

The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity

Saif Qudama Younus¹, Baban Jabbar Othman², Muhammed Khazal Rashad³, Idrees Sadeq Kanabi⁴, Diyar Abdulmajeed Jamil⁵, Rozhgar Khorsheed Mahmood⁶, Zaid Saad Ismail⁷, Swran Jawamir Jwmaa⁸

^{1,2,3,4,8}Department of Business Administration, College of Administration and Financial Sciences, Knowledge University, Kirkuk Road, 44001 Erbil, Kurdistan Region, Iraq

^{5,6,7}Department of Accounting, College of Administration and Financial Sciences, Knowledge University, Kirkuk Road, 44001 Erbil, Kurdistan Region, Iraq

Received: 05 Nov 2022; Received in revised form: 27 Nov 2022; Accepted: 02 Dec 2022; Available online: 08 Dec 2022

Abstract— *The primary objective of this research project is to investigate the influence that different characteristics of healthcare marketing culture have on marketing creativity. The investigation was carried out at the various medical facilities located in the Kurdistan region of Iraq. In order to evaluate the effectiveness of the study, the researchers used a quantitative research approach in the form of a survey. Despite this, the researchers were successful in collecting a total of 161 completed surveys. In order to evaluate the current study, the researchers utilized hierarchal multiple regression analysis as well as the Sobel test; the results of these analyses indicated According to the findings, there is a positive and significant connection, both directly and indirectly, between cultural value and cultural satisfaction as marketing culture aspects and marketing creativity. In addition, cultural experience plays a positive and significant role in mediating the connection between cultural value and marketing experience. Nonetheless, putting an emphasis on cost savings, enhanced quality, and distinct industry are three essential components that are necessary to improve healthcare systems that are supported by patients. This is something that can be accomplished through the acquisition of new technology as well as through workers who are well-trained and motivated to use their expertise for the betterment of society in a way that carves out a distinct market that competitors can either rarely replicate or copy at a high cost.*

Keywords— *Marketing, Marketing culture, Moral, Value.*

I. INTRODUCTION

Current organizations, regardless of the type of organization they are, are subject to a wide variety of environmental circumstances. These environmental conditions are defined by ones such as their rapid change, which has presented a great deal of difficulty for these organizations (Hamad et al., 2021). The organization has to come to terms with a new mindset so that it can respond to these issues in a manner that is both scientific and well-organized. An example of a cultural philosophy that may be applied to the philosophy mapping of management in these firms is the marketing cultural philosophy (Mkhize & Ellis, 2020). It will provide the most necessary instruments to deal with the changing

conditions of the environment. This ideology is recognized as one of the most influential economic and management philosophies, and it also has an effect on the profitability of enterprises (Hamza et al., 2022). It encourages the establishment of an organizational culture inside each organization. In addition to this, it encourages businesses to engage in ethical behaviors and activities that are geared at improving their competitiveness (Sadq et al., 2020). At the same time, the activities that are practiced throughout the various levels of the organization seek to create an exchange of marketing expertise, and once this is accomplished, the organization will receive a collective reaction from it (Abdalla Hamza et al., 2021). As a consequence of this,

there will be a common aim for all departments and personnel within the business, and that goal will be to provide consistent and greater value to the firm's clients (Othman et al., 2022). In addition to this, it possesses a strong ability to adjust to new circumstances and make adjustments in order to cope with bringing about change and transformation in businesses by means of efficient marketing (Jamil et al., 2022). In this regard, due to the complex and frequent changes in marketing, market management places a higher focus on determining the wants and aspirations of customers and conducting research in this area (Ahmed & Faeq, 2020). In addition to this, it provides items that differ from what its rivals reveal about the aspects that set them apart from it. For instance, if a company is able to successfully complete this marketing process while also maintaining a strong focus on a particular consumer (Jwmaa et al., 2022), this will lead to an increase in marketing innovation as a result of planned and accomplished goals. As a result of the aforementioned significance, this investigation was carried out to cover these topics and demonstrate their significant contributions to the operations of research organizations located within hospitals in the Kurdistan area of Iraq (Sadq et al., 2021). The current study sheds light on both marketing cultural dimensions and their effectiveness that have been employed based on marketing elements (Faeq, 2022), inventory (Ismeal et al., 2021), and field to understand the link between innovative marketing culture and elements of innovative marketing, as well as analyzing the relationship and abstract effects on these dimensions (Mahmood et al., 2022). As we can see, modern experiences need to be simultaneously accepted as part of organizational culture in order to be considered valid (Faeq et al., 2020). These concurrent occurrences make effective use of marketing service providers and help to sustain such businesses (Anwar & Shukur, 2015). The advocates of this strategy are in agreement that the culture of an organization plays a significant role in the process of commercializing services (Hamad et al., 2021). The supply of services and simultaneous usage of those services, such as in-person meetings, will strengthen the workers' and customers' physical and mental integrity (Ali, 2020). In addition to that, Chatterjee and Kar (2020) stated that the culture of marketing relates to trends, political habits, and a formula that is relevant to the present moment (Faeq et al., 2021). Employees are guided to engage in demanding behaviors by the same culture, and it is important for the firm to take a look at marketing and carry out marketing activities (Anwar, 2016). On the other hand, Anwar (2017) and other scholars and professionals have recently given greater attention to the fact that they may produce cultural services with organizational and highly controlled marketing patterns. This is a trend that has occurred more frequently

in recent times (Gardi et al., 2021). The term "marketing culture" can be defined as "an organizational culture that is more efficient and effective in creating employee behavior, giving exceptional value to buyers of corporate assets, and enabling exceptional business results." This definition is based on the concept of "organizational culture" (Faeq et al., 2022). In addition, Hameed & Anwar (2018) defined several categories of culture as attitudes and values of language, traditions and manners, technology and material culture, social institutions (Qader et al., 2021), aesthetics (Faeq et al., 2022), and religion. These definitions may be found in Geiger and Kjellberg's work (Anwar, 2017). According to Sheth (2020), who also came to this conclusion, global marketing has had an effect on the cultures of other nations and plays a significant part in the development of a global culture. Because individuals are such an effective filtering mechanism, there has been a lot of discussion and controversy about the notion that marketing methods do not pose a barrier to the expansion of national culture. A well-known marketing expert named Hamza et al. (2021) has suggested that marketing is worthwhile if one understands and appreciates the values that customers are seeking (Faeq et al., 2022). In turn, this has an effect on the ability of companies to generate and incorporate the value of the connection (Anwar & Shukur, 2015). As a result, marketing guidelines are developed to comprehend the wants of purchasers and present the recommendations of rivals (Hamad et al., 2021). As a result, developing effective channels of communication inside businesses is of utmost significance. According to Faeq (2022), self-knowledge is a source of wonderful management. Together with knowledge and awareness, it helps the people who are now employed by the organization derive the most possible benefit from all of the resources that are at their disposal. The management of knowledge and awareness, achieved via the presentation of a pre-identifier and the coordination of activities, plays an important role in enhancing and transforming resources into capabilities. When there is increased worldwide rivalry, there is a rise in the number of customers who are loyal to a certain brand. It is imperative to make use of the progress that has been made and the success that has been achieved by service businesses in order to acquire these clients by providing an exceptional level of service and ensuring total customer satisfaction. If a business can keep its workers happy, it will see a gain in income, a decrease in costs, and an improvement in its ability to satisfy its customers (Abdullah et al., 2017). According to Anwar (2017), the overarching concept of marketing is believed to be the key to achieving organizational consistency (Hamza et al., 2021), such as the ratio of market to profitability, through communication and the determination of needs and desires

(Anwar & Shukur, 2015). This is stated to be the case because marketing focuses on satisfying the needs and wants of consumers. In addition to this, it will provide you with a suitable offer (Faeq & Ismael, 2022), which will have the greatest possible influence on the rival (Aziz et al., 2021). Faeq (2022) assert that one of the most important factors contributing to the success of industrial businesses is innovation. The capacity to take part in innovative processes is essential to the innovation process (Anwar, 2017). This entails providing new techniques, goods, or services, as well as new marketing strategies or concepts, with the goal of improving commercial practices in either internal or external company organizations. According to Qader et al. (2021), there is a clear connection between market orientation and innovation in corporate culture, in addition to the role that the trade brand plays in the industry (Faeq & Ismael, 2022). They offer the required contexts to improve our comprehension of market-based performance orientations as well as cultural searches (Sabir et al., 2021). These aspects are important contributors to the creation and administration of specialized models (Anwar, 2016). "The introduction of a new marketing approach that entails major modifications in product design or packaging, product placement, product promotion, or the calculation of the pricing" is how Faeq & Ismael(2022) characterized marketing innovation. These innovations are implemented by manufacturers as a result of the introduction of a new or significantly modified marketing idea or approach. This has influenced the manufacturers to apply these innovations. According to Anwar (2016), "new marketing tactics" are "marketing innovation." These techniques connect to strategic organizational behaviors and models. According to Sorguli et al. (2021), innovation in marketing involves coming up with fresh approaches. to establish and maintain communication channels, provide value to customers, and successfully manage customer affiliations. Anwar and Ghafoor (2017) state that graduates of higher education receive the training necessary to develop scientific understanding and information about the consequences of organizations (Anwar & Surarchith, 2015). For instance, the relationship between creativity and innovation, marketing practices, or creativity or innovation and the advancement of the organization makes peace with the significance of these contradictions (Ismael, 2022). Creativity and innovation are both important for marketing practices (Faeq & Ismael, 2022).

II. LITERATURE REVIEW

Ali (2021) carried out an empirical examination of the link between the marketing culture of British tourism organizations and the loyalty of their customers. The

representative group that was chosen for inclusion in the FAME CD-ROM database by the Association of Hotels and Tourism in the United Kingdom The example sketch was created by using two sample criteria: firms must be hotel or travel managers and have at least 500 workers (Anwer et al., 2022). A stratified random sample procedure was utilized in order to choose 250 different businesses using this sampling strategy. This study makes use of numerous regressions that confirm each other (Anwar & Ghafoor, 2017). The findings indicated that there is a connection between marketing culture and client loyalty that is of reasonably strong strength. In conclusion, a discussion is held on the relevance of the findings for tourist management as well as the methods that should be used in further study. Anwar (2017) analyzed the connection that exists between the two key concepts at the center of the discussion, namely market orientation and product innovation. 194 of the small firms in their sample had been operating for a total of 28 years (Ismael, 2022), provided employment for 267 individuals, and generated annual revenue of 51 million dollars. Approximately one-third of all small enterprises engage in mass production (Faeq & Ismael, 2022). The remaining 65 percent utilized manufacturing methods that were specifically adapted for the key informants who took part in the survey (Abdulrahman et al., 2022). There were 32% who had marketing titles, while the remaining 68% held non-marketing shotguns (Anwar, 2017). For this investigation, several regression models were utilized. The authors investigated how market orientation and product innovation are related to one another, which are two fundamental concepts in the argument (Faeq, 2022). They guaranteed the respondents' skill before the mailing of a phone, distinguishing proof from key witnesses on the premise of addresses gotten from a business supplier (Ismael, 2022). Bejtkovsk and Copca (2020) studied the relationship between market-oriented and organizational cultures (Anwar & Climis, 2017). The sample was 1100 supervisors in 1100 hierarchical cultures at the strategic commerce unit from five different industries in Germany (Ismael et al., 2022). They concentrated on the most important sources, which included general directors, marketing administrators, and supervisors from various other utilitarian zones (Qader et al., 2022). In addition, they utilized the chi-square test. According to the findings, a culture that is oriented toward the market has an indirect impact on financial success through market performance, and the strength of this association is greater in markets that are very dynamic. In order to achieve the most recent positioning for the EU countries based on the degree of commercialization of the culture (Anwar & Louis, 2017), Akoi et al. (2021) investigated the level of market culture of the EU individuals through the websites of national tourism

organizations (Ismael, 2022). They also used the balanced scorecard approach, the correlation coefficients of Kendal, and the analysis of the non-parametric bidirectional variance of Friedman (Sadq et al., 2020). When discussing the topic of knowledge management, Ismael (2022) focused on what Singaporean firms failed to take into consideration. In addition, the task entails the gathering of information, its organization, and its subdivision (Faeq et al., 2022), as well as the application of univariate and multivariate quantifiable tests to the information that has been gathered (Qader et al., 2022). The findings of the study demonstrated that knowledge management should take into account not only the technology components of the implementation but also the cultural, leadership, and contextual factors of an organization. Faeq & Ismael (2022) conducted research on the connections that exist between different organizational cultures. It is not common practice to examine the company environment, business strategy, and functional strategies from a holistic point of view. In terms of its significance to the economy, the food industry is significant due to the fact that it provides around 25 percent of GDP (Akoi & Andrea, 2020). As a result, it acknowledges the multifaceted impact of cultural orientation by taking into account the operation of a rational model that integrates cultural orientation with business conditions, organizational strategy, functional strategies, and performance. This is something that has been demonstrated through experimentation. The researchers Abdullah et al. (2017) collected data from 201 different hotels all around the world and performed multiple regressions in order to examine the correlation between market orientation and performance. According to the findings, there is a significant relationship between market orientation and performance measures such as quality of service, client loyalty, staff happiness, and execution. Population, gross operating profit, and market share are some examples of metrics. The analysis showed, in particular, that the immediate consequence of market orientation is to drive innovation, which in turn improves the application of judgment, which in turn improves the attainment of goals. Mesfin et al. (2017) made an effort to seek out and determine the market orientation and marketing culture of all employees in organizations. This was done with the intention of determining the degree to which other members of an organization support or hinder the correct implementation of the marketing concept. Within the confines of a public library service, a gathering of central assemblies with the entire staff present took place. Within a period of nine weeks, the center held a total of eleven meetings with the participation of 165 stakeholders. an approach that was semi-structured and focused on important topics, such as the function of marketing, the many components that make up the marketing mix, and the

influence of the marketing strategy that was implemented. The findings demonstrated that despite the fact that every department within this association is focused on marketing, there are a variety of interpretations of what marketing is and how it needs to be carried out. In addition, research uncovered a number of factors that might be significant to the successful adoption of the marketing idea in public libraries (Anwar, 2017). The following three research issues were highlighted by Rasulev et al. (2020): (1) What sets certain manufacturing organizations apart from others when it comes to their level of innovativeness? (2) How does the introduction of new ideas affect the growth of an existing company? (3) Does the nature of the environment have a role in how the link between innovativeness and corporate performance manifests itself? In addition, the sample of 1,000 businesses with annual sales of more than \$100 million and an identifiable marketing manager was acquired by Dun & Bradstreet Information Services and employed in factor analysis models. In spite of this, they construct theories that propose a market orientation, an entrepreneurial orientation, and a learning orientation as essential precursors to the creative process, in addition to an immediate connection between inventiveness and the execution of business strategies, by drawing on a variety of hypothetical points of view. After everything is said and done, and in relation to the ever-changing volatility of the business sector, a model is developed and tested that investigates these linkages. Discoveries validate the validity of the model and bear the cost of various tidbits of knowledge in the market volatility section of the planned connection structure. In conclusion, some thoughts are presented on the factors that lead to innovativeness in organizations as well as the results of that innovation (Darvishmotevali et al. 2020). In contrast to the self-reported metrics that are often applied to innovation research, Andavar and Ali (2020) investigated and analyzed the measurement of product innovation. In the study, 152 rose breeders served as the sample, and ordinary least squares regression (OLS) was applied in order to determine the values of the coefficients in the equation system. According to the findings of the survey, the owners' innovative ability was embedded in all of the model's characteristics, and it had a beneficial effect on the model's performance in terms of market orientation, innovation, and new product development. Another intriguing finding that came out of the research was that understanding the client market may either have a favorable or negative influence on product innovation. This outcome is dependent on the level of originality possessed by the individual who is the owner of the new product domain. Chen (2020) investigated a structure within an expanded model of competing values in corporate culture. The study's primary focus was on the

ways in which organizational culture, market orientation, and innovation influence the performance of businesses that are competing in business-to-business markets. Spot checks were chosen by firms to offer samples of other companies headquartered in that nation and in the city where the meetings took place. These samples were then traded through the genuine trading that takes place in that country. For individual site meetings, spot checks were picked. A regression model was utilized in the survey. The research revealed that there are considerable disparities across nations in the media across all of the factors that were investigated, and these differences, in general, represent the qualities that are associated with national cultures (Hameed & Anwar, 2018) Using Webster's standard marketing culture instrument, Liu et al. (2020) investigated the possible influence of factors such as service quality, interpersonal connections, selling task, organization, internal communication, and innovativeness on marketing culture. On the basis of the information supplied by the workers at the Frontline hotel located in a city in western Turkey, the aforementioned possibilities have been investigated. The research region had thirteen four-star hotels with nearly 1,800 rooms in addition to the six five-star hotels that were included in the analysis. During the spring of 2001, 750 different observations were given out to different frontline personnel. An examination using a confirmatory factorial design was carried out on the measurements. According to the findings, interpersonal relationships, sales activities, internal communication, and innovation all have a significant positive impact on the marketing culture. On the other hand, the quality of the service and the organization do not have any significant impact on the marketing culture. The results of the confirmatory factor analysis of the six-factor structure have further lent credibility to the marketing culture scale by suppressing various elements of each dimension, with the exception of innovation. This is because the results of this analysis were used to confirm the validity of the marketing culture scale (Grier & Poole, 2020). Mkhize and Ellis (2020) conducted research to study various models that comprise a variety of cultural and behavioral practices that are connected by a causal link. As well as the general adaptation of each model and the importance of individual relationships in each model, a questionnaire was sent out to the executive directors of organizations in Toronto and Montreal (Canada) that were founded in 1958 and were involved in social administration, group support, or artistic endeavors. According to the findings, a culture that is market-oriented acts as a mediator for the positive association that exists between market-oriented conduct and the performance of an organization. The survey makes a contribution to the study of the possible link between culture

and market-oriented conduct in non-profit organizations. It also makes a contribution to the administrative processes that are aimed at introducing market orientation to this department. Joshi and Dhar (2020) examined the formulation of a model and experimentally verified it. The model incorporates several types of strategic orientation and market forces via organizational learning, revolutionary ideas, and company performance. They obtained the sample through a series of steps that included: First, they purchased a structure for conducting tests on 2,260 different brands of consumer goods and unused items. These brands were commonly utilized in 48 different classes by the China Marketing and Media Study conducted by Sino-Monitor International Company. (2000). Second, in order to pick scores for examination, they carried out a test that utilized a stratified sampling strategy. In two separate sessions, they sorted the brands into categories based on the percentage of the market that each brand had. At the Annual General Meeting, there were representatives from the 10 most expensive brands. At the second gathering, all of the surviving brands were there (Anwar & Balcioglu, 2016). They used structural equation modeling in addition to choosing at least three brands at random from each brand gathering across all product categories, ultimately selecting a total of 150 and 250 brands from the first and second brand gatherings, respectively. In addition, they held brand gatherings. According to the findings, market orientation encourages innovation that makes use of advanced technologies and provides greater benefits to traditional customers (this type of innovation is known as technology-based innovation), but it discourages innovation that focuses on emerging market segments (for example, market-based innovation). Moller et al. (2020) conducted research on the link between an organization's level of learning orientation (LO), market orientation (MO), human resources practices (HRP), and innovation, as well as how these factors relate to the organization's overall level of performance. The goal of this study was to show that innovation and human resources are important channels for communicating the benefits of LO and MO to performance outcomes. A model of connections is built on the basis of a large body of research, and it is then empirically verified using data obtained from 220 different organizations. To evaluate the data, modeling structural equations and/or modeling routes are used (Anwar, 2017). Investigating the direct, indirect, and aggregated impacts of LO and MO on the outcomes of the application of human resources and innovation (administrative, process innovation, and planned product innovation) as an intermediate is the most important aspect of this endeavor. This study monitors the impacts of each element in order to determine both the effects that have happened and the effects that have deviated from the

expected ones. Results One of the most important strategies for conveying the advantages of LO and MO is through the use of HRPs. In certain frameworks, the importance of this factor exceeds that of innovation. The findings also show that LO needs to be seen as an investigation, whereas MO ought to be regarded as the interface between the investigation and the abuse, and lastly, human resources and innovation ought to be regarded as challenges associated with either exploitation or implementation.

III. RESEARCH MODEL

The purpose of this study was to investigate the effect that the marketing culture of the healthcare industry has on marketing creativity. The investigation was carried out at the various medical facilities located in the Kurdistan region of Iraq. To measure marketing creativity in the healthcare sectors, the researchers used two different marketing culture aspects. The first marketing culture aspect was cultural value as a marketing culture aspect, and the second marketing culture aspect was cultural satisfaction as a marketing culture aspect. In addition, the researcher aimed to investigate the role of cultural experience as a mediator

in order to quantify both the marketing culture features and the direct and indirect effects on health care marketing creativity. In order to evaluate the effectiveness of the study, the researchers used a quantitative research approach in the form of a survey. The questionnaire was given out in a non-systematic manner to a total of 180 administrative staff members working in various healthcare sectors in the Kurdistan region. Despite this, the researchers were successful in collecting a total of 161 completed surveys. The Likert scale was used to evaluate each item in the questionnaire. The scale ranged from 1 to 5, with 1 meaning strongly disagree, 2 meaning disagree, 3 meaning neutral, 4 meaning agree, and 5 meaning strongly agree. When the process of collecting data was finished, all of the information was put through an SPSS analysis in order to determine how the marketing culture features of healthcare affected marketing creativity.

Research Hypotheses

H1: Cultural experience mediates Cultural value as marketing culture aspect with marketing creativity.

H2: Cultural experience mediates Cultural satisfaction as marketing culture aspect with marketing creativity.

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Factors	N of items	n	KMO	Bartlett test	
				Chi-Square	Sig
Cultural value as marketing culture	13	161	.667	2.071	.000
Cultural satisfaction as marketing culture	14	161			
Marketing creativity	14	161			
Cultural experience	13	161			

As we can see in table (1), the result of KMO for all independent variables (cultural value as marketing culture, cultural satisfaction as a marketing culture), cultural experience as mediator and marketing creativity as

dependent variable r; is .667 which is higher than .001 this indicates that the sample size used for the current study was more than adequate. Furthermore, the result of Chi-Square is 2155.2 with the significant level .000.

Table 2: Reliability analysis

Variables	N of items	n	Cronbach's Alpha
Cultural value as marketing culture	13	161	.751
Cultural satisfaction as marketing culture	14	161	.762
Marketing creativity	14	161	.781
Cultural experience	14	161	.731

As seen in table (2), the reliability analysis for 55 items used to measure the influence of independent variables (cultural value as marketing culture, cultural satisfaction as a

marketing culture), and marketing creativity as dependent variable also cultural experience as mediator factor. The above 55 questions were distributed as follow; 13 items for

Cultural value as marketing culture, 14 items for Cultural satisfaction as marketing culture, 14 items for Marketing creativity, and 14 items for Cultural experience. The researchers applied reliability analysis to find out the reliability for each factor, the findings revealed as follow: as for Cultural value as marketing culture was found the Alpha to be .751 with the sample size of 161 for 13 questions which indicated that all 13 questions used to measure Cultural value as marketing culture were reliable for the current study, as for Cultural satisfaction as marketing culture was found the Alpha to be .762 with the

sample size of 161 for 14 questions which indicated that all 14 questions used to measure Cultural satisfaction as marketing culture were reliable for the current study, as for Marketing creativity was found the Alpha to be .781 with the sample size of 161 for 14 questions which indicated that all 14 questions used to measure Marketing creativity were reliable for the current study, and as for Cultural experience was found the Alpha to be .731 with the sample size of 161 for 14 questions which indicated that all 14 questions used to measure Cultural experience were reliable for the current study.

Table 3: Correlation Analysis

Correlations					
		Cultural value	Cultural satisfaction	Marketing creativity	Cultural experience
Cultural value	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	161			
Cultural satisfaction	Pearson Correlation	.612**	1		
	Sig. (2-tailed)	.000			
	N	161	161		
Marketing creativity	Pearson Correlation	.631**	.628**	1	
	Sig. (2-tailed)	.000	.000		
Cultural experience	N	161	161	161	
	Pearson Correlation	.578**	.602**	.639**	1
	Sig. (2-tailed)	.000	.001	.000	
	N	161	161	161	161

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

As it can be seen in table (3), the correlation analysis between Cultural value as marketing culture, Cultural satisfaction as marketing culture), and Marketing creativity as dependent variable also Cultural experience as mediator factor. The finding revealed that the value of Pearson correlation ($r = .578^{**}$, $p < 0.01$), between Cultural value as marketing culture and Marketing creativity this indicated that there is positive and strong correlation between Cultural value as marketing culture and Marketing creativity, the value of Pearson correlation ($r = .602^{**}$, $p < 0.01$), between Cultural satisfaction as marketing culture and Marketing

creativity this indicated that there is positive and strong correlation between Cultural satisfaction as marketing culture and Marketing creativity, and the value of Pearson correlation ($r = .639^{**}$, $p < 0.01$), between Cultural experience and Marketing creativity this indicated that there is positive and strong correlation between Cultural experience and Marketing creativity,

H1: Cultural experience mediates Cultural value as marketing culture aspect with marketing creativity.

Hierarchical Multiple Regression

Table 4-Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.101	.2231		5.661	.000
	Cultural value	.632	.022	.637	3.522	.000
2	(Constant)	1.211	.189		2.774	.000
	Cultural value	.644	.087	.647	1.822	.001
	Cultural experience	.669	.036	.672	1.252	.000

a. Dependent Variable: Marketing creativity

Table (4), demonstrates a hierarchal multiple regression analysis to investigate first research hypothesis which stated that Cultural experience mediates Cultural value as marketing culture aspect with marketing creativity. Concerning model (1) the direct relationship between Cultural value as marketing culture aspect and marketing creativity, the value of B = .632, the value of Beta = .637 with P-value =.000 this indicated that there is a significant and positive relationship between Cultural value as marketing culture aspect and marketing creativity. As for model (2) which applied multiple regression analysis to find both Cultural value as marketing culture aspect as independent factor and Cultural experience as a mediator

factor with marketing creativity as dependent factor, the findings showed that the value of B =.644, the value of Beta = .647 with P-value .001 as indirect relationship between Cultural value as marketing culture aspect and marketing creativity, on the other hand, the value of B =.669, the value of Beta = .672 with P-value .000 as mediation between Cultural experience and marketing creativity. The findings proved that there is a positive and significant direct and indirect relationship between Cultural value as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between Cultural value as marketing culture aspect and marketing experience.

Table 5: Sobel Test

Input:	Test statistic:	Std. Error:	p-value:
a .644	Sobel test: 6.87681495	0.06265052	0
b .669	Aroian test: 6.86823789	0.06272875	0
s _a .087	Goodman test: 6.88542422	0.06257218	0
s _b .036	Reset all	Calculate	

H2: Cultural experience mediates Cultural satisfaction as marketing culture aspect with marketing creativity.

Table (5), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct

relationship between Cultural value as marketing culture aspect and marketing creativity, P-value =.0002 this indicated that there is a significant and positive direct relationship between Cultural value as marketing culture aspect and marketing creativity. Furthermore, P-value is

.000 as indirect relationship between Cultural value as marketing culture aspect and marketing creativity. Moreover, the results proved that there is a positive and significant direct and indirect relationship between Cultural

value as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between Cultural value as marketing culture aspect and marketing creativity.

Table 6: Hierarchal Multiple Regression

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.881	.1007		4.522	.000
	Cultural satisfaction	.522	.022	.526	3.552	.000
2	(Constant)	1.121	.139		2.552	.000
	Cultural satisfaction	.578	.028	.581	2.552	.000
	Cultural experience	.539	.083	.542	2.991	.000

a. Dependent Variable: Marketing creativity

Table (6), demonstrates a hierarchal multiple regression analysis to investigate second research hypothesis which stated that Cultural experience mediates Cultural satisfaction as marketing culture aspect with marketing creativity. Concerning model (1) the direct relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, the value of B = .522, the value of Beta = .526 with P-value =.000 this indicated that there is a significant and positive relationship between Cultural satisfaction as marketing culture aspect and marketing creativity. As for model (2) which applied multiple regression analysis to find both Cultural satisfaction as marketing culture aspect as independent factor and Cultural

experience as a mediator factor with marketing creativity as dependent factor, the findings showed that the value of B =.578, the value of Beta = .581 with P-value .001 as indirect relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, on the other hand, the value of B =.539, the value of Beta = .542 with P-value .000 as mediation between Cultural experience and marketing creativity. The findings proved that there is a positive and significant direct and indirect relationship P-value is significant at level 0.005 between Cultural satisfaction as marketing culture aspect satisfaction as marketing culture aspect and marketing and marketing creativity, moreover cultural experience has experience.

Table 7: Sobel Test

Input:	Test statistic:	Std. Error:	p-value:
a .578	Sobel test: 6.19467801	0.05029188	0
b .539	Aroian test: 6.18807457	0.05034555	0
s _a .028	Goodman test: 6.20130264	0.05023815	0
s _b .083	Reset all	Calculate	

Table (7), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, P-value =.000 this

indicated that there is a significant and positive direct relationship between Cultural satisfaction as marketing culture aspect and marketing creativity. Furthermore, Pvalue is .000 as indirect relationship between Cultural

satisfaction as marketing culture aspect and marketing creativity. Moreover, the results proved that there is a positive and significant direct and indirect relationship between Cultural satisfaction as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between Cultural satisfaction as marketing culture aspect and marketing creativity.

IV. CONCLUSIONS

Since most healthcare providers are unwilling to invest in the constantly evolving technologies that aim to cut treatment costs and raise service quality, providers of healthcare are being held captive by the great demands of decreasing treatment prices and growing service quality. In the Kurdistan region of Iraq, the ability of healthcare providers to work successfully is hindered by a number of factors, including their limited scale, patients' lack of knowledge and reluctance to try new things, inadequate skills and resource bases, rapid advances in technology, and providers' inability to transfer strategic grounds to their areas of power. A sustained competitive advantage or a long-term advantage that rivals will find tough to reproduce can be achieved by concentrating on a certain geographic region within the healthcare industry. This improves the level of expertise and specialization that providers possess. According to the law of supply and demand in economics, such knowledge and expertise need to focus on the cost of treatments as well as the degree of service that is offered. The researchers evaluated the current study using a hierarchical multiple regression analysis and a Sobel test. The findings showed that a hierarchical multiple regression analysis was used to investigate the first research hypothesis, which stated that cultural experience mediates cultural value as a marketing culture aspect with marketing creativity. Regarding model (1), the direct relationship between cultural value as a marketing culture aspect and marketing creativity was indicated by the values of $B = .632$ and $Beta = .637$, and the P-value was equal to .000; this indicated that there is a significant and positive relationship between cultural value as a marketing culture aspect and marketing creativity. Cultural value is an aspect of marketing culture. Marketing creativity is a component of cultural value. According to the findings of model 2, which used multiple regression analysis to find both cultural value as a marketing culture aspect as an independent factor and cultural experience as a mediator factor with marketing creativity as a dependent factor, the value of $B = .644$, the value of $Beta = .647$ with P-value .001 as an indirect relationship between cultural value as a marketing culture aspect and marketing creativity, while the value of $B = .669$, the value of $Beta = .647$ with P-value .001 as an indirect relationship between cultural value as a marketing culture aspect and marketing creativity. According to the findings,

there is a positive and significant connection, both directly and indirectly, between cultural value as an aspect of marketing culture and marketing creativity. In addition, the findings demonstrated that cultural experience plays a positive and significant role as a mediator between cultural value as an aspect of marketing culture and marketing experience. In addition, it was discovered that there is a direct relationship between cultural value as an aspect of marketing culture and marketing creativity. This relationship had a P-value of .0002, indicating that there is a significant and positive direct relationship between cultural value as an aspect of marketing culture and marketing creativity. In addition, the P-value for the indirect association between cultural value as an element of marketing culture and marketing innovation is 1.000. In addition, the findings demonstrated that cultural experience plays a positive and significant mediating role between cultural value as a marketing culture aspect and marketing creativity. In addition, the findings demonstrated that there is a positive and significant direct and indirect relationship between cultural value and marketing creativity. On the other hand, the hierarchical multiple regression analysis was used to investigate the second research hypothesis, which stated that cultural experience mediates cultural satisfaction as a marketing culture aspect with marketing creativity. This hypothesis was investigated in order to test the second research hypothesis. Concerning model (1), the direct relationship between cultural satisfaction as a marketing culture aspect and marketing creativity, the value of $B = .526$ and the value of $Beta = .526$ with a P-value of .000 indicated that there is a significant and positive relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. This was determined by the fact that beta had a value of .526. As for model 2, which used multiple regression analysis to find both cultural satisfaction as a marketing culture aspect as an independent factor and cultural experience as a mediator factor with marketing creativity as a dependent factor, the findings showed that the value of $B = .578$ and the value of $Beta = .581$ with a P-value of .001 as an indirect relationship between cultural satisfaction as a marketing culture aspect and marketing creativity, on the other hand, the value of $B = .539$ as a direct relationship between cultural satisfaction as a marketing culture aspect and marketing creativity, on the other hand, was According to the findings, there is a positive and significant relationship between cultural satisfaction as an aspect of marketing culture and marketing creativity. In addition, the findings demonstrated that cultural experience plays a positive and significant mediating role between cultural satisfaction as an aspect of marketing culture and marketing experience. According to the results of the Sobel test, it was discovered that there is a significant and positive

direct relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. This was indicated by the fact that the P-value for this relationship was equal to zero, which indicated that there is a significant and positive direct relationship. In addition, the P-value for the indirect association between cultural pleasure in the context of the marketing culture element and marketing inventiveness is 0.000. In addition, the findings demonstrated that there is a positive and significant direct and indirect relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. Furthermore, the findings demonstrated that cultural experience plays a positive and significant mediating role in the relationship between cultural satisfaction as a marketing culture aspect and marketing creativity. Nonetheless, putting an emphasis on cost savings, enhanced quality, and distinct industry are three essential components that are necessary to improve healthcare systems that are supported by patients. This is something that can be accomplished through the acquisition of new technology as well as through workers who are well-trained and motivated to use their expertise for the betterment of society in a way that carves out a distinct market that competitors can either rarely replicate or copy at a high cost.

According to the results, the healthcare industry standardizes its service offerings, trains its employees, and places a focus on working together. They adapt their rates, hire people from the area, and contribute to the community's research and development efforts. The aspects of the endeavor that deal with standardization are predicated on the healthcare delivery definition, whereas the challenges associated with adaptation are centered on marketing strategy. This combination of adapting to and standardizing for local conditions leads to the formation of trust and networks, which in turn make the offering concrete and easy to understand. Informal networks are anchored in the local environment and assist in creating the credibility of service providers, as opposed to formal networks, which focus on international issues and include the government, regulators, foreign organizations, physicians, and students. As a consequence of this, the development of the company's network has an influence on the trustworthiness of the company and has a tendency to resolve the intangibility and heterogeneity of the service provided. The growth of trust and networks that sustain the international process by increasing homogeneity and tangibility are two reasons why culture is important for the marketing of services. Culture contributes to a deeper understanding of which aspects of the offering can be standardized or adapted, and it also plays a role in the development of these aspects.

V. CONTRIBUTION

Our investigation makes a contribution to the body of literature on international service marketing by developing a model of internationalization of health service marketing that places a primary emphasis on adaptation/standardization, confidence, and network in order to address the challenges posed by the intangibility of services and the diversity of programs. The findings of the investigation have implications for management as well. According to our understanding, managers should be aware that selling people-processing facilities requires the building of local networks in order to obtain confidence and credibility in the local market. This is something that should be made clear to managers.

VI. MANAGERIAL IMPLICATIONS

In light of the data presented above, the following suggestions are offered with great conviction.

Because specialization reduces work complexity, costs, and time, carves out an attractive niche, and separates a company's operations from those of others, healthcare providers should concentrate on specialized business areas.

Because most of the innovations that improve procedures and lower costs are outside the financial means of healthcare providers, the government will be able to aid these businesses by providing them with access to banking facilities.

The providers of healthcare in the Western world are strongly encouraged to work together with their peers who are more technologically advanced in order to display transparency in their entire dealings.

REFERENCES

- [1] Hamad, H. A., Qader, K. S., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The essential variables to consider before investing in financial markets during Covid-19.
- [2] Ismael, F., & Yesiltas, M. (2020). Sustainability of CSR on Organizational Citizenship Behavior, Work Engagement and Job Satisfaction: Evidence from Iraq. *Revista de Cercetare si Interventie Sociala*, 71.
- [3] Gardi, B., Hamza, P. A., Qader, K. S., Anwar, H., Hamad, D., & Anwar, G. (2021). Factors affecting the quality of financial statements on investment decision making.
- [4] Ismael, F. O., Yeşiltaş, M., & Andrea, S. R. (2022). The impact of corporate social responsibility on organisational citizenship behaviour, work engagement, and job embeddedness. In *Research Anthology on Developing Socially Responsible Businesses* (pp. 1153-1165). IGI Global.

- [5] Qader, K. S., Hamad, H. A., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The role of sophisticated accounting system in organizational planning.
- [6] Ismael, F., Hussein, B., Ibrahim, M. S., & Akoye, S. (2022). The mediation role of organization citizenship behaviour between employee motivation and productivity: Analysis of Pharmaceutical Industries in KRG. *International Journal of Humanities and Education Development (IJHED)*, 4(1), 10-22.
- [7] Hamza, P. A., Hamad, H. A., Qader, K. S., Gardi, B., & Anwar, G. (2021). Management of outsourcing and its relationship with hotels' performance: An empirical analysis of selected hotels in Erbil. *International Journal of Advanced Engineering Research and Science*, 8, 10.
- [8] Hussein, B., Ibrahim, M. S., & Ismael, F. (2022). The influence of Perceived Leadership Styles on Employee Commitment: The Mediating Role of Conflict Management. *International Journal of Humanities and Education Development (IJHED)*, 4(1), 43-60.
- [9] Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J., & Sadq, Z. M. (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. *Faraj, KM, Faeq, DK, Abdulla, DF, Ali, BJ, & Sadq, ZM (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. Journal of Contemporary Issues in Business and Government*, 27(1), 3838-3855.
- [10] Hamad, H. A., Hamza, P. A., Gardi, B., Saeed, K., Qader, D., & Anwar, G. (2021). The influence of accounting software in minimizing business costs.
- [11] Faeq, D. K., Garanti, Z., & Sadq, Z. M. (2021). The Effect of Total Quality Management on Organizational Performance: Empirical Evidence from the Construction Sector in Sulaymaniyah City, Kurdistan Region–Iraq. *UKH Journal of Social Sciences*, 5(1), 29-41.
- [12] Hamza, P. A., Othman, R. N., Qader, K. S., Anwer, S. A., Hamad, H. A., Gardi, B., & Ibrahim, H. K. (2022). Financial crisis: Non-monetary factors influencing Employee performance at banking sectors.
- [13] Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147-164.
- [14] Abdalla Hamza, P., Sabir, B. Y., Qader, K., Mahmood Aziz, H., Ismeal, B., Sorguli, S., ... & Anwar, G. (2021). Global financial markets: Factors influencing the global financial markets. *International Journal of Advanced Studies of Scientific Research*, 7(6).
- [15] Othman, B., Harun, A., Sadq, Z. M., Rashid, W. N., Abdullah, K. M., Mohammed, H. O., & Faeq, D. K. (2020). Effects of service marketing mix on umrah customer satisfaction: Empirical study on umrah traveling industry in Malaysia. *TEST Engineering and Management*, 83, 22895-22909.
- [16] Jamil, D. A., Younus, S. Q., Ismail, Z. S., Sadeq, I., Kanabi, B. J. O., Faieq, H. T., ... & Jwmaa, S. J. (2022). Investing on the Stock Exchange: determining the essential factors affecting Stock Exchange Investment.
- [17] Ahmed, Y. A., & Faeq, D. K. (2020). An economic Evaluation of training and its Effect on employee performance in Building Construction Directory of Sulaimani province–Kurdistan region. *Qalaai Zanist Journal*, 5(2), 1048-1068.
- [18] Jwmaa, S. J., Kanabi, I. S., Younus, S. Q., Ismail, Z. S., Faieq, H. T., Othman, B. J., ... & Jamil, D. A. (2022). Corporate Governance in an International Context.
- [19] Sadq, Z. M., Faeq, D. K., & Abdulla, D. (2021). Role of servant leadership in achieving and developing employee's career satisfaction and intention to remain with the organization: an empirical study of tourist companies in erbil city, kurdistan region of iraq. *Ecoforum Journal*, 10(1).
- [20] Mahmood, R. K., Faieq, H. T., Ismail, Z. S., Sadeq, I., Kanabi, S. Q. Y., Jwmaa, S. J., ... & Jamil, D. A. (2022). Critically evaluate the relationship between the organisational effectiveness and its international environment.
- [21] Faeq, D. K. (2022). The Effect of Positive Affectivity on Creative Performance Mediating by Quality of Work Life. *QALAAI ZANIST JOURNAL*, 7(1), 862-877.
- [22] Ismeal, B. A., Aziz, H. M., Sorguli, S., Qader, K. S., Sabir, B. Y., Hamza, P. A., ... & Anwar, G. (2021). The Role of External Auditing in Reducing Creative Accounting Practices.
- [23] Faeq, D. K., Ismail, Z. N., & Sadq, Z. M. (2020). The Role of Body Language on Achieving Customer Satisfaction (An empirical study of consumers' perspectives of electronic devices in the commercial centers of Sulaymaniyah Governorate-Kurdistan Region/Iraq). *International Journal on Humanities and Social Sciences*, 16(1), 117-129.
- [24] Anwar, G., & Shukur, I. (2015). The impact of training and development on job satisfaction: a case study of private banks in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 65.
- [25] Hamad, H. A., Qader, K. S., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The essential variables to consider before investing in financial markets during Covid-19.
- [26] Faeq, D. K., Abdulla, D. F., Ali, B. J., & Akoi, S. (2021). Impact of job resources on employee green behavior: An Empirical Investigation Among Employees Work in The Tourist Companies in Erbil-City Kurdistan Region of Iraq. *The Scientific Journal of Cihan University–Sulaimaniya*, 5(2), 115-126.
- [27] Anwar, K. (2016). Comparison between cost leadership and differentiation strategy in agricultural businesses. *Custos E Agronegocio on Line*, 12(2), 212-231.
- [28] Gardi, B., Hamza, P. A., Qader, K. S., Anwar, H., Hamad, D., & Anwar, G. (2021). Factors affecting the quality of financial statements on investment decision making.
- [29] Faeq, D. K., Ali, B. J., & Akoi, S. (2022). The Impact of People Related TQM and CSR on Employees Job Satisfaction. *UKH Journal of Social Sciences*, 6(1), 1-9.
- [30] Hameed, A. A., & Anwar, K. (2018). Analyzing the Relationship between Intellectual Capital and Organizational Outcome: A Study of Selected Private Banks in

- Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(4), 39.
- [31] Qader, K. S., Hamad, H. A., Gardi, B., Abdalla, P., Hamza, D., & Anwar, G. (2021). The role of sophisticated accounting system in organizational planning.
- [32] Faeq, D. K., Ziad, K., & Hassan, R. (2022). Impact of resonant leadership in reducing workplace bullying: A case from Sulaymaniyah chamber of commerce & industry. *International Journal of Research in Business and Social Science (2147-4478)*, 11(6), 264-276.
- [33] Anwar, K. (2017). Analyzing the conceptual model of service quality and its relationship with guests's™ satisfaction: a study of hotels in erbil. *The International Journal of Accounting and Business Society*, 25(2), 1-16.
- [34] Hamza, P. A., Hamad, H. A., Qader, K. S., Gardi, B., & Anwar, G. (2021). Management of outsourcing and its relationship with hotels' performance: An empirical analysis of selected hotels in Erbil. *International Journal of Advanced Engineering Research and Science*, 8, 10.
- [35] Faeq, D. K., Saleh, P. F., Hiwa, H., Ismael, A., & Nawzad, M. (2022). Purchase intention in the scope firm of corporate social responsibility. *International Journal of Research in Business and Social Science (2147-4478)*, 11(6), 43-55.
- [36] Anwar, G., & Shukur, I. (2015). the impact of recruitment and selection on job satisfaction: Evidence from private school in Erbil. *International Journal of Social Sciences & Educational Studies*, 1(3), 4-13.
- [37] Hamad, H. A., Hamza, P. A., Gardi, B., Saeed, K., Qader, D., & Anwar, G. (2021). The influence of accounting software in minimizing business costs.
- [38] Faeq, D. K. (2022). Thee role of job bullying in promoting turnover intention an exploratory study of the opinions of a sample of employees in the General Directorate of Tourism in Sulaimania, Kurdistan Region, Iraq. *Cihan University-Erbil journal of humanities and social sciences*, 6(2), 17-26.
- [39] Abdullah, M. S., Toycan, M., & Anwar, K. (2017). The cost readiness of implementing e-learning. *Custos E Agronegocio On Line*, 13(2), 156-175.
- [40] Hamza, P. A., Qader, K. S., Gardi, B., Hamad, H. A., & Anwar, G. (2021). Analysis the impact of Information technology on Efficient tax Management. *International Journal of Advanced Engineering, Management and Science*, 7(9), 31-41.
- [41] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [42] Anwar, G., & Shukur, I. (2015). The Impact of Service Quality Dimensions on Students' Satisfaction. *International Journal of Social Sciences & Educational Studies*, 76.
- [43] Aziz, H. M., Sorguli, S., Hamza, P. A., Sabir, B. Y., Qader, K. S., Ismeal, B. A., ... & Gardi, B. (2021). Factors affecting International Finance Corporation. *Journal of Humanities and Education Development (JHED)*, 3(3), 148-157.
- [44] Faeq, D. K. (2022). The importance of employee involvement in work activities to overall productivity. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 15-26.
- [45] Anwar, K. (2017). The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan. *QALAAI ZANIST JOURNAL*, 2(4), 326-338.
- [46] Qader, K. S., Ismeal, B. A., Aziz, H. M., Hamza, P. A., Sorguli, S., Sabir, B. Y., ... & Gardi, B. (2021). The Effect of Human Resources Management Skills on Accounting Information Quality in Kurdistan Public Sector. *Journal of Humanities and Education Development (JHED)*, 3(3), 131-143.
- [47] Faeq, D. K., & Ismael, Z. N. (2022). Organizational Culture as a mediator between Employee Dissatisfaction and Turnover Intention.
- [48] Sabir, B. Y., Qader, K. S., Hamza, P. A., Ali, B., Ismeal, S. S., Aziz, H. M., ... & Anwar, G. (2021). Analysis of Accounting-Based Measures of Expected Returns: A Study of Private SME In Kurdistan.
- [49] Anwar, K. (2016). The relationship between transformational leadership characteristics and effectiveness: A case study of construction companies in Erbil. *International Journal of Science Technology & Management*, 5(2), 250-156.
- [50] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [51] Sorguli, S., Hamza, P. A., Ismeal, B. A., Sabir, B. Y., Aziz, H. M., Qader, K. S., ... & Gardi, B. (2021). Adaption of E-Filling of Income Tax Returns in Kurdistan.
- [52] Anwar, G., & Surarchith, N. K. (2015). Factors Affecting Shoppers' Behavior in Erbil, Kurdistan–Iraq. *International Journal of Social Sciences & Educational Studies*, 1(4), 10.
- [53] Ismael, Z. N. (2022). Project team management: the significance of various leadership approaches in work environments when managing ICT project teams. *International journal of Advanced Engineering, Management and science (IJAEMS)*, 8(11), 1-15.
- [54] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [55] Anwer, S. A., Mohammad, A. J., Abdulrahman, B. S., Qader, K. S., Jamil, D. A., Gardi, B., & Khalid, K. (2022). Leading Project teams: The role of leadership styles in dynamic work environment.
- [56] Anwar, K., & Ghafoor, C. (2017). Knowledge management and organizational outcome: A study of private universities in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(2), 53.
- [57] Ismael, Z. N. (2022). Emotional intelligence: Employee attitudes as a Meditation Role between creativity and Emotional intelligence. *International journal of Language, Literature and Culture (IJLLC)*, 2(6), 16-29.
- [58] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [59] Abdulrahman, B. S., Qader, K. S., Jamil, D. A., Sabah, K. K., Gardi, B., & Anwer, S. A. (2022). Work engagement and its influence in boosting productivity.

- [60] Anwar, K. (2017). Leading Construction Project Teams: The Effectiveness of Transformational Leadership in Dynamic Work Environments in Kurdistan. *International Journal of Advanced Engineering, Management and Science*, 3(10), 239925.
- [61] Faeq, D. K. (2022). The importance of employee involvement in work activities to overall productivity. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 15-26.
- [62] Ismael, F., Hussein, B., Ibrahim, M. S., & Akoye, S. (2022). The mediation role of organization citizenship behaviour between employee motivation and productivity: Analysis of Pharmaceutical Industries in KRG. *International Journal of Humanities and Education Development (IJHED)*, 4(1), 10-22.
- [63] Anwar, K., & Climis, R. (2017). Analyzing the relationship between types of advertisement and customer choice: a study of retailer stores in erbil. *The International Journal of Accounting and Business Society*, 25(2), 43-52.
- [64] Qader, K. S., Jamil, D. A., Sabah, K. K., Anwer, S. A., Mohammad, A. J., Gardi, B., & Abdulrahman, B. S. (2022). The impact of Technological acceptance model (TAM) outcome on implementing accounting software.
- [65] Ismael, Z. N. (2022). Statagic Marketing: the importance of competitive intelligence in the decision -making for strategic marketing. *International journal of teaching, learning and education (IJTLE)*, 1(4), 6-22.
- [66] Anwar, K., & Louis, R. (2017). Factors Affecting Students' Anxiety in Language Learning: A Study of Private Universities in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(3), 160.
- [67] Akoi, S., Ali, B. J., Saleh, P. F., Najmalddin, B., Mustafa, R. S., Abdulmajid, M. R., & Hama, A. R. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. *Akoi, S., Jamal Ali, B., Fadel Saleh, P., Najmalddin, B., Sabah Mustafa, R., Rzgar Abdulmajid, M., & Rebwar Hama, A.(2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. Black Sea Journal of Management and Marketin.*
- [68] Ismael, Z. N. (2022). The Causes and Effects of Quality of Brand Relationship and Customer Engagement. *International Journal of Humanities and Education Development (IJHED)*, 4(5), 73-84.
- [69] Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of Multicultural and Multireligious Understanding*, 7(10), 147-164.
- [70] Ismael, Z. N. (2022). Marketing strategy: The Influence of Corporate Social Responsibility on Brand Awareness. *International journal of Engineering, Business and Management*, 6(5).
- [71] Faeq, D. K., Ali, B. J., & Akoi, S. (2022). The Impact of People Related TQM and CSR on Employees Job Satisfaction. *UKH Journal of Social Sciences*, 6(1), 1-9.
- [72] Qader, K. S., Hamza, P. A., Othman, R. N., Anwer, S. A., Hamad, H. A., Gardi, B., & Ibrahim, H. K. (2022). Analyzing different types of advertising and its influence on customer choice. *International Journal of Humanities and Education Development (IJHED)*, 4(6), 8-21.
- [73] Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International journal of Engineering, Business and Management*, 6(5).
- [74] Akoi, S., & Andrea, S. (2020). The determinants of the performance of the banking sector: evidence from an emerging market. *Journal for Social Sciences (MEIJSS)*, 2(4), 192-202.
- [75] Faeq, D. K., Abdulla, D. F., Ali, B. J., & Akoi, S. (2021). Impact of job resources on employee green behavior: An Empirical Investigation Among Employees Work in The Tourist Companies in Erbil-City Kurdistan Region of Iraq. *The Scientific Journal of Cihan University– Sulaimaniya*, 5(2), 115-126.
- [76] Sabah, K. K., Anwer, S. A., Mohammad, A., J., Abdulrahman, B. S., Qader, K. S., ... & Jamil, D. A. (2022). Stock investment: Factors influencing stock exchange in banking sector.
- [77] Ali, B. J., Akoi, S., Saleh, P. F., & Sardar, Z. (2021). Factors shaping customer satisfaction with residential flats: Evidence from Sulaymaniyah City. *Jamal Ali, B., Akoi, S., Fadel Saleh, P., & Sardar, zhilwan.(2021). Factors Shaping Customer Satisfaction with Residential Flats: Evidence from Sulaymaniyah City. Black Sea Journal of Management and Marketing*, 2(2), 1-12.
- [78] Faeq, D. K., & Ismael, Z. N. (2022). Organizational Culture as a mediator between Employee Dissatisfaction and Turnover Intention.
- [79] Ali, B. J., Akoi, S., Saleh, P. F., & Sardar, Z. (2021). Factors shaping customer satisfaction with residential flats: Evidence from Sulaymaniyah City. *Jamal Ali, B., Akoi, S., Fadel Saleh, P., & Sardar, zhilwan.(2021). Factors Shaping Customer Satisfaction with Residential Flats: Evidence from Sulaymaniyah City. Black Sea Journal of Management and Marketing*, 2(2), 1-12.
- [80] Jamil, D. A., Sabah, K. K., Gardi, B., & Adnan, S. (2022). The mediation role of organizational culture between employee turnover intention and job satisfaction.
- [81] Akoi, S., Ali, B. J., Saleh, P. F., Najmalddin, B., Mustafa, R. S., Abdulmajid, M. R., & Hama, A. R. (2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. *Akoi, S., Jamal Ali, B., Fadel Saleh, P., Najmalddin, B., Sabah Mustafa, R., Rzgar Abdulmajid, M., & Rebwar Hama, A.(2021). Elaborating the Characteristics that Affect Buyers in Online Shopping: The Case of Generation Z Girls in Kurdistan Region of Iraq. Black Sea Journal of Management and Marketin.*
- [82] Sadq, Z. M., Ahmad, B. S., Faeq, D. K., & Muhammed, H. O. (2020). The Effect of Strategic Planning on Entrepreneurship Strategy Requirements (The Case of Private Hospitals in Iraqi Erbil City). *International Journal of*

Multicultural and Multireligious Understanding, 7(10), 147-164.

- [83] Akoi, S. M., & Yesiltas, M. (2020). The impact of human resource development (Hrd) practices on organizational performance: the mediating role of human capital. *Revista de Cercetare Si Interventie Sociala*, 70, 90.
- [84] Jamil, D. A., Sabah, K. K., Anwer, S. A., & Qader, S. (2022). The role of external auditing in reducing creative cost practical in agricultural businesses.
- [85] Saleh, P. F., Ali, B. J., Akoi, S., Najmalddin, B., Ali, R. S., & Anwar, G. (2021). Factors affecting the Success of Female Entrepreneurs in Kurdistan. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- [86] Faeq, D. K. (2022). A Mediated Model of Employee commitment: The Impact of Knowledge Management Practices on Organizational Outcomes.
- [87] Ali, B. J., Saleh, P. F., Akoi, S., Abdulrahman, A. A., Muhamed, A. S., Noori, H. N., & Anwar, G. (2021, May). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. In *Ali, BJ, Saleh, Akoi, S., Abdulrahman, AA, Muhamed, AS, Noori, HN, Anwar, G.(2021). Impact of Service Quality on the Customer Satisfaction: Case study at Online Meeting Platforms. International journal of Engineering, Business and Management (Vol. 5, No. 2, pp. 65-77).*