





Evaluation of the Leadership Capabilities Model for Organizational Service Productivity (Case Study: Public Banking Sector in Iraq)

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Abstract

The aim of this research is to evaluate the leadership capabilities model for organizational service productivity, with a focus on the public banking sector in Iraq. This research is applied in nature and descriptive-correlational in method. The statistical population of the study consists of senior and middle managers of state-owned banks in Iraq, totaling 217 individuals. Using Cochran's formula, the sample size was calculated to be 138 individuals. The sample was selected randomly. The data analysis tool used is a standardized questionnaire, and the software for data analysis is PLS. The results indicate that leadership capabilities, with components such as possessing strategic visions, having effective organizational communication, team management and leadership skills, having appropriate personality traits, focusing on customer needs, the ability to facilitate changes, and having decision-making power, are significantly related ($t_value > 1.96$). The overall model fit, based on the GOF formula, was found to be 0.59, which indicates a strong fit.

Keywords: Banking industry, leadership capabilities, service productivity

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1. Introduction

Banks play a crucial role in the economic growth and stability of a country. They help channel household savings to businesses and industries, which are then used optimally for the country's development. As financial institutions improve their efficiency and productivity in channeling financial resources, they will add value to the overall economy. Furthermore, they must effectively convert their costly inputs into various financial products and services to fulfill the aforementioned role. Identifying the determinants of banking performance and evaluating efficiency levels is crucial [1]. The demand-supply imbalance can act as a positive potential for increasing productivity, but failing to employ various techniques for the efficient use of banking resources leads to inefficiency in banking activities. This is because the allocation of these limited resources will not be done correctly, resulting in the organization not achieving appropriate profits, and customers will also be dissatisfied with banking services. Given the limitations of banking resources, in order to achieve maximum productivity from the consumption of these resources, a fundamental review must take place in the relationships between the banking sector and customers, who are the main source of revenue and success for the organization. A banking system can only be considered efficient if resources are allocated to the best customers and those receiving services develop satisfaction and loyalty towards the organization. In other words, organizational leadership must be of appropriate quality and effectiveness to ensure the maximum productivity of resources [2].

The capability approach classifies capabilities into resources (i.e., economic and cultural) and conversion factors (such as education, individual characteristics, self-efficacy, and cognition). This provides a logical justification for how resources and conversion factors shape the values and capabilities of a leader (Schneider, 2018). The capability approach presents individual leadership capabilities as a structured social perspective of values, reinforced by resources and factors. Leadership capabilities are among the core skills influencing organizational performance, including personal knowledge, skills, experience, networks, the ability to achieve results, and development capacity [3]. Moreover, companies that continuously invest in employee capability development perform better than their competitors. Capabilities are classified as hard or soft. Hard capabilities are typically measurable (i.e., marketing, presentation, analytical capabilities, and especially technical

skills). In contrast, soft capabilities (such as communication, leadership, teamwork, problem-solving, critical thinking, and time management) are more challenging to measure. Data, software, and soft capabilities are based on interpersonal skills and the ability to work with others [3].

The literature review highlights several studies on the role of management skills, organizational culture, and leadership in enhancing organizational performance and sustainability. Pedraza et al. (2023) emphasize the key role of managerial skills and organizational culture in fostering innovation, especially in peripheral areas, where cultural aspects may outweigh managerial skills [4]. Susanto et al. (2023) explore the impact of performance management as a mediator between competence, coaching skills, and organizational sustainability, showing direct relationships with performance outcomes. Bagheri et al. (2022) identify five essential managerial skills in the banking sector, with notable differences in priorities for senior, middle, and lower-level managers [5]. Ngo (2022) examines the influence of smart technologies on project management skills, highlighting critical areas such as problem-solving, communication, and strategic planning [5]. Additionally, Qader et al. (2021) focus on the significance of human resource management skills in improving the quality of accounting information in public sectors [6]. The studies collectively emphasize the importance of leadership competencies, such as communication, negotiation, and empathy, and their impact on employee engagement and organizational outcomes.

There is limited quantitative data on the impact of individual values and capabilities on organizational productivity. In fact, it is essential to understand whether individual values are critical for improving productivity or if individual capabilities, irrespective of employees' values, act as intrinsic motivators. Both aspects are useful for organizational success. However, since productivity manifests in both internal and external organizational activities, this relationship must be fully defined and examined. Understanding which of these two human resource aspects is more vital for organizational success in terms of productivity, or how these two aspects relate to productivity outcomes, remains significantly unknown and has important implications in determining the value of human behavior for organizational success. Answering these questions contributes significantly to bridging the knowledge gap and aids in developing managerial capabilities in productivity, ultimately enhancing an organization's sustainable competitive advantage.

This study contributes to the literature on leadership capabilities by filling the existing gap between micro and macro-level research. At the micro level, the study assumes that strong managerial capabilities at the individual level facilitate managers' ability to perceive and act on opportunities and threats. The research model subsequently links the micro level to the macro level. Specifically, it hypothesizes that heterogeneity in managerial capabilities translates into observable differences in company strategies. As a result, this enhances managerial capacity to configure, acquire, and develop a company's resources as a foundation for executing strategic changes, leading to improved organizational service productivity. Thus, individual-level capabilities in managers are the foundation of company-level strategies, directing managers toward primary organizational change agents and enhancing service productivity. Therefore, this study raises the following question:

How is the evaluation of the leadership capabilities model for organizational service productivity in the public banking sector of Iraq?

2. Methodology

Given that the goal of this research is to model leadership capabilities in order to enhance organizational service productivity (focused on the public banking sector in Iraq), the research method is applied in terms of purpose and descriptive-correlational in terms of approach. Structural equation modeling (using Smart PLS software) has been

employed for data analysis. The target population includes senior and middle managers of public banks in Iraq, totaling 217 individuals. Based on Cochran's formula, a sample size of 138 has been calculated. The sample was selected randomly. The research tool is the standardized questionnaire developed by Abdulali Al-Kermaw (1403). The validity of the questionnaire was confirmed through review by a group of management experts. For reliability, Cronbach's alpha was used, with all constructs showing reliability greater than 0.7.

3. Findings and Results

The demographic breakdown of the sample is as follows: The majority of the participants were male (73.91%), with females constituting 26.09%. In terms of educational qualifications, the participants were fairly distributed, with 42.03% holding a bachelor's degree, 44.20% having a master's degree, and 13.77% possessing a doctoral degree. Regarding age, the largest group fell within the 35-45 age range (37.68%), followed by 29.71% in the 25-35 range, 21.74% in the 45-50 range, and 10.87% over 50 years old. For work experience, most participants (36.96%) had between 6 to 10 years of experience, followed by 26.09% with 11 to 15 years, 17.39% with 5 years or less, and 19.57% with more than 15 years of experience. The total sample size was 138 participants.

The components and indicators, along with their symbols, are presented in [Table 1](#).

Table 1. Dimensions and Components of the Research

Dimension	Component	Symbol	Indicator
Strategic Vision	Business Environment Analysis	q1	- Attention to competitive indicators
		q2	- Focus on economic, political, and environmental changes
		q3	- Analysis of technological advancements and digitalization in the banking industry
	Providing Appropriate Organizational Strategies	q4	- Developing organizational culture
		q5	- Enhancing employee capacity
		q6	- Establishing a flexible and efficient structure for banking organizations
	Ability to Predict Changes	q7	- Resource management and financial risk management
		q8	- Enhancing strategic leadership capabilities
		q9	- Innovating and adapting to changes
Effective Organizational Communication	Two-Way Organizational Communication	q10	- Accurate and timely information transfer
		q11	- Enhancing trust and cohesion

		q12	- Improving job satisfaction
	Intercultural Communication	q13	- Promoting intercultural communication
		q14	- Managing diversity and conflicts
		q15	- Reducing organizational tensions
	Clarifying Organizational Goals	q16	- Improving leadership in guiding, coordinating, and resource management
		q17	- Facilitating team member participation and accountability
		q18	- Building trust and confidence among employees
Team Management and Leadership	Interactive Leadership	q19	- Strengthening interpersonal communication
		q20	- Boosting creativity, commitment, and responsibility among employees
		q21	- Enhancing team-building leadership skills
		q22	- Creating a platform for employee feedback and idea exchange
	Employee Skill Development	q23	- Improving employees' decision-making abilities
		q24	- Promoting distributed leadership within the organization
		q25	- Providing training and professional development opportunities
	Proper Resource Allocation and Performance Management	q26	- Allocating financial, human, and physical resources effectively
		q27	- Strengthening fairness and organizational justice
		q28	- Creating a rewarding and motivating work environment
Possessing Appropriate Personality Traits	Motivation and Leadership Commitment	q29	- Improving leadership skills in motivation and inspirational leadership
		q30	- Facilitating effective communication
		q31	- Developing organizational culture
	Trust-Building	q32	- Impacting trust and employee commitment
		q33	- Establishing strong customer-organization relationships
		q34	- Creating a flexible organizational culture
	Servant Leadership	q35	- Developing a culture of service
		q36	- Encouraging personal and professional growth among employees
		q37	- Fostering future-oriented leaders
Focus on Customer Needs	Customer-Centric Goals	q38	- Setting customer-focused objectives
		q39	- Building trust and loyalty among customers
		q40	- Generating creative ideas to improve banking services
	Effective Customer Communication	q41	- Understanding customer needs thoroughly
		q42	- Providing excellent customer service
		q43	- Enhancing accountability and productivity in service delivery
	Problem-Solving Capability	q44	- Employing analytical methods and effective decision-making strategies
		q45	- Improving systems and processes for risk management
Ability to Facilitate Change	Organizational Change Analysis	q46	- Examining and analyzing organizational changes
		q47	- Fostering a culture of change

		q48	- Leveraging internal innovation capacity for transformation
	Transformational Leadership	q49	- Inspiring and motivating employees
		q50	- Stimulating innovation and creativity
		q51	- Encouraging knowledge sharing and collaboration
	Resistance Change Management	q52	- Providing justifications for changes based on analyses and data
		q53	- Creating an organizational culture adaptable to change
Decision-Making Capability	Confidence in Leadership Decisions	q54	- Ensuring organizational best interests
		q55	- Creating a safe environment for testing innovative ideas
		q56	- Facilitating adoption of new technologies and innovations
	Productivity Acceleration	q57	- Increasing decision-making speed
		q58	- Responding quickly to customer needs and demands
		q59	- Enhancing internal coordination and cooperation

After reviewing the fit of the measurement models, structural models, and the overall model, according to the PLS data analysis algorithm, the researcher can test the relationships between the variables. In this section, standardized path coefficients related to the hypotheses and

t-values are examined. To confirm or reject the hypotheses, the t-value must be greater than 1.96 or less than -1.96. Values between these two limits indicate no significant difference between the calculated regression weights and zero at the 95% confidence level.

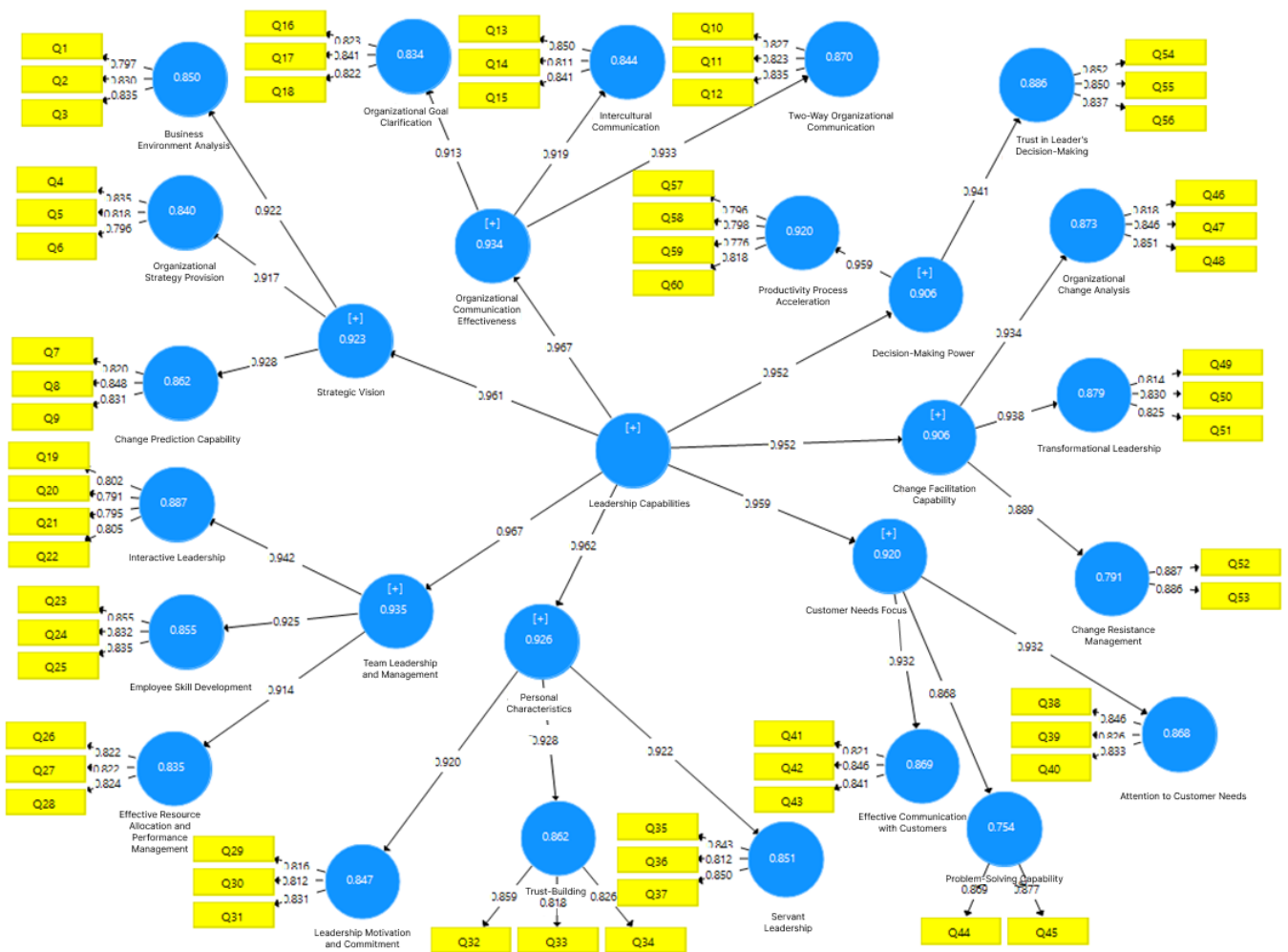


Figure 1. Research Model with Standardized Path Coefficients

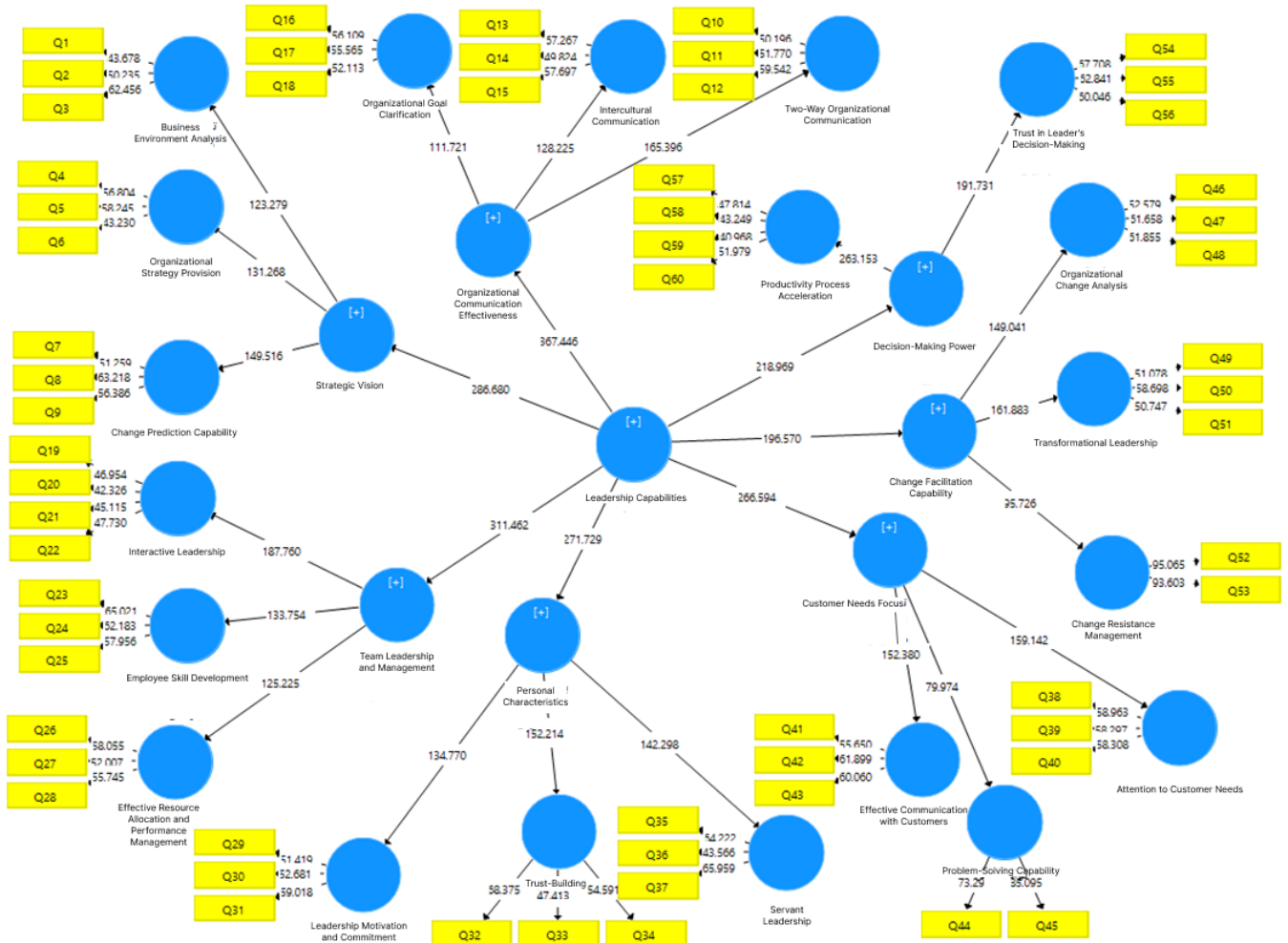


Figure 2. Research Model with t-values for Relationships Between Variables

Table 2 provides the description of the research constructs.

Table 2. Reliability Values

Construct	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Strategy Provision	0.751	0.751	0.857
Intercultural Communication	0.781	0.782	0.873
Two-Way Organizational Communication	0.771	0.772	0.868
Effective Communication with Customers	0.785	0.785	0.874
Organizational Change Analysis	0.789	0.79	0.877
Trust in Leader's Decision-Making	0.802	0.802	0.883
Trust-Building	0.781	0.783	0.873
Organizational Communication Effectiveness	0.912	0.912	0.927
Decision-Making Power	0.891	0.892	0.915
Personal Characteristics	0.912	0.912	0.928
Business Environment Analysis	0.758	0.758	0.861
Productivity Process Acceleration	0.809	0.809	0.875
Customer Needs Focus	0.783	0.783	0.874
Change Facilitation Capability	0.908	0.909	0.926
Problem-Solving Capability	0.687	0.688	0.865

Team Leadership and Management	0.918	0.919	0.932
Change Prediction Capability	0.78	0.781	0.869
Servant Leadership	0.86	0.861	0.900

According to Table 2, the Cronbach's alpha and composite reliability values are greater than 0.70, indicating the reliability of the research data.

Fornell and Larcker (1981) introduced the AVE (Average Variance Extracted) criterion to assess convergent validity, stating that for AVE, the critical threshold value is 0.50. This

means that an AVE value above 0.50 indicates acceptable convergent validity. For second-order constructs, the AVE value must be calculated manually, and the formula for its calculation is provided below. Table 3 shows the AVE values for the research variables, all of which are above 0.50.

Table 3. Convergent Validity

Variable	Composite Reliability	Average Variance Extracted (AVE)
Organizational Strategy Provision	0.857	0.667
Intercultural Communication	0.873	0.696
Two-Way Organizational Communication	0.868	0.686
Effective Communication with Customers	0.874	0.699
Organizational Change Analysis	0.877	0.703
Trust in Leader's Decision-Making	0.883	0.716
Trust-Building	0.873	0.696
Organizational Communication Effectiveness	0.927	0.586
Decision-Making Power	0.915	0.606
Personal Characteristics	0.928	0.587
Business Environment Analysis	0.861	0.674
Productivity Process Acceleration	0.875	0.636
Customer Needs Focus	0.874	0.698
Change Facilitation Capability	0.926	0.609
Problem-Solving Capability	0.865	0.762
Team Leadership and Management	0.932	0.577
Change Prediction Capability	0.872	0.694
Attention to Customer Needs	0.923	0.598
Effective Resource Allocation and Performance Management	0.863	0.677
Employee Skill Development	0.879	0.707
Strategic Vision	0.925	0.577
Leadership Motivation and Commitment	0.860	0.672
Transformational Leadership	0.863	0.678
Interactive Leadership	0.875	0.637
Servant Leadership	0.874	0.697
Leadership Capabilities	0.986	0.544
Change Resistance Management	0.880	0.786
Organizational Goal Clarification	0.868	0.687

It is observed that the Average Variance Extracted (AVE) value is consistently greater than 0.50, and the composite reliability value is above 0.70 in all cases, which is also greater than the AVE value. Therefore, convergent validity is also confirmed.

Table 4 shows the average values of communality and R Squares, which indicates that the GOF (Goodness of Fit) is 0.59, suggesting a strong model fit.

Table 4. Average Shared Values and R-Square Values

Variable	R Square	Communality	Avg-Communality	Avg-R
Leadership Capabilities	-	0.473	0.404	0.871
Organizational Strategy Provision	0.84	0.514	-	-
Intercultural Communication	0.844	0.416	-	-
Two-Way Organizational Communication	0.87	0.315	-	-
Effective Communication with Customers	0.869	0.4178	-	-

Organizational Change Analysis	0.873	0.517	-	-
Trust in Leader's Decision-Making	0.886	0.394	-	-
Trust-Building	0.862	0.514	-	-
Organizational Communication Effectiveness	0.934	0.478	-	-
Decision-Making Power	0.906	0.526	-	-
Personal Characteristics	0.926	0.418	-	-
Business Environment Analysis	0.85	0.364	-	-
Productivity Process Acceleration	0.92	0.337	-	-
Customer Needs Focus	0.868	0.369	-	-
Change Facilitation Capability	0.906	0.417	-	-
Problem-Solving Capability	0.754	0.538	-	-
Team Leadership and Management	0.935	0.14	-	-
Change Prediction Capability	0.862	0.318	-	-
Attention to Customer Needs	0.92	0.257	-	-
Effective Resource Allocation and Performance Management	0.835	0.291	-	-
Employee Skill Development	0.855	0.341	-	-
Strategic Vision	0.923	0.365	-	-
Leadership Motivation and Commitment	0.847	0.419	-	-
Transformational Leadership	0.879	0.475	-	-
Interactive Leadership	0.887	0.591	-	-
Servant Leadership	0.851	0.488	-	-
Change Resistance Management	0.791	0.267	-	-
Organizational Goal Clarification	0.834	0.364	-	-

Based on the findings, a summary of the results is presented in [Table 5](#).

Table 5. Results of Relationships Between Dimensions and Components

Path	Factor Loading	T-value	P Values
Leadership Capabilities -> Organizational Communication Effectiveness	0.967	367.446	0
Leadership Capabilities -> Decision-Making Power	0.952	218.969	0
Leadership Capabilities -> Personal Characteristics	0.962	271.729	0
Leadership Capabilities -> Change Facilitation Capability	0.952	196.57	0
Leadership Capabilities -> Team Leadership and Management	0.967	311.462	0
Leadership Capabilities -> Attention to Customer Needs	0.959	266.594	0
Leadership Capabilities -> Strategic Vision	0.961	286.68	0

Based on the results:

- In the relationship between leadership capabilities and organizational communication effectiveness, the T-value obtained is 367.446 (T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.967.
- In the relationship between leadership capabilities and decision-making power, the T-value obtained is 218.969 (T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.952.
- In the relationship between leadership capabilities and personal characteristics, the T-value obtained is 271.729 (T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.962.
- In the relationship between leadership capabilities and change facilitation capability, the T-value obtained is 196.57 (T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.952.
- In the relationship between leadership capabilities and team leadership and management, the T-value obtained is 311.462 (T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.967.
- In the relationship between leadership capabilities and attention to customer needs, the T-value obtained is 266.594 (T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.959.
- In the relationship between leadership capabilities and strategic vision, the T-value obtained is 286.68

(T-value > 1.96), indicating a significant relationship. The second-order factor loading is 0.961.

The significance of all relationships is greater than 1.96 (T-value > 1.96), meaning that all relationships are significant, confirmed, and credible.

4. Discussion and Conclusion

This research aimed to evaluate the leadership capabilities model to enhance organizational service productivity (case study: the public banking sector in Iraq). The study used the Partial Least Squares (PLS) method to answer the following question:

In the relationship between leadership capabilities and the presence of effective organizational communication, a significant relationship of 367.446 was obtained ($t_value > 1.96$), indicating that the relationship is significant. To explain this, one of the most important capabilities of a leader in the banking industry is the ability to analyze the business environment. Business environment analysis in the banking sector can significantly influence leadership capabilities and facilitate the improvement of organizational service productivity. The banking sector is typically subject to very strict and detailed regulations. Changes in banking laws and regulations related to security, customer support, and other areas can alter the requirements and expectations of banking leaders. Leaders must be able to adapt quickly to legal and regulatory changes and optimize the bank's policies and procedures to comply with these changes. The intense competition in the banking sector affects leaders' ability to make strategic decisions and manage change. Proper analysis of competitiveness enables banking leaders to identify industry opportunities and threats and adopt appropriate strategies. Additionally, leaders should have the ability to establish relationships and collaborate with competitors to capture new markets amid intense competition and ensure organizational growth. Technological advancements and digitalization in the banking sector have created new demands and skills for leaders. Continuous and open communication between leaders and employees enhances trust and solidarity within the organization. Leaders must be capable of listening to employees' needs and concerns and promoting positive relationships and healthy communication through appropriate feedback and support. Two-way communication between leaders and employees can convey the organization's values and culture to the staff. Banking

leaders can explain organizational values, goals, and approaches to employees and influence them in the decision-making process and daily operations.

In the relationship between leadership capabilities and decision-making power, a significant relationship of 218.969 was found ($t_value > 1.96$), indicating that the relationship is significant. To explain this, employee skill development in the banking industry can have a significant impact on leadership capabilities and organizational service productivity. Employee skill development can help leaders improve their decision-making power. With employees equipped with necessary skills, leaders can have more confidence in making better and more effective decisions when facing various challenges by leveraging their knowledge and experience. As employees' skills and capabilities increase, leaders can allow them to make certain decisions within their responsibilities and share the leadership role. This leads to greater employee involvement and accountability, strengthening leadership capabilities in terms of collaboration, team skill development, and interaction. This collaboration and interaction within the organization increases decision-making power and problem-solving for common issues. The results of this study align with the research by Pramandita et al. (2021) titled "The Impact of Authentic Leadership and Strategic Management Skills on Organizational Performance Mediated by Knowledge Management in TNI Academy." [7]

In the relationship between leadership capabilities and appropriate personality traits, a significant relationship of 271.729 was obtained ($t_value > 1.96$), indicating that the relationship is significant. The factor loading for the second order was calculated as 0.962. To explain this, two-way organizational communication can help build trust and positive relationships between leaders and employees. Continuous and open communication between leaders and employees enhances trust and solidarity within the organization. Leaders should have the ability to listen to employees' needs and concerns and promote positive relationships and healthy communication through appropriate feedback and support. Two-way communication between leaders and employees can convey the organization's values and culture to employees. Two-way communication can impact employee motivation and commitment. Banking leaders can increase employee motivation through two-way communication and encourage them to improve performance and provide better services. This study aligns with the findings of Hakak et al. (2021),

titled "Designing a Grounded Theory Model of Positive Leadership."

The findings of Hakkak et al. (2021) showed that personality traits, attitudes and perceptions, organizational core values, communication networks, goal orientation, and leadership skills are influential factors in positive leadership [8].

In this context, this article offers the following recommendations to the managers of the banking sector in Iraq:

1. Organizing training courses related to leadership skills and effective communication for the organization's employees.
2. Establishing an organizational culture that promotes and strengthens effective communication and leadership.
3. Improving the internal communication system to enhance coordination and interaction between team members and managers.
4. Providing opportunities for the development and improvement of personality traits for team members and managers through personal development programs.
5. Creating an organizational culture that promotes positive values and personality traits, and supports individuals with these traits for leadership positions.
6. Developing communication skills: Building effective relationships with team members and other organizational members is essential for a successful leader. Improving communication skills enhances leadership and management capabilities.
7. Establishing a collaborative work culture: Creating a work culture where team members feel a sense of belonging and support positive cooperation and interaction can help improve team management and leadership capabilities.
8. Developing strategic thinking skills: As a leader, the ability to think strategically is crucial for effective decision-making and team success. Enhancing these skills will help you make better decisions and lead your team toward shared goals.
9. Understanding the needs of bank customers: For a successful banking leader, it is crucial to understand the needs of bank customers, including financial needs, banking services, security, and customer satisfaction.

10. Developing strategies based on customer needs: Based on a deep understanding of customer needs, a leader must design appropriate strategies to improve banking services, increase security, and enhance customer experience.

11. Creating a customer-centric organizational culture in the bank: To build positive relationships with customers, a customer-centric organizational culture must be established in the bank. Team members should be committed to understanding customer needs and focus on meeting these needs and improving banking services.

Authors' Contributions

Authors equally contributed to this article.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in this study were under the ethical standards.

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