivity, Quality, and Profit). -To clarify the impact of the mediators; Motivation and Commitment, on Organizations' outcomes (Productivity, Quality, and Profit). - To determine the correlation between organizations' strategy, (Creativity, Quality, and Cost), and the role of moderators (Training & Business Languages). - To demonstrate that organizations' strategies have a straight impact on the mediators Motivation and Commitment. - To determine the impact of moderators; Training & Business Languages, on Organization outcomes (Productivity, Quality, and Profit).

### THE RESEARCH QUESTIONS

(1). Does HRM reconcile the relationship between organizations strategy and Organizations' outcomes (Productivity, Quality, and Profit)? (2). Does organizations' strategy have a direct impact on Organizations' outcomes (Productivity, Quality, and Profit)? (3). Do the mediators; Motivation and Commitment contribute to organization strategy? (4). Do the moderators; Training & Business Languages impact the organizational outcomes (Productivity, Quality, and Profit)? (5) What is the correlation between moderators; Training & Business Languages, and mediators; Motivation & Commitment, organizational outcomes, and organization strategy?

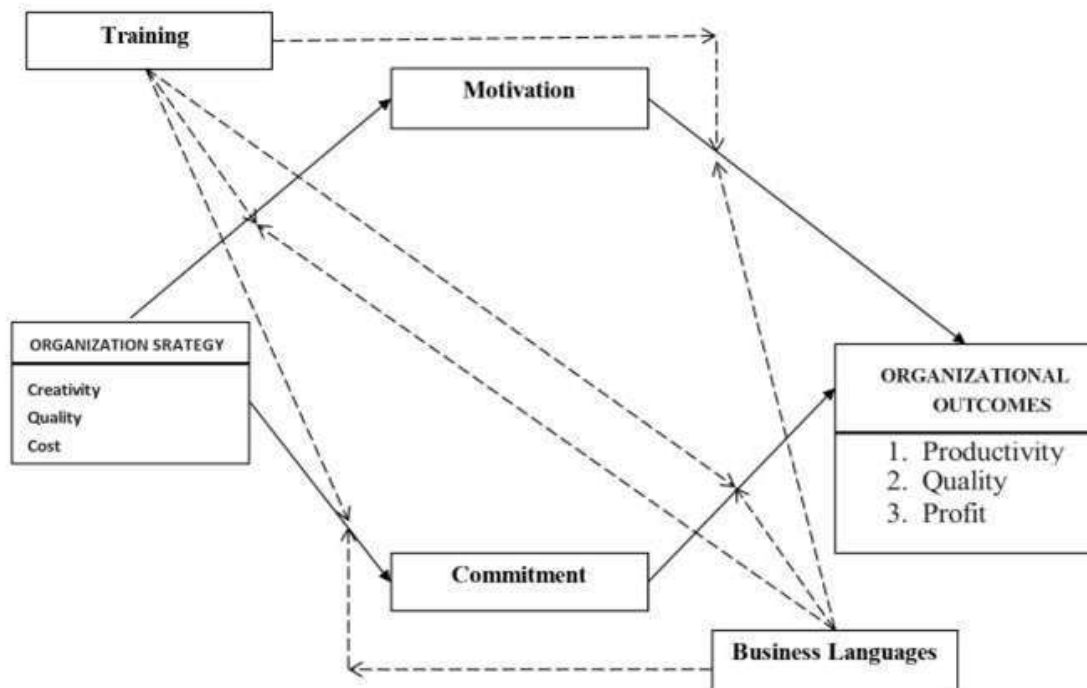
### RESEARCH MODEL

The current HRM research model presupposes, as this study does not, that all HRM system components have equal effects on the results. All three aspects of an organization's strategy—Creativity, Quality, and Cost—are considered to have an equal impact on the results when the study model uses an additive technique to measure strategy. A study model has cast doubt on this assumption, arguing that various HRM approaches may have varied impacts on the same organizational objectives (Productivity, Quality, and Profit), even if this may be a reflection of how HRM systems function.

Findings from this study highlight the need to investigate the varied contributions of training and business languages as moderators of the relationship between organizational strategy components (Creativity, Quality, and Cost) and their respective mediators (Motivation and Commitment).

Considering these factors, the main objective of this work is to use a meta-analytic method to build an integrated model that explains how organizational strategy influences the relationship between training and business languages and organizational results. Our goal is to improve and expand current models of organizational strategy and results by investigating the differences between various mediators, such as commitment and motivation, drawing on the resource-based view of the company, HRM theory, and the behavioral viewpoint on organizational strategy.

**Research Model: HRM and organizational outcomes**



## ORGANIZATIONAL STRATEGY AND ORGANIZATIONAL OUTCOMES

This connection was indeed listed as a primary objective of strategic HRM research in the research model's long-term objectives for macro HRM studies. There are several essential parts to this concept of stream of research. To begin, there is a multi-faceted perspective on organizational results. When it comes to human resource management, there are four main categories of organizational outcomes that have been defined by strategy: cost, quality, and creativity; training and business languages as moderators; motivation and commitment as mediators; and organization outcomes, which include productivity, quality, and profit.

Strategies for an organization's overall direction, including (Creativity, Quality, and Cost), are the ones that have the closest bearing on human resource management. Moderators for Training & Business Languages are those whose responsibilities pertain to the organization's strategic objectives, such as (Creativity, Quality, and Cost), as well as the results of employee motivation and dedication, which include (Productivity, Quality, and Profit). The success of the mediator's organizational goals is reflected in their level of dedication and enthusiasm. Productivity, quality, and profit are all examples of organizational outcomes that are linked to strategy goals. The term "organizational outcomes" is used throughout this study to describe all four model categories at the organizational level.

It stands for the impact it has and the real connection to the results achieved by the company. This view holds that the organizational strategy has the potential to significantly impact the results (quality, profit, and productivity) of organizations as well as employee motivation and commitment. Motivation and commitment have a positive relationship with organizational strategy, and strategy in turn leads to organizational outcomes. Organizational politics and the considerations of productivity, quality, and profit are two examples of elements that have a direct influence on the moderators of training and

business languages. Organizational tactics, training, and business languages are all mediated by commitment and motivation.

## HYPOTHESES

**Hypothesis 1a.** Skill organization strategies are positively related to Organization outcomes (Productivity, Quality, and Profit). **H1b.** The mediators of Motivation and Commitment-enhancing organization strategy are positively related to Organization outcomes (Productivity, Quality, and Profit). **H1c.** Opportunity organization strategies are positively related to the mediators of Motivation and Commitment.

**Hypothesis 2a.** Skill-enhancing organization strategies are more positively related to Organization outcomes (Productivity, Quality, and Profit) than motivation-enhancing and Commitment. **H 2b.** The mediators of Motivation and Commitment are more positively related to organization strategy than opportunity Organization outcomes (Productivity, Quality, and Profit).

**Hypothesis 3a.** Skill-enhancing organization strategies are positively related to moderators of Training & Business Languages. **H 3b.** The moderators of Training & Business Languages are positively related to mediators of Motivation and Commitment. **H 3c.** Opportunity-enhancing moderators of Training & Business Languages are positively related to Organization outcomes (Productivity, Quality, and Profit).

**Hypothesis 4a.** Organization strategy, mediators of Motivation and Commitment, The moderators of Training & Business Languages, create positive relationships between the three dimensions of Productivity, Quality, and Profit.

## 2. LITERATURE REVIEW

### Motivation

"The only way to boost the performance of the leaders is to motivate them," stated Pinder (2014). Workers should be more motivated to enhance their profession as a result of the many motivational theories that promise to meet their demands. Because most reward expectations are based on old data, however, these factors necessitate a substantial fraction of workers whose behavior changes over time. Nevertheless, in order for employees to reach their maximum potential, it is important to take into account their demands, which are dependent on their decent variety.

### Commitment

The organizational presence is one of the essential words used in the concept of organizational behavior, according to Hanaysha (2016). It can be stated that supporting the company's involvement is crucial, since the staff committed closer to the company are likely to remain aware of the improved performance for a long time. When leaders are emotionally invested in the success of their company, it motivates workers to give their all. Shirzad Mohammed Mahdi Rafia Sourchi and Liao, Jianqiao (2015). We contend that employees' emotional commitment will be positively impacted by relations-oriented leadership conduct, which is defined as the formation of a pleasant and supportive work environment for employees Shirzad Mohammed Mahdi Rafia Sourchi and Liao, Jianqiao (2015). The organizational engagement may also be called mentality, which enhances the staff's interest in the organization. It also focuses on the elimination of revenue in the workplace. The level of dedication of the workers is related to their loyalty to the job assigned (Ramdhani, Ramdhani & Ainissyifa 2017). The ability to make efforts on behalf of the company can also be reflected, and the cost between workers and the management is retained. The employees' engagement level allows the recognition of the degree of dedication to the

needs of the employees. The degree of commitment of the members also helps to predict the implementation and the conduct of the job. It can also quite well be claimed that one of the outcomes of teamwork can also be by the organization. Teamwork is one of the things that influence people's degree of commitment. If the targets set by the organization are high, the individual in the community will show more dedication to work.

### **Cost**

The amount of money that the firm uses to produce one unit was defined by Oyerogba et al. (2014). The price for an operational expense is this. Weetman (2010) indicated the cost as the price paid for a certain task. The funds that have been forsaken in order to get a service or good are shown here in a schematic way. According to Weetman (2010), the pricing is both the cost source and the evaluation process of that charge. The Indian Institute of Secretaries of Enterprises (ICSI) (2013) states that costing entails cost assessment methodologies and applications. These methods make up the concepts and regulations that specify how to compute the cost of a product or service. The purpose of cost accounting is to collect, allocate, and manage expenditures via the use of specialized expense classification and management tools. All of these things—goals, expectations, and actual costs—are a part of cost accounting, as are reviews of variations and productivity real costs. The goal of classifying expenses into distinct buckets is to facilitate the coordination of cost management systems (ICSI, 2013). An extensive list of cost classification grounds has been outlined by ICSI (2013). These bases include time classification (historical, pre-determined), nature or aspect (material, labour, overhead), traceability-based (direct or indirect), and operation changes (fixed, variable and semi-variable). ICSI further classifies expenses according to their function (production, management, sales, or R&D) and their link to capital or income, as well as how controllable or difficult they are to control (Opportunity, Margin, Sunk, Joint, Deferential, Replacement, or Common), which aids in policy and analysis. Targeting both firms, regardless of their industry, is mostly about driving up expenses. For the purposes of this research, shipping businesses will be valued according to cost variables. The year 2011 was written by Joseph and published by Français.

### **Training**

As a central control function, training has been proven valuable in several research investigations. MJ Kofler's name is 2020. Referenced by two sources In a nutshell, inhibitory control has been in the spotlight since 2010 (so many people in this demographic find it attractive as a training objective). It has been profoundly impacted by the greater success of communities that have prioritized participation in the production of workers and the promotion of the opposition. Further research has demonstrated that many companies are always cognizant of the fact that their employees' skills, knowledge, and abilities are crucial to the success of their business, which is a result of technology advancements, atomization, automation, climate change, and alternative organizations. Management at the highest levels now recognizes the critical importance of training, professional development, and continuing education as a result of the quality movement's emphasis on these factors and the principles of human resource management. This necessitates

DA Garvin's (1993) increased emphasis on professional development opportunities. And not only the simplest meticulous planning. An individual's present skills, awareness, exposure, and capacities can be enhanced through the program of preparation that is profound literary research. Staff members desire to consistently perform at a high level; therefore, they engage in training, which is defined as a coordinated improvement in knowledge, talent, and sensation Saleem, (2011).

### **Creativity**

A wide range of disciplines, including art and design, economics, human capital, organizations, educational activities, and education in general, have conducted extensive research on creativity. These disciplines include psychology, genetics, hospitals, developmental psychology, history, psychometrics, and social perspectives. According to Rhodes (1987), the press was included in the early 1960s as the creative was expanded to include systems, things, humans, and the physical and 42 social/environmental settings that influence creativity. The need of assessing a scenario for up-to-the-minute answers, as opposed to isolated remedies, makes employee creativity an essential component of employee issue solving. Furthermore, it is often considered crucial in aptitude management, and employee creativity may be a significant part of change management. There has been a delay in recognizing creativity as a component of organizational growth and resilience, Shirzad Mohammed Mahdi Rafia Sourchi, Liao Jianqiao (2015). People who work as artists or creators in fields such as music, events, exhibits, advertising layouts, and architecture are often discussed in works by Blau (1984), Dudek and Hall (1991), Kavanagh, O'Brien, and Linnane (2002), MacKinnon (1962), and Portillo (2002). Furthermore, advocates of creative teamwork, data manipulation, and improved partnerships both within and outside the company have spoken about methods to boost an organization's creative capacity (Napier and Nilsson, 2006). The creative process that shapes the culture of a company is a second kind of creative environment (Basadur, 1992). The third area of expertise is the social sciences, which have a long history of research on the topic and a wealth of elements that have been consistently identified through meta-analyses Damanpour (1991) and Hunter et al. (2007) as encouraging creative problem-solving and processes (i.e., Amabile et al., 1996). The finished work of art constitutes the fourth component.

### **Quality**

The value that shipping businesses derive from quality criteria determines the quality of shipping (Menon, 1998). The quality of the item in its many forms is the main issue in the consumer market. No one is willing to part with their cash for an inferior product. Neither does it make any sense. These days, consumer demand determines the top product. Efficient operations are the focus of the entire organization nowadays.

Marketing and client satisfaction are the company's most valuable assets, and quality (Ebrahimi, M., Venus, D. And Rusta. And Rusta, A. 2009).

### **Productivity**

In English, "productivity" denotes strength and the effectiveness of output. According to the British Wikipedia, economic productivity is defined as the ratio of output to input. The Oxford English Dictionary defines productivity as "the degree to which an organization's output meets its inputs in terms of time and material resources" Taheri (1384). Production efficiency is defined by the OECC as the ratio of a product's volume or value to that of one of its output factors. In this respect, the productivity of labor, raw resources, and capital is expressed. Global Labor Organization (GLO): The production factor to the output factor (land, resources, labor, and management) ratio was defined as productivity. Quality, according to the EPA, is the extent to which all output variables are utilized efficiently. Productivity, according to the organizational notion, is also a way of thinking and behaving that allows everyone to do their best work day after day. This viewpoint considers productivity in society as a whole (Taheri, 1384). It was Ckotiirni who initially proposed the concepts of efficiency in 1766 and productivity in 1883. Productivity, in its narrowest sense, was the link between this return and the system that produced it in 1900.

The topic of whether work groups throughout the world are very productive or very inefficient has become a divisive one in academics. According to Karrem (2002), Wilberforce (2004), and Wilson (2005), the optimal input-to-output ratio of any functional institution is centered on the strategy for reaching the organization's long-term goals in data management, taking into account the expected performance of the system. Armstrong (2002) agrees. The purpose of this study is to evaluate the impact of psychological factors on productivity in the workplace.

### **Business Languages**

Networking, information sharing, and relationship management are three linguistically significant components of business language communication as it pertains to corporate life Printer (1959). According to Stewart and Janssen (2015), the written word played a significant role in cross-cultural commercial communication throughout the time under consideration, particularly in vernaculars developed for networking and bargaining, and maybe even for a little bit of artificiality. Although it was helpful for initiating ad hoc contact and bargaining, the decision was ultimately made in the absence of a facility in a lingua franca, which was a linguistic friend. We may also mention that the letters have been politically framed as precursors to a more conventional, formal method of functioning, which has, albeit only since

WWII, been eliminated. An examination of the relationship between ancient languages and commerce will rightfully center on the seminal shift toward writing that "transformed international trade" (Wilkinson, 2011). According to Brosiust (2008), the economics of the temples and palaces evolved from recording simple transactions like food, livestock, and fabric to documenting more complex economic and legal dealings involving private and public businesses. Ancient Greek advertising and branding relied heavily on the written word. The first language to describe industrial and commercial organizations was Greek, but Latin not only naturally disseminated this activity internationally and over the ages, but it also helped pottery and vase producers create their items for specific markets.

Latin, in a sense, was the undisputed global language of the time—its economic equivalent of English—during Rome's economic dominance in the first century AD. "Knowledge and tact" were required in dealings across Japanese languages, according to British diplomat Sir Ernest Satow (1843–1929). Latin stands head and shoulders above both Greek and Akkadian in this regard. A more accurate description would be that it serves to detract from Latin's merit as a universal language. When it came to commerce, Latin was perhaps the language of choice. Management and business jargon may be just as semantically malleable as words in modern languages. The verbs "emere" and "vendere" (to buy) can be understood as "a more varietal transaction, used in legal texts than just the purchase and selling," according to Aubert (1994). This includes "diversities, such as recruitment or leasing of products, facilities or services, or as guarantors," though the word "institute" is used to describe a trader, dealer, peddler, and Teacher, socius, negotiator, institutor, manceps, and publicanus are all Latin words that may be roughly translated to "manager" in English; taken as a whole, they include a wide range of Roman economic practices. "Lower social stratum" (for a critique of manceps, see Holden and Tansley, 2008). 'Rome Inc.' is a name that has stuck with the eternal city (Bing, 2006). Two kinds of commercial language have developed, one that reinforces itself and the other that permeates it: the written word, which verifies the agreements that make verbal acts possible; the spoken word, which creates an atmosphere and a sense of casualness among speakers (Baron, 2000). Also, most traders have a completely erroneous idea about the value of reading and writing. "A very unsuccessful language" was what others thought of writing (Aubert, private conversation).

### **Profit**

The first economist to use the term "income" to refer to a rise in wealth was Adam Smith, who originally defined benefit as the amount that may be earned without reducing the base capital. The quantity that may be eaten without generating a return on investment, to put it another way. According to Hendrickson (1992), John Hicks (1976), an English economist, expanded on that idea and defined income as the amount a person may spend over a period of time while maintaining their welfare level at the beginning and end of that period. One measure of management's performance is the bottom line. Benefit, at the behavioral level, is associated with the decision-making processes of shareholders and investors, the reaction of stock prices in the stock market, and the reaction of accountants. According to Khalilzadeh (2002), a large body of empirical evidence supports the idea that a company's revenue is its primary information source. According to these studies, investors rely on income—including dividends and cash flow—more than any other element. Additionally, research demonstrates that managers see revenue as the fundamental issue facing analysts and investors Francis et al. (2004). Citation: Nicomaram et al. (2011).

The measure of shareholder rights is profit. Profit measurement by shareholders determines the procedure by which the rights of the government and managers are established. Maintaining a healthy market and a viable business both depend on making a profit. The parties to the deal renegotiate and become ready to own the contract using this key benefit stance. As a residual statistic, shareholder profits reveal crucial information on the long-term viability of the company's operations.

## **3. METHODOLOGIES**

### **Participants and Procedure**

The theoretical model of this study was decided by the questionnaire and then distributed, including logistics, and manufacturing companies, to the HRM model of some small medium-sized enterprises and some public institutions in Erbil region. Some of the respondents agreed with the study request and outlined its goals and survey requirements. CEO or HR director was able to help in suggesting some research divisions. All the participants are voluntary, as it's imperative to remember. It took 4 months to collect the study data. 105 of the questionnaires have been answered among 150 forms. On-site distribution and collection were made of every questionnaire. SPSS program also carried out descriptor statistical analysis and an analysis of correlations, mediation impact test, mild effect test and moderated mediation effect test.



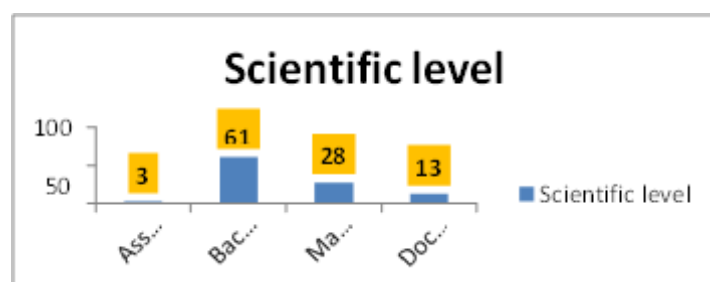
## 4. RESULTS

### 4.1 Correlation Analysis

Table (1)			
		Frequency	Percent
Gender	Male	70	66.7
	Female	35	33.3
	Total	105	100.0
Age	18-25	39	37.1
	26-45	53	50.5
	46-Over	13	12.4
	Total	105	100.0
Scientific level	Associate degree	3	2.9
	Bachelor	61	58.1
	Master	28	26.7
	Doctoral	13	12.4
	Total	105	100.0

From Table No. (1) The following appears:

Males made up a larger percentage of the responses (66.7%) than females (33.3%), suggesting that men made up the vast bulk of the sample. However, the majority of the respondents seem to be very young, as the age range for those in the category of 25–44 years old was 50.5% and for those in the category of 18–25 years old it was 37.1%. When broken down by degree level, the highest proportion of respondents had bachelor's degrees (58.1%) or master's degrees (26.7%), which together make up 84.8% of the total. This strongly suggests that the majority of the people in the sample had some sort of secondary or tertiary education. Therefore, it shows that the answers were correct, which means that the outcomes were correct as well.



**Table No. (2) frequencies and relative distribution of the answers  
for all paragraphs**

The study axes	Sub-variables	1.		2		3		4		5		Mean	Std. Deviation
		fi	%	fi	%	fi	%	fi	%	fi	%		
O.S	X1	9	8.57	36	34.29	27.0	25.71	2	1.90	31	29.52	3.10	1.38
	X2	9	8.57	29	27.62	18.0	17.14	3	2.86	46	43.81	3.46	1.49
	X3	14	13.33	29	27.62	12.0	11.43	2	1.90	48	45.71	3.39	1.59
	X4	6	5.71	28	26.67	25.0	23.81	3	2.86	43	40.95	3.47	1.40
	X5	16	15.24	28	26.67	13.0	12.38	4	3.81	44	41.90	3.30	1.59
Average			10.28		28.57		18.09		2.67		40.38	3.34	1.49
MO	X6	11	10.48	12	11.43	18.0	17.14	3	2.86	61	58.10	3.87	1.47
	X7	14	13.33	26	24.76	14.0	13.33	3	2.86	48	45.71	3.43	1.57
	X8	10	9.52	30	28.57	20.0	19.05	1	0.95	44	41.90	3.37	1.50
Average			11.77		24.00		16.00		2.63		45.60	3.56	1.51
CO	X9	13	12.38	22	20.95	23.0	21.90	2	1.90	45	42.86	3.42	1.51
	X10	11	10.48	17	16.19	26.0	24.76	2	1.90	49	46.67	3.58	1.47
Average			11.50		22.89		19.01		2.05		44.55	3.50	1.49
TR	X11	7	6.67	7	6.67	14.0	13.33	2	1.90	75	71.43	4.25	1.29
	X12	6	5.71	12	11.43	13.0	12.38	3	2.86	71	67.62	4.15	1.33
Average			9.35		15.63		18.28		2.12		54.62	4.20	1.31
BL	X13	6	5.71	12	11.43	8.0	7.62	4	3.81	75	71.43	4.24	1.31
	X14	5	4.76	9	8.57	16.0	15.24	4	3.81	71	67.62	4.21	1.25
Average			6.44		10.75		13.37		2.90		66.54	4.22	1.28
OO	X15	3	2.86	14	13.33	19.0	18.10	2	1.90	67	63.81	4.10	1.27
	X16	5	4.76	5	4.76	12.0	11.43	3	2.86	80	76.19	4.41	1.16
	X3	14	13.33	29	27.62	12.0	11.43	2	1.90	48	45.71	3.39	1.59
	X4	6	5.71	28	26.67	25.0	23.81	3	2.86	43	40.95	3.47	1.40
Average			6.62		16.63		15.63		2.48		58.64	3.84	1.35
General Average			9.33		19.74		16.73		2.47		51.72	3.64	1.45

Description of the search dimensions (Organization strategy+ Motivation+ Commitments+ Training + Business language+ Organization outcomes)

Results showing that (43.04%) of the sample members agree with the organization approach dimension can be seen in Table (2), which provides information on the frequency distributions, percentages, arithmetic means, and standard deviations of the variables (x1-x5). With a standard deviation of 1.49 and an arithmetic mean of 3.34, the sample members agree with this dimension, as the arithmetic mean increased from hypothesis (3) on the scale. The rate of disagreeing was 38.86%, while the rate of neutrals reached 18.09%.

The research used a five-point Likert scale. Concerning the expressions represented by the variables (x6-x8), which pertain to the dimension (Motivation), the proportion of sample members who agree with it stands at 48.23%, with an average of 16% being neutral and 35.77% disagreeing. The arithmetic mean and standard deviation for this group are using the five-point Likert scale that was used for the research, the sample members agreed with this dimension since the arithmetic mean was greater than hypothesis

(3). Their estimates were (3.56) and (1.51), respectively. Concerning the two variables (x9 and x10) that stand for the expressions of the dimension (Commitments), we find that 46.59% of the sample agrees with it, with an average neutral rate of 19.01% and a rate of disagreeing of 34.39% (with a standard deviation and an arithmetic mean). On the five-point Likert scale used for the research, the arithmetic mean surpasses the hypothesis (3), indicating that the sample members agree with this dimension. Their estimates were (3.50) and (1.49), respectively. Regarding the two variables (x11 and x12), which stand for the training dimension's expressions, we can see that 56.75 percent of the sample agrees with this dimension, while

18.28 percent disagree on average, and 24.9 percent disagree with the mean and standard deviation calculations. On the five-point Likert scale used for the research, the arithmetic mean is greater than hypothesis (3), hence the sample members agree with this dimension. Their estimates were (4.20) and (1.31), respectively.

Regarding the two variables (x13 and x14), which stand for the expressions of the business language dimension, we find that (69.94%) of the sample agrees with this dimension, (13.37%) are neutral, and (17.18%) disagree. These numbers are based on the means and deviations of the sample. On the five-point Likert scale used for the research, the arithmetic mean is higher than hypothesis (3), and two criteria are estimated to be (4.22) and (1.28), respectively, indicating that the sample members agree with this dimension. In regards to the variables (x15, x16, x3, and x4) that stand for the manifestations of the organization's outcomes, 61.12% of the sample members are in agreement with this dimension, while 15.63% are indifferent and 23.24% are disagreeing. Because the sample's arithmetic mean increased from hypothesis (3) on the five-point Likert scale used in the research, and because the standard deviation was only 1.35 points, the results show that the members of the sample agree with this dimension. Looking at all the expressions that represent the induction dimensions, we find that 54.20% of the sample agrees with all of them, 16.73% are neutral, and 29.07% disagree. The arithmetic mean and standard deviation are 3.64% and 1.45%, respectively, on since the overall arithmetic mean on the five-year Likert scale used in the study grew from hypothesis (3), it may be concluded that the sample members are in agreement with the research's dimensions.

<b>Table(3)</b>		
<b>Var.</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
<b>Organization Strategy (O.S)</b>	0.72	5
<b>Motivation (MO)</b>	0.58	3
<b>Commitments (CO)</b>	0.63	2
<b>Training (TR)</b>	0.76	2
<b>Business Language (B.L)</b>	0.72	2
<b>Organization Outcomes (O.O)</b>	0.61	2
<b>Total</b>	0.84	16

In Table No. (3), which shows the estimated reliability coefficient, we can see that we tested the scale's reliability for each of the six variables and their corresponding paragraphs in the questionnaire, and we also calculated the reliability coefficient for the entire set of questions, arriving at 84%. I thought the paragraphs were fine with the material.

**Table (4):** Correlation Matrix of Model Constructs

		OS	MO	CO	TR	BL	OO
OS	p.c	1					
	P.V						
MO	p.c	.410**	1				
	P.V	.000					
CO	p.c	.518**	.523**	1			
	P.V	.000	.000				
TR	p.c	.268**	.338**	.369**	1		
	P.V	.006	.000	.000			
BL	p.c	.241*	.374**	.213*	.527**	1	
	P.V	.013	.000	.029	.000		
OO	p.c	.775**	.466**	.506**	.467**	.416**	1
	P.V	.000	.000	.000	.000	.000	

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

## HYPOTHESES

**Hypothesis 1a.** Skill-enhancing organization strategies are positively related to Organization outcomes (Productivity, Quality, and Profit).

The independent variable (O.S.) and the trustworthy variable (O.O.) are related on a spiritual level. According to the results shown in table no. 4 of the correlation matrix, there is a positive and statistically significant relationship between the independent and dependent variables with a value of 0.775. This means

that there is a 78% directional relationship between the two variables whenever the values of the independent and dependent variables change. This is due to the fact that the value of the correlation coefficient (0.000) was less than the level of statistical significance (0.05).

**H1b.** The mediators of Motivation and Commitment-enhancing organization strategy are positively related to Organization outcomes (Productivity, Quality, and Profit). Existence of a spiritual connection between the independent variable (O.S) and the trusted variable (O.O) through the variables Al-Wasitain (M) and (C) on the sequence. The meaning of the latter is that the variables are the same for them, far from quoting the obligatory relationship between the independent variable and the subject.

**Table (5):** with/without Moderating Path Coefficient

No.	Path	Estimate	with/without mediation	P.value
1	OS→MO	0.399	WITH OUT	0.000
2	OS→CO	0.642	WITH OUT	0.000
3	OS→OO	0.611	WITH OUT	0.000
4	MO→OO	0.139	WITH OUT	0.023
5	CO→OO	0.059	WITH OUT	0.251
6	OS→MO→OO	0.055	WITH	0.034
7	OS→CO→OO	0.038	WITH	0.220

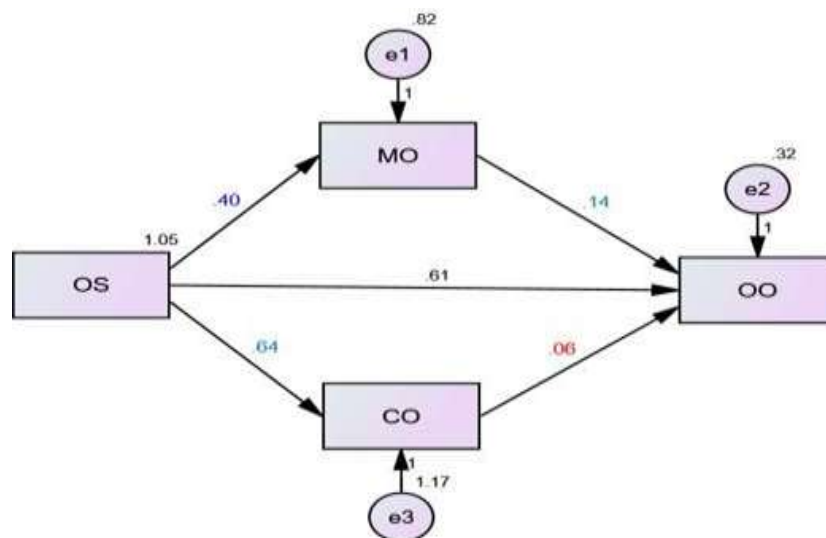
Through Table No. (5), the following is indicated:

The existence of a positive significant effect of the independent variable (os) on the two intermediate variables (mo) and (co) respectively (because the PV value of the effects values was smaller than the statistical significance level (0.05) of (0.000)) where the regression weight values were (0.4) and (0.6),

respectively. This means that whenever the independent variable changes one unit, the two intermediate variables change by (0.4) and (0.6) respectively and in the same direction.

The existence of a direct significant effect of the independent variable (os) on the dependent variable (oo) (because the PV value of the effect value was smaller than the level of statistical significance (0.05) which is (0.000)) where the regression weight values were (0.6), which means that Whenever the independent variable changes one unit, the dependent variable changes in a percentage (0.6) and in the same direction. The median variable (mo) has an effect on the dependent variable (oo), where this effect was significant and was (0.14) (because the (PV) value of the effect value was smaller than the level of statistical significance (0.05) which is (0.023)), in other words. Whenever the intermediate variable changes one unit, the dependent variable changes by (0.14) in the same direction, while we find the mother variable (co) has no significant effect on the dependent variable (oo).

The mediating variable (mo) has a role (contribution) in transferring an effect from the independent variable (os) to the dependent variable (oo) and that this effect was significant because the (PV) value of the effect value was smaller than the level of statistical significance (0.05), which is (0.034) where the effect was (0.055). As for the intermediate variable (co), it does not contribute to the transfer of the relationship between the two independent and dependent variables.



**Hypothesis 1c.** Opportunity-enhancing organization strategies are positively related to the mediators of Motivation and Commitment.

The existence of a spiritual relationship between the independent variable (O.S) and the variables Al-Wasitain (M) and (C) on the sequence According to table no. 4 of the correlation matrix, the correlation coefficient (0.000) was lower than the 0.05 level of statistical significance, indicating a significant relationship between the independent variable (os) and the two intermediate variables (oo) and (). This indicates that the independent variable is positively and significantly related to the two arguments, with values of 10.4 and 20.5, respectively. In other words, when the values of the independent variable (or median) change, the other variable follows suit by a margin of 41% and 52%, respectively.

**Hypothesis 2a.** Skill-enhancing organization strategies are more positively related to Organization outcomes (Productivity, Quality, and Profit) than motivation-enhancing and Commitment.

There is a stronger positive significant relationship between the two variables when there is no intermediary variable (M) and no intermediate variable (C) between them. In other words, the role of

the intermediate variables makes the relationship less valuable than when the independent and dependent variables are directly related to each other. This is evident from the fact that the correlation coefficient value is higher for the direct relationship between the variables than for the indirect relationship, which is caused by the two intermediate variables.

**Through Table No. (5), we note the following:**

The independent variable (os) has a direct and significant effect on the dependent variable (oo) where the regression weight values were (0.6). This means that for every one unit change in the independent variable, the dependent variable changes by 0.6 percentage points in the same direction. This is due to the fact that the PV value of the effect value was smaller than the level of statistical significance (0.05) of (0.000).

An effect was transferred from the independent variable (os) to the dependent variable (oo) through the mediating variable (mo), and this effect was significant because the effect's PV value was less than the level of statistical significance (0.05), which is 0.034, where the effect was 0.055. The link between the independent and dependent variables cannot be transferred by means of the intermediate variable co. Using the data shown in the previous two paragraphs, we can deduce that the direct influence of the independent variable on the dependent variable was (0.6), while the two effects of the intermediate variables were (0.055) and (0.038), respectively. It should be noted that the interdependent variable (co) does not contribute to the transmission of the link between the two variables.

**H 2b.** The mediators of Motivation and Commitment are more positively related to organization strategy than opportunity Organization outcomes (Productivity, Quality, and Profit).

In comparison to the relationship between the aforementioned variables and the dependent variable (O.O.), the positive and significant association between the two intermediate variables (M) and (C) and the independent variable (O.S.) is more useful. In table no. 4 of the correlation matrix, we can see that there is a weaker positive significant relationship between the median (mo) and the independent (os) variable and the amount of (0.41) than there is between the median (mo) and the dependent (oo) variable and the adult (0.47). On the other hand, there is a stronger positive significant relationship between the mediating (co) variable and the independent (os) variable and the amount of (0.52) than there is between the mediating (co) variable and the dependent (oo) variable (0.51). The correlation coefficient value between the dependent and independent variables and the intermediate variable (co) was quite close to each other, though.

**H 3a.** Skill-enhancing organization strategies are positively related to moderators of Training & Business Languages.

The independent variable (O.S.) has a spiritual relationship with the equals variables (T) and (B.L.) on the sequence. There was a significant association between the independent variable (os) and the two modified variables (TR) and (BL), as shown in table no. 4 of the correlation matrix. This is due to the fact that the value of the correlation coefficient (PV) was less for (0.006) and (0.013), respectively. There is a positive significant relationship between the independent variable and the two rates, with values of 0.27 and 0.24 for the independent and modified variables, respectively, according to the level of statistical significance (0.05). This means that whenever the values of one variable change, the other variable changes by 27% and 24%, respectively.

**H 3b.** The moderators of Training & Business Languages are positively related to mediators of Motivation and Commitment.

There is a spiritual connection between the sequence variables representing the moderators (T) and (B.L.), as well as the sequence variables representing the middle (M) and (C). As seen in the fourth table of the correlation matrix: Since the value of the correlation coefficient (PV) was smaller than the level of statistical significance (0.05) for both the intermediate variable (OM) and the modified variable (TR), the link between these three variables was significant. In other words, a positive and statistically significant association exists. The relationship between the two arguments and the changed variable is as follows: when the value of the mean (or one of the two medians) changes, the other variable changes by 37% or 34%, respectively. There is a positive significant relationship between the modified variable (BL) and the two arguments, with values of (0.21) and (0.37) respectively. This means that whenever the values of one of the two variables (the average and the two medians) change, the other variable changes in the same direction by (21% and 37% respectively). This indicates that the relationship between the modified variable (BL) and the two intermediate variables (OM) and (CO) was significant because the values of the correlation coefficients (0.029) and (0.000) were less than the level of statistical significance (0.05).

**H 3c.** Opportunity-enhancing moderators of Training & Business Languages are positively related to Organization outcomes (Productivity, Quality, and Profit). Existence of a spiritual relationship between the independent variable (O.S) and the trusted variable (O.O) with the difference of the degrees of the variables of the equals (T) and (B.L) on the sequence. And the last word: the entry of the variables of the equals (T) and (B.L) on the sequence and the different equations (world and higher) for them in the adjustment of the spiritual relationship between the independent variables (O.S) and the trustworthy (O.O).

**Table(6) : Moderating Path Coefficient**

No.	Relationship	Moderator	Estimate	P-value without Moderator	P-value with Moderator	Moderator
1	OS→OO	Training /LOW	0.6482	0.001	0.001	Yes
2	OS→OO	Training /HIGH	0.6279	0.001	0.000	Yes
3	OS→OO	Business Languages/LOW	0.7444	0.001	0.000	Yes
4	OS→OO	Business Languages/HIGH	0.5036	0.001	0.001	Yes

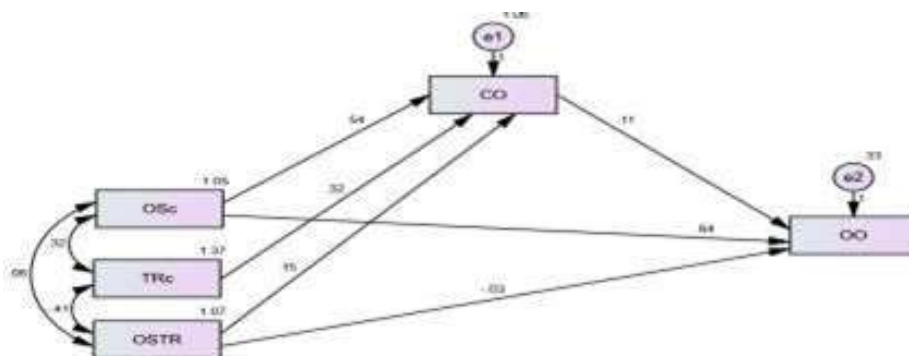
Through Table No. (6), we note the following:

The variable that has been changed, T, plays a positive role and alters the positive significant relationship between the independent variable, O.S., and the dependent variable, O.O., with varying degrees of low and high. The p-value for both effects is less than the 0.05 level of statistical significance. It is worth mentioning that the changed variable, when kept at low levels, has a greater impact on the positive significant link between the two independent and dependent variables than when kept at higher levels. The dependent variable changes by 0.65 units for every unit rise in the independent variable at low levels, and this change increases by 0.65 units as well. Increasing the changed variable by two units results in higher levels. The modified variable (B.L.) modifies the positive significant relationship between the independent variable (O.S.) and the dependent variable (O.O.) at different low and high levels, as the value of the P-value for the two effects is less than the level of statistical significance (0.05). It is worth mentioning that the changed variable, when kept at low levels, has a greater impact on the positive significant link between the two independent and dependent variables than when kept at higher levels.



The dependent variable changes by 0.74 units for every unit of the independent variable at low values, and this change rises by 0.74 units. (24) Units for more advanced values of the changed variable.

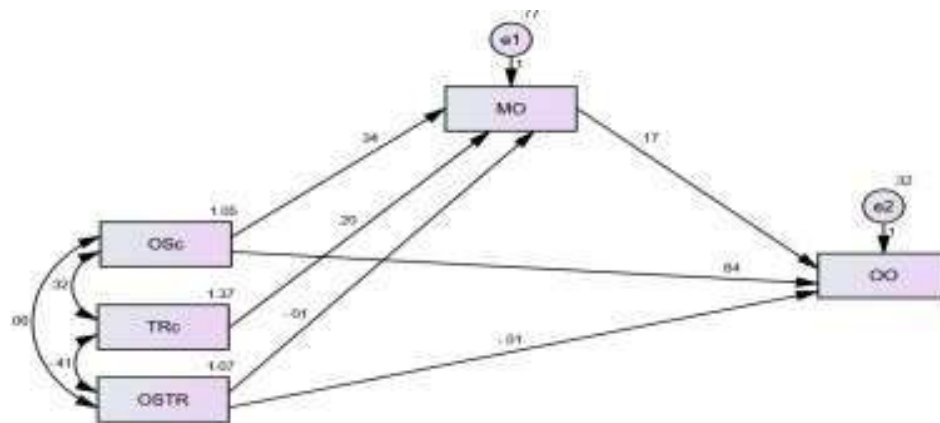
**Hypothesis 4a.** Organization strategy, mediators of Motivation and Commitment, The moderators of Training & Business Languages, are positive relationships between the three dimensions of Productivity, Quality, and Profit. Existence of a spiritual relationship between the independent variable (OS) and the trusted variable (OO) with the difference of the degrees of the variables of the equals (T) and (BL) on the sequence with the existence of the variables (M) and (C) on the sequence. In creating interest between the independent variables and the moderates on the way of the interchangeable variables, through the table below, we note the following: 1-In the presence of the median variable (MO), the relationship between the independent variable (OS) and the dependent variable (OO) was found to be insignificant based on the value of (P.VALUE). This means that the mediating variable (MO) does not transfer the effect from the independent variable to the dependent variable. 2-In the presence of the median variable (CO), the relationship between the independent variable (OS) and the dependent variable (OO) was insignificant according to the value of (P.VALUE). This means that the mediating variable (MO) transfers the effect from the independent variable to the dependent variable. The level of statistical significance (0.05) was also passed along. The association between the independent variable (OS) and the dependent variable (OO) was significant based on the value of (P.VALUE), as it was less than the level of statistical significance (0.05). This holds true when there are two rate variables (T, BL) with distinct low and high levels. Having the mediating variable (MO) present, or put another way, the two modified variables mentioned cause the MO to transfer the effect from the independent to the dependent variable. This means that the relationship between the two variables is strengthened by the presence of an intermediate variable.



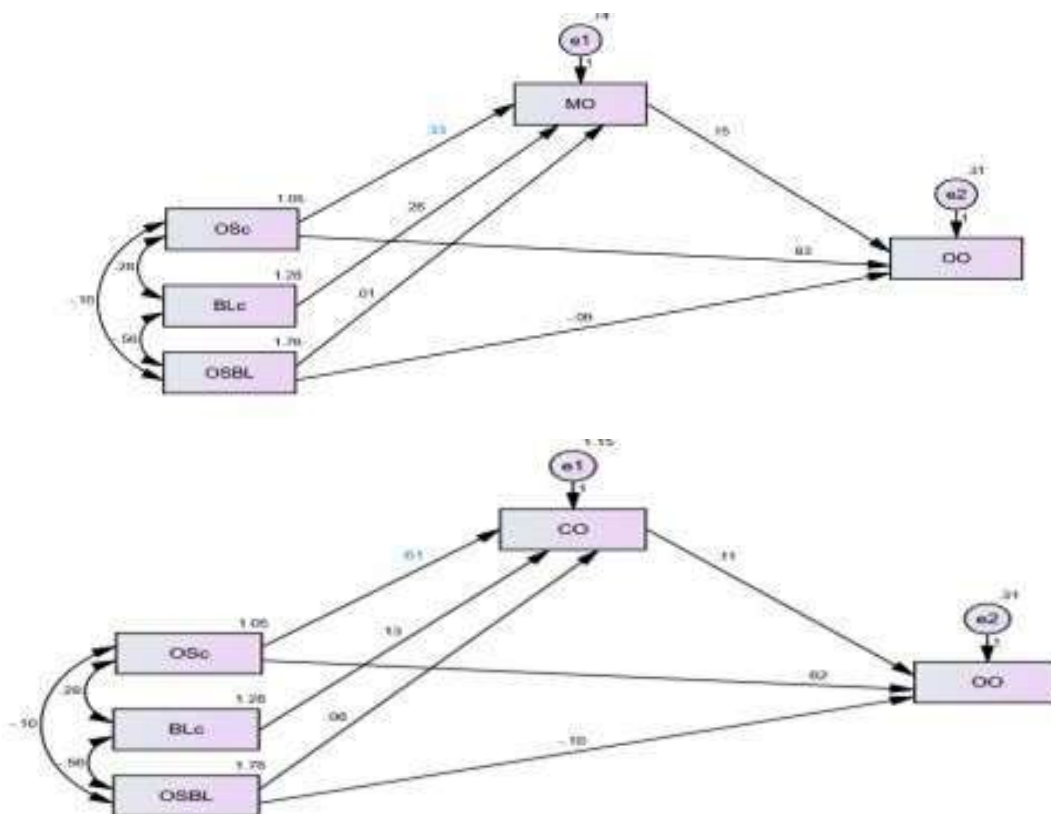
- 4- In the presence of the median variable (CO) and at various low and high levels of the rate variable (T), the relationship between the independent and dependent variables (OS and OO) was found to be insignificant (P.VALUE) because it was higher than the level of statistical significance (0.05). This means that the mentioned modified variable does not support the relationship between the two variables.

This is because the relationship was significant when the rate was not present, but became non-significant when the rate was present. Therefore, we can conclude that the rate variable does not support the relationship between the two variables with the intermediate variable (CO).





5- With the presence of the rate variable (BL) at lower and higher levels, there was a significant relationship between the independent variable (OS) and the dependent variable (OO) when the value of (P.VALUE) was smaller than the level of statistical significance (0.05). In the instance of the two mediating variables, the two arguments (MO, CO) offer support for the link between the two independent and dependent variables through the aforementioned modified variable.



<b>Table (7): Moderation and Mediation Path Coefficient</b>						
<b>No.</b>	<b>Path</b>	<b>Moderator</b>	<b>Estimate</b>	<b>P-value without Moderation</b>	<b>P-value with Moderation</b>	<b>Moderation</b>
1	OS→MO→OO	Training /LOW	0.058	0.055	0.038	YES
2	OS→MO→OO	Training /HIGH	0.053	0.055	0.030	YES
3	OS→CO→OO	Training /LOW	0.038	0.038	0.128	NO
4	OS→CO→OO	Training /HIGH	0.075	0.038	0.056	NO
5	OS→MO→OO	Business Languages/LOW	0.049	0.055	0.025	YES
6	OS→MO→OO	Business Languages/HIGH	0.052	0.055	0.022	YES
7	OS→CO→OO	Business Languages/LOW	0.049	0.038	0.040	YES
8	OS→CO→OO	Business Languages/HIGH	0.052	0.038	0.041	YES

## FUTURE RESEARCH IMPLICATIONS

The study survey, the Kurdistan Regain Government, the Erbil city economy, is focused on sector differentiation. In the city of Erbil, this is the best way to obtain the most reliable information about the topic focus. The research model takes an additional approach in measuring Organization straight because it's believed that research models with identical effects on results for the components of HRM system are in Erbil. This part of the study supports the fundamental hypothesis that activities of HRM, it focused on the effects of the different components of Organizational strategy, which can affect the same organization results (productivity, efficiency and profit). Due to the fact that HR managers emphasize the contrast between the companies' technology management. As discussed above, our sample is particularly motivated and committed by HR managers. The report, it's concluded that this specialization of encouragement and dedication employees of HRM companies will be emphasized more clearly by sectoral distinction to be moderators of Training & Business Languages in organizational performance. It will also highlight the difference in terms of the foreign ownership of the industry as foreign ownership can change the spending strategy and HRM in organizational outcomes of companies.

## 5. CONCLUSION

The theory model links strategy with organizational results and analyses have been studied and expanded. In contrast to the two other HR dimensions, organizing strategies in HR systems (organization strategy, motivation, commitment and organizational result as well as training and business languages), we found that few dimensions of HR systems are linked in a positive way to human capital and employee motivation and commitment in different ways. In addition, the enthusiasm and involvement of HRM workers mediated the links between smaller dimensions and the outcomes of the organization, which were linked in turn to financial performance. Also direct links are established between the few aspects of an organizational strategy, those most directly related to HRM within an organization, for example (Creativity, Quality, and Cost). The tasks of training and languages of business are directed towards the objectives of the organizational strategy, including (creativity, quality, cost), motivation and commitment and organizational results (Productivity, Quality, and Profit). Motivation and dedication represent the accomplishment of organizations' objectives by the mediator.

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