

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF GROWTH STRATEGIES ON THE ORGANIZATIONAL
PERFORMANCE OF THE ADMINISTRATIVE LEADERS IN COLLEGES
AND INSTITUTES OF ADMINISTRATION AND ECONOMICS IN IRAQ**

MASTER'S THESIS

Ahmed Shihab Ahmed ALHUSSEINAWI

Business Administration Department

Business Administration Master in English Program

DECEMBER 2022

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Thesis Advisor: Prof. Dr. Enver Alper GÜVEL

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz, Business Management Department İngilizce Tezli Yüksek Lisans Programı (211285021) numaralı öğrencisi Ahmed Shihab Ahmed AL-HUSSEINAWI'nin “The Impact of Growth Strategies on the Organizational Performance of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq ” adlı tez çalışması Enstitümüz Yönetim Kurulunun 02.12.2022 tarihinde oluşturulan jüri tarafından *Oy Birliği* ile Yüksek Lisans tezi olarak *Kabul* edilmiştir.

Tez Savunma Tarihi: 02/12/2022

1) Tez Danışmanı: Prof. Dr. Enver Alper GÜVEL

2) Jüri Üyesi: Dr. Öğr. Üyesi Ahmet ERKASAP

3) Jüri Üyesi: Dr. Öğr. Üyesi Ali ÖZCAN

DECLARATION

I am Ahmed Shihab Ahmed Al-HUSSEINAWI, as a result of this declare that this thesis titled “The Impact of Growth Strategies on the Organizational Performance of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq” an original work I completed for the business management faculty's master's degree award. I hereby also affirm that neither this thesis nor any portion of it has ever been submitted to or presented for credit toward any other degree or research project at any other college or university. (02/12/2022)

Ahmed Shihab Ahmed Al-HUSSEINAWI



DEDICATION

To

My father and mother.....

my support in this life my brothers.....

To every person who supported me to be here today.

Words cannot express how much you mean to me



PREFACE

I'm happy to express my gratitude to Dr Enver Alper Güvel, my professor and supervisor, for his patience, attention, assistance, and encouragement. I would also like to express my gratitude to the respected staff at Istanbul Gedik University.

I stretch out my thanks and appreciation to the first supporter in this life, my father, Dr Shehab Ahmed, for the advice he gave me, for preparing the appropriate atmosphere for study, and for helping me in it.

Also, my heartfelt thanks to Dr. Zakaria Al-Douri for the guidance and assistance he gave me in this thesis and huge thanks and appreciation to my friend Ahmed for his support.

I also want to take this opportunity to thank and appreciate the distinguished discussion committee for reading and discussing this thesis.

December 2022

Ahmed Shihab Ahmed Al-HUSSEINAWI

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ABSTRACT

This study comprised five chapters;

The first one presented the introduction to the study, and its problem, objectives, and importance, while the second covered the theoretical framework, terminology definitions, and prior studies. The methodology and the community id study were explained in the third section, through which the investigator totally depended on the analytical descriptive approach for achieving the objectives of his current study, by reviewing previous studies and theoretical literature that dealt with the variables of the study individually and collectively, as the number of the community of deans of the faculties of administration, economics and administrative institutes was (115). A random sample of them (81) deans was chosen. This study generally intends to show the dimensions of growth strategy and its impact on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq., through:

Identifying the dimensions of growth strategies and their impact on the high organizational performance of administrative leaders in colleges and institutes of administration and economics in Iraq. and indicating the impact of the growth strategy on the organizational performance of administration and economics in Iraqi universities. And then determine the dimensions of growth strategy and its impact on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq.

Where the problem lies, what is the level of achieving the growth strategy in the faculties of administration and economics in Iraqi universities?

What is the level of achieving organizational performance with its combined dimensions in the faculties of administration and economics in Iraqi universities?

What is the impact of the growth strategy with its combined dimensions (focus - diversification - integration) on the organizational performance with its combined dimensions (learning - training and development - job satisfaction - financial indicator) in the faculties of administration and economics in Iraqi universities

Considering the findings, the study recommended the following:

1. Focusing on the dimensions of organizational performance for its role in achieving the growth strategy. And that is by adopting work with these dimensions in the faculties of administration and economics in Iraqi universities to achieve the strategy of growth in educational institutions
2. The deans promote interest in the growth strategy to achieve a competitive advantage among other colleges.

Keywords: *Iraq, Growth strategies, Management, Organizational performance*

BÜYÜME STRATEJİLERİNİN İRAK'TAKİ YÜKSEKOKUL, YÖNETİM VE EKONOMİ ENSTİTÜLERİNDEKİ İDARİ LİDERLERİN ORGANİZASYONEL PERFORMANSLARINA ETKİSİ

ÖZET

Bu çalışma beş bölümden oluşmaktadır;

Birinci bölüm çalışmanın girişini, problemini, amaçlarını ve önemini sunarken, ikincisi teorik çerçeveyi, terminoloji, tanımlar ve yapılan önceki çalışmaları incelemektedir. Metodoloji ve topluluk kimliği çalışması, üçüncü bölümde açıklanmış olup, bu bölümde, araştırmacının mevcut çalışmasının amaçlarına ulaşmak için tamamen analitik tanımlayıcı yaklaşıma bağlı olduğu, önceki çalışmaların değişkenlerini ayrı ayrı ele alan teorik literatürü gözden geçirerek açıklamış ve topluca, yönetim fakülteleri, iktisadi ve idari enstitülerin dekan topluluk sayısı (115) olarak bulunmuştur.) Aralarından tesadüfi bir örneklem (81) dekan seçilmiştir. Bu çalışma genel olarak, büyüme stratejisinin boyutlarını ve bunun Irak'taki kolej ve yönetim ve ekonomi enstitülerindeki idari liderlerin örgütsel performansı üzerindeki etkisini aşağıdaki yollarla göstermeyi amaçlamaktadır:

Büyüme stratejilerinin boyutlarını ve bunların Irak'taki kolej ve yönetim ve ekonomi enstitülerindeki idari liderlerin yüksek örgütsel performansı üzerindeki etkilerini belirlemek ve büyüme stratejisinin Irak üniversitelerinde yönetim ve ekonominin örgütsel performansı üzerindeki etkisini göstermektedir. Ardından, büyüme stratejisinin boyutlarını ve bunun Irak'taki yönetim ve ekonomi kolejleri ve enstitülerindeki idari liderlerin örgütsel performansı üzerindeki etkisini ortaya çıkartmaktadır.

Sorun nerede, Irak üniversitelerinde yönetim ve iktisat fakültelerinde büyüme stratejisini gerçekleştirme düzeyi nedir?

Irak üniversitelerinde yönetim ve iktisat fakültelerinde birleşik boyutlarıyla örgütsel performansa ulaşma düzeyi nedir?

Irak üniversitelerinde yönetim ve ekonomi fakültelerinde birleşik boyutlarıyla (odaklanma - çeşitlendirme - entegrasyon) büyüme stratejisinin birleşik boyutlarıyla (öğrenme - eğitim ve gelişim - iş tatmini - finansal gösterge) örgütsel performans üzerindeki etkisi nedir?

Bulgular göz önüne alındığında, çalışma aşağıdakileri önermektedir:

1. Büyüme stratejisine ulaşmadaki rolü için organizasyonel performansın boyutlarına odaklanmak. O da eğitim kurumlarında büyüme stratejisine ulaşmak için Irak üniversitelerindeki işletme ve iktisat fakültelerinde bu boyutlarla çalışmayı benimsemektir.

2. Dekanlar, diğer kolejler arasında rekabet avantajı elde etmek için büyüme stratejisine olan ilgiyi teşvik eder.

Anahtar Kelimeler: *Irak, Büyüme stratejileri, Yönetim, Örgütsel performans*

1. INTRODUCTION

It is no longer a secret that the revolution of knowledge communications has brought about a major transformation in the process of using curricula, methods, and means that would be compatible with obtaining what is planned to reach the desired goals. The strategies and methods that researchers seek to employ are among the most important elements that make a change in the process of consolidating administrative curricula in line with the development going on in the world. The growth strategy is one of the strategies that require a clear effort, where the senior management is responsible for planning and follow-up because it is considered one of its main tasks, and thus it is considered important as it aims to achieve the strategic goal of the organization and this is what was indicated by (Rothaermel 2015) that the growth strategy is important for two reasons First: The growth based on the increase in market demand may hide some of the defects of the organization, which indicates that one of the reasons for the increase in market demand may lead to a kind of stagnation in the general the institution work's, which affects the procedure of serious contribution in addressing the obstacles facing the work of the departments in the management of the institution. Second: Growth provides a great opportunity to circumvent a strategic error.

This is what was indicated by (Danoc 2016) The main challenge facing organizations is the era of globalization and the communications revolution that accompanies organizational work. Here, competition has become an important factor that organizations seek to plan and proceed with, making traditional management styles incapable of keeping pace with the evolution that has taken place. Here comes (the role of organizational performance) as one of the important factors that allow strategic thinking, as indicated by (Muriithi Louw & Ridloff 2018) that there is a positive correlation between strategic thinking with leadership effectiveness. Therefore, the role of organizational performance is highlighted by the close interconnectedness of the administrative sections of the organizations' work and their interrelated performance consensus based on the strategies and plans prepared by the

organizations to achieve the required objectives. This reinforces the work of the educational institution, including the colleges of administration and economics under study, as the deanships of the colleges are the main engine of administrative and organizational work. Before that, we indicated that the growth strategy is important in the work of organizations, as organizations have always been involved in creating strategic plans to earn a competitive benefit over competing organizations and to evaluate and reinforce their performance. These strategies become essential when you care about execution and performance. Selecting and implementing the best relevant strategies according to the requirements of organizations, educational institutions, market requirements and aspects of education is an effective task. For this, the field of strategic planning has indeed been helping to accomplish the task of formulating strategies for the past two and a half decades. Strategies are what help organizations to remain relevant to their business environment and achieve specific goals, and strategies are the only option for relevant organizations and institutions to overcome the competitive challenges they face to obtain a competitive benefit over their competitors and continue in the market. Suitable strategies are the top solutions for this reason. Strategies are considered necessary for organizations to achieve success and profit in their surrounding work environment, and this is what (Barney 1991) assured that “companies can obtain a competitive benefit over their competitors and remain relevant to the market when companies fetch innovations in the provision of services and production of goods”, this principle concentrated more on the utilization of resources purposefully to have a competitive vantage over competitors. Additional research on the theory of the resource-based view indicated that organizations, including educational institutions, which have become in dire need of the distinguished organizational performance method to have a competitive advantage, work to provide the best in educational programs according to the accreditation standards sought by the educational process to achieve the desired goal.

Where the human, financial and organizational components help the relevant organizations and institutions to gain a competitive advantage over other competing institutes. Therefore, they are considered important resources in terms of their strategic impact and the competitive difference in terms of cost and service provision.

1.1 The problem and Questions behind This Study

Through the researcher reviewing previous studies on the two topics of growth strategy and organizational performance, it was found that there is no study, as far as the researcher knows, to study them together with regard to the faculties of administration and economics in Iraqi universities, which confirms the need and importance of conducting such a study, and on the other hand, despite the great role of the growth strategy in achieving organizational performance at work by improving its ability to adapt to all the variations that may happen in the internal or external environment of educational institutions, but it was necessary to trace the impact of the growth strategy on the organizational performance of the deans of the colleges of administration and economics.

As there is a great impact for the deans as they have the style of management and leadership together by working on the development of the educational and social environment in the colleges, and adherence to the principles, foundations, and decisions in developing and implementing successful work plans, which gives an added qualitative value by encouraging employees to commit and provide outstanding effort for the success of the quality of work within the colleges. As well as the students to continue and commit to their studies and urge them to succeed, as it is firm strategies and plans to expand its work and leave an influential imprint in the colleges, by adhering to the standards of quality and credibility in all fields.

Thus, the study problem can be exemplified by the next enquiries:

1. To what extent are the administration and economics colleges at Iraqi universities executing the growth strategy?
2. What is the level of achieving organizational performance with its combined dimensions in the colleges of administration and economics in Iraqi universities?
3. What is the impact of the growth strategy with its combined dimensions (focus - diversification - integration) on organizational performance with its combined dimensions (learning - training and development - job satisfaction - financial indicator) in the colleges of administration and economics in Iraqi universities? The next enquiries arise from it:

- What is the impact of the growth strategy with its combined dimensions (focus - diversification - integration) on learning?
- What is the impact of the growth strategy with its combined dimensions (focus - diversification - integration) on training and development?
- What is the impact of the growth strategy with its combined dimensions (focus - diversification - integration) on job satisfaction?
- What is the impact of the growth strategy with its combined dimensions (concentration - diversification - integration) on the financial indicator?

1.2 The Objects for This Study

This study intends, in general, to demonstrate the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq, through:

1. Recognizing the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq.
2. Demonstrating the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq.
3. Determining the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq.

1.3 Importance of this Studying

1. The worth of the growth strategy and its influence on organizational performance.
2. Providing a methodological basis in the field of relying on standards that can consolidate the principle of leadership in thinking.
3. To highlight the impact and importance of the concept of growth strategy in a means that promotes the function of the senior management in the task of thinking and strategic management for decision-makers.

4. Providing the relevant institutions with a basis for knowing the nature of growth strategies
5. This study represents an attempt to study the dimensions of the growth strategy and the concept of organizational performance.

1.4 The Hypotheses for This Study

H0- No significant influence of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (focus - diversification - integration) on organizational performance combined.

H01.1: No significant influence of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (focus - diversification - integration) on learning in the colleges of administration and economics in Iraqi universities.

H01.2: No significant influence of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (focus - diversification - integration) on the topic of training and development in the colleges of administration and economics in Iraqi universities.

H01.3: No significant influence of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (focus - diversification - integration) on job satisfaction in the colleges of administration and economics in Iraqi universities.

H01.4: No significant influence of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on the financial indicator in the colleges of administration and economics in Iraqi universities.

1.5 The Model

The study model is illuminated by Figure (1.1), which explains the presence of two variables: the independent, which includes the growth strategy, and the dependent, which includes the organizational performance.

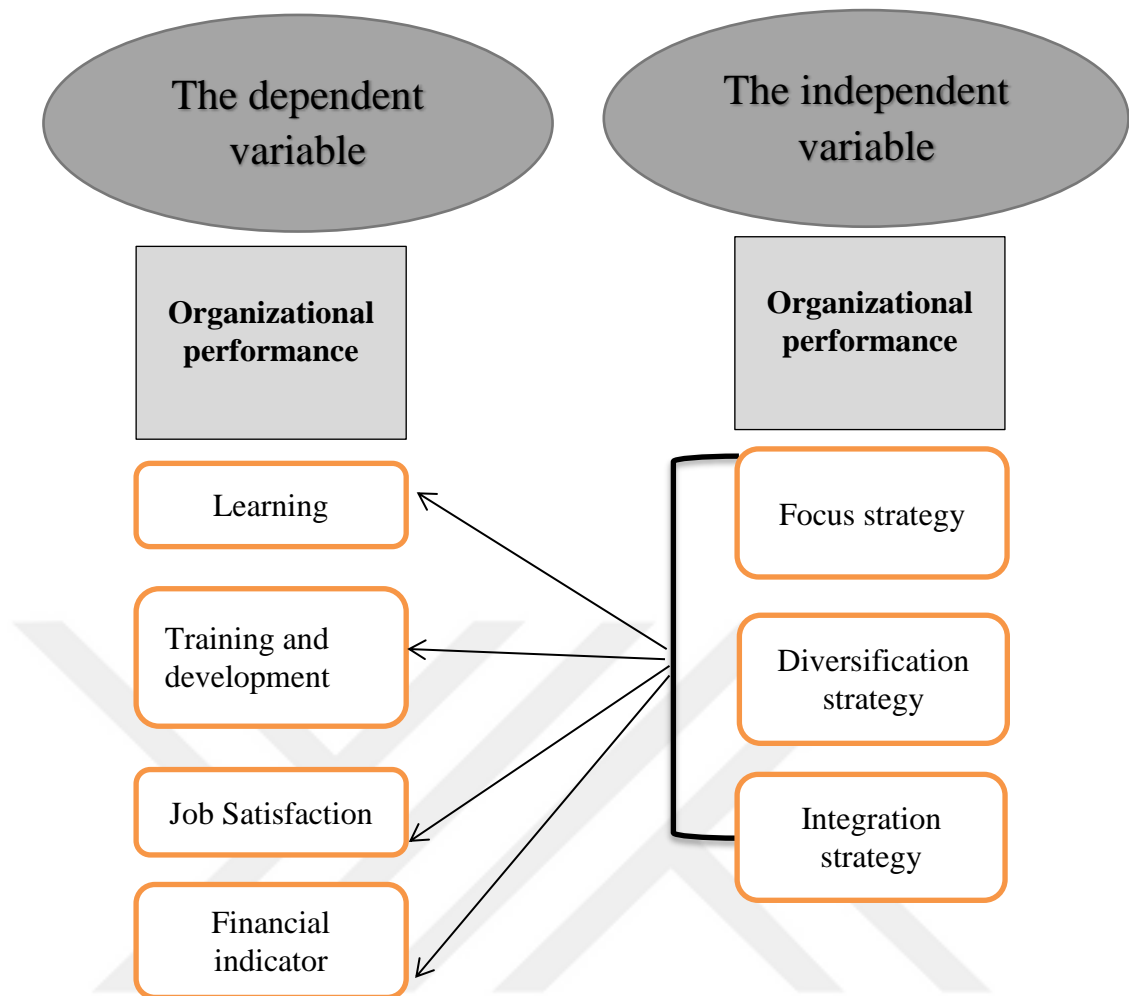


Figure 1.1: Model of the Study

1.6 Delimitations of Study

The geographical location: Colleges of Administration and Economics at Iraqi Universities

The population: Deans of the Colleges of Administration and Economics

The duration: 2022.

2. GROWTH STRATEGY

Growth strategies are considered one of the most widely used strategies by organizations, as organizations adopt growth strategies when they develop new goals for themselves, and these goals are often represented in increasing the volume of sales they deal with or by increasing the market share and making it larger (David, 2011). Therefore, most organizations are keen to adopt growth strategies to varying degrees and continuously. As there are many advantages for the organization to adopt growth strategies, the most important of which is to achieve economic savings through mass production, which reduces the cost of production and the ability to sell at competitive prices.

The growth of the organization increases its strength towards the environmental parties it deals with on the one hand, and the feeling of its employees on the other hand and increases the organization's ability to attract workers with capabilities, skills, and experience for its ability to pay higher rewards and salaries than other organizations (Al Douri, 2005).

The organization also achieves an important strategic goal through its growth, which is the possibility of survival and continuity, as many environmental parties are interested in the large organization's survival and continuity (Dess, et al., 2015).

The decision of organizations to choose growth strategies requires the availability of some internal conditions such as surplus resources, as well as the presence of incentives for growth at the level of the organization and management, and these incentives can be economically related to the desire to achieve profits or psychological through which managers satisfy their needs in achievement, strength, status, and self-realization. The incentives can be also a strategy through which the organization can achieve control, survival, and continuity (Pearce and Robinson, 2014).

(Rothaermel.2015) believes that the implementation of growth strategies requires the availability of some external conditions, which are considered uncontrolled by the

organization, such as increasing the volume of demand for the product or service, increasing per capita income, economic recovery, and the presence of innovations that the organization can exploit.

In the recent study, the researcher depended on measuring growth strategies based on what was identified by Adegelu (2012)) and (Durmaz & İlhan. 2014).

2.1 Focusing Strategy

The organization adopts the focus strategy as one of the growth strategies. According to this strategy, the organization's interest is focused on concentrating all its capabilities in a specific field in which it specifies. It may focus its business on one product, market, or technology. The organization intends to use this strategy specifically for achieving a good name in the markets and miss out on the opportunity over other competitors who may extend their endeavors in various industries. This strategy assists the organization to use time, effort, and money to discover invention in presenting its products and achieve a leadership position in the market enabling it to impose its influence in the field of industry or the market in which it operates. "Organizations which are using this strategy will achieve a high level indeed of return on investment" (Al Douri, 2005).

2.2 Diversification Strategy

The diversified organization seeks to expand its activities by producing a variety of goods and services and resorts to them in the event of economic prosperity and increased demand for goods and services and to gain a greater market share, as diversification helps organizations to generate high-value through three ways, which are (Dess, et al., 2015).:

1. Enable the work of internal governance standards.
2. Transferring competencies between business units.
3. Achieving economies of scale.

The diversification strategy is to focus all its capabilities in a specific area in which it specializes, i.e., focusing on a specific product, a specific market, or a single

technology. The organizations' adoption of the diversification strategy stems from the following reasons (Pearce and Robinson, 2014):

1. Diversification of risks.
2. Facing the arrival of certain products to the stage of maturity or saturation.
3. Achieving cash flows that exceed the investment requirements of the strategic business unit.
4. The growth of the organization.

The diversification strategy is classified into two main types:

First: The interconnected diversification strategy, which depends on adding new goods that are related to the current field of the organization, as they are linked with it in one aspect or more, such as technology, production, or marketing. Interdependence based on the strategic compatibility of new businesses with existing businesses enables the organization to benefit from the interaction between the components of production, through interrelated diversification, business organizations can work to stabilize revenue and income by entering several businesses that result in providing different products in different seasons. That is, it is trying to reach stability in its annual sales by dealing with several products that cover most of the annual seasons. The interrelated diversification is divided into (Rothaermel, 2015):

1. Correlated complementary diversification occurs when an organization expands its business base by adding essential skills and functional activities to its existing group, but not by changing its recent product market. It is used when the organization is in an attractive industry, but it has skills that have expanded so that they can be exploited by going to complementary activities within the business sector in which it operates.
2. Interconnected complementary diversification, which includes expanding work by introducing new products/services to the market so that they require functional skills like those that the business organization possesses. This type is used when the business organization has a strong business centre but participates in a market of normal or low attractiveness.

Second: The unconnected diversification strategy, which occurs when the organization enters some new business fields that are not related to the current fields of work. This type of diversification may be used to benefit from the organization's reputation and its marketing position, as well as to benefit from the available financial resources. This diversification may result because growth opportunities in the current product lines are limited. Which requires searching for investment opportunities different from the current activity. "The main objective of this diversification remains to improve profitability, satisfy various desires, and gain new customers, which leads up to an excess in the growth of the organization" (Al-Ghalbi and Idris, 2015).

2.3 Integration Strategy

Some organizations add new units or other companies of the same type of activity in terms of industry, services, and production volume, and this rapid growth is called integration or diversification, and some justifications require organizations to follow this strategy, which is centred on the following (Al Douri, 2005):

1. Increase its market share.
2. Increasing the organization's long-term revenues.
3. Strengthening and developing relationships with suppliers and customers.
4. Reducing the costs of the organization and achieving economies of scale.
5. Enabling the organization to increase its products and services in quantity and quality.
6. Increase distribution channels.
7. Increasing the area of flexibility in the processes used.

2.4 The concept of Organizational Performance

2.4.1 Organizational performance

"All of researchers do not comport on developing a particular concept of organizational performance, so we can explicate organizational performance as the outcome of the effort and behaviour of all individuals, employees and the institution

in all existing departments and sections, or that defines the range of the institution's ability to achieve the outputs and goals of its work through excellence in its performance”. (Karima Rawai 2013)

Financial indicator: This dimension adds an element of efficiency that ensures the best utilize of the accessible resources for the purpose of obtaining returns.

Training and Development: Training in general is a formula whereby important behavioural skills are formed, modified, or updated for the individual and the institution or the entity that serves it, depending on applied practical methods and methods (Hamdan 2004).

“Job satisfaction: many managers in the organization affirm the significance of evaluating organizational performance out of measures related to the human element and they believe that job satisfaction is an important indicator for estimating organizational effectiveness. Job satisfaction can be known also as a group of emotions that an individual feels about the work he is currently practicing, and these feelings may be negative or positive may be negative or positive”. (Zaki Abu Ziada).

“The factors affecting job satisfaction can be divided for five fundamental factors: individual factors like learning, personality, age and capabilities; social factors like the relationships with co-workers and informal groups; Organizational factors like the structure of organization, procedures, scope of work, and the leadership style; Environmental factors such as economic, political and social conditions. Job satisfaction can be determined as one of the most serious topics that have pulled the attention of researchers in the field of human resources and organizational behavior, past and present, and this interest appears reasonable considering the association of job satisfaction with many organizational outputs that directly influence the employees and the institution, and thus the ability of the institution to survive and succeed”. (Bandar Karim Abu Tayeh).

Eccle 131: 1991 believes that “performance is the main reflector of the organization's ability to achieve its goals”, and Robins & Wiersema, 1995: 278 agree with him that “performance is the company's ability to reach its long-term goals”.

(Miller & Bromiley, 1990: 757), they believe that “performance is the outcome of the organization's ability to make optimal utilization of the available resource to it and direct them toward achieving the planned goals”.

And from the point of view of (Wright, et al, 1998: 259), the performance represents “the desired output or to be achieved by the organization, based only on the positive parts of the performance outcomes, and supposing the organization’s capacity to achieve a high level of its performance”, and since he considers the performance as the outcome of the various activities and works practiced by the company, its measurement is specified in proportion to the factors influencing it and the scope of the organization's capability to accomplish its goals through it.

Many researchers and academics have different ideas about the key performance areas and ways to measure them. Few of them look at the goals of stakeholders as major parts that the organization must measure. Others see that defining the areas of performance is due to what some departments of organizations that represent their priorities are interested in, and the following is an explanation of these areas: performance areas:

1. Domains of financial performance (profitability)

Many writers and researchers agreed on the utilizing of measures of financial performance in the procedure of evaluating institutional performance in different organizations, businesses, and companies.

(Lynch 2003: 376) emphasized that “financial performance is the fundamental measure of the organization’s prosperity, and that the failure of organizations and companies to accomplish the desired and basic financial performance may threaten their presence and continuity”, and (Hunt & Morgan 6: 1995) says: “The superior and distinguished is the main goal of the organization, and that all the minor goals of the organization can be achieved completely by performing high financial performance and within the strategic perspective of financial performance”.

And (Harrison & John 48-47: 1998) believe that “the product of financial performance can be used as the main indicator in the process of internal analysis of the organization, and according to their opinion, managers can use these results in determining the overall performance level of the organization”.

They also emphasize the importance of financial performance in relation to the external environmental factors of the organization, as a company with high financial performance is more than others able to exploit the opportunities that are available to

it in the face of the challenges it faces in its external working environment, and it is also under less pressure from stakeholders and rightsholders.

(306: 1997 Waddock & Graves) are also confirm this when they consider that the outstanding and high financial performance provides the organization with sufficient financial resources to exploit any investment opportunities, and helps it meet the needs of stakeholders and rightsholders.

And (182: 1994 Thompson) identifies the most appropriate financial ratios in measuring the performance of the organization as follows: “return on the net assets, net profit margin, gross profit margin, and rotation of net assets”, while (David, 2001: 304) that the most important of these indicators are: “Return on investment and growth of assets”, while (Wheelen & Hunger 2008: 241 - 240) believe that “the ratios of the return on investment, return on equity and earnings per share are the most appropriate indicators for use in measuring performance”.

2- Operational performance areas (market share)

As well as financial indicators, it also depends on operational measures and indicators of performance such as market share, the introduction of new products, quality of the product, service provided or the production, and other scales that are linked to the standard of performance of the organization, the inclusion of performance measures operational measures shows the management the realistic picture of performance that financial indicators can show (Venkatraman & Ramanjam 804: 1986).

And from the point of view (324-323: 1999 Macmenamin) that “adopting financial indicators and ratios only as a tool and metrics for evaluating the performance of the organization, does not give an integrated vision of its overall performance, and it is necessary to adopt non-financial methods as well to build an effective system for counting the overall performance of the organization”.

And (Holbech 23: 2005) sees that “if the inclusive performance of the organization is taken care of by the manager, it will be more inclined to find a balance between financial and operational concerns”.

(Kaplan & Norton1992: 71) also introduced the Balanced Scorecard, “a system that allows for measuring the financial and operational performance of the organization”.

This card enhances the financial indicators with operational indicators centred around customers, internal processes, and development and invention activities in the organization so that the future performance of the company is promoted.

Consensus and reaching a specific concept of performance is very difficult despite the research and studies that assigned with this topic. “The multiplicity of dimensions within this topic and the continuity of companies paying attention to its various aspects makes performance a deep subject for research and study, due to its connection to various internal and external environmental variables that surrounding the organization” (7: 2006 Armstrong).

And (Hale 2004: 13) confirms that “organizational performance is a broad concept, and its variables are specific to the extent that any of the components of the organization are determined and developed”. Therefore, the difference in the subject of performance came as a result of the different criteria and standards adopted to measure performance by managers and organizations, as some scholars see that this difference is due to the diversity and complexity of performance measurement objectives.

In confirmation of this, the research adopted a combination of financial performance indicators represented by profitability, and operational performance indicators represented by market share to measure the performance of the organization.

2.5 The connection of Transformational Leadership and Knowledge Management with Organizational Performance

The appearance of modern styles to administrative and organizational conception has headed to an extend in organizations' concentrate on administrative leadership and knowledge management aspects in increasing the implementation level of these organizations. Modern organizations are dynamic in core, the needs and wishes of workers and customers are renewed and changing, which calls for the existence of leaders who possess features, values, and faiths that differ radically from the features of traditional leadership so that they can effectively utilize resources and information of all kinds - and lead the organization in a competitive atmosphere. “Effective organizations are those that enjoy flexibility and innovation and embrace obvious strategies for excellence” (Bass & Avolio, 1992: 22).

As one of the modern and most comprehensive methodologies to leadership, transformational leadership is interested in the process of how specific leaders can inspire followers to complete huge missions. This style emphasizes that leaders need to recognize and fit followers' requirements and impulses.

Transformational leaders are known throughout the function they play as advocates of alteration. They are pioneering examples who are able to make an intelligible future visualization for the organization, and assist followers to achieve high-performance standards by knowing how to assist and encourage their workers and catalyze their inherent inspiration to reach the goals of the organization and thus boost the organizational level to the highest levels, This is underscored by a lot of researches on the importance of transformative leadership's function in organizational performance., including, for example, (Burns, 1978, Bass1985) (Tichy & Devanna, 1986) (Northouse, 2001: 216).

Knowledge management also greatly affects organizational performance directly affecting organizational performance when using knowledge to develop and innovate new products that increase returns and profits, and the influence of knowledge management on organizational performance also appears when the knowledge management strategy is aligned with the business strategy in the organization.

And an example of the direct effect of knowledge management on the comprehensive performance of the organization is those results that are related to returns and costs, which are linked with the organization's vision and strategy. The indirect impact on organizational performance usually results from indirect activities associated with the organization's sight and strategy, or with returns and costs. For example, a review of industry-conscious leadership that in turn increases customer loyalty to the organization (Al-Ali, 2005:282).

2.6 What recognizes the Recent Study from Prior Studies?

What recognizes the recent study from prior studies be stated as below:

1. The recent study intended mainly at showing the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq

2. It is a descriptive and analytical study because it describes the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq.

As for the axes of this study benefiting from the prior ones, they are as follows:

1. By examining the criteria and questionnaires from the prior research, the contribution of earlier studies to enhancing the theoretical and intellectual components of the present study and expanding its scope is revealed.
2. Earlier research paves the way for this study by looking at the examples of prior studies and benefiting them in the recent one.
3. Knowledge of the adequate statistical means for this study by reviewing the samples of prior studies.

2.7 Previous Studies

Al-Kubaisi (2012) study entitled "The Impact of Strategic Thinking on Human Resources Management Strategies: An Analytical Field Study of the Opinions of a Sample of Managers in the Iraqi Ministry of Health."

“The study targeted at diagnosing levels of strategic thinking and strategies of human resource management among the directors of the Ministry of Health, determining the level of relations among the dimensions of strategic thinking of managers and strategies of human resource management, and determining the level of influence of the dimensions of strategic thinking of managers on human resource management strategies. The study population was represented by the general managers and directors of departments in the institutions of the Ministry of Health in the city of Baghdad, numbered (75) directors, the two health departments of Baghdad / Al Karkh and Baghdad / Al Rusafa, and the Department of Medicine City. A sample of (50) individuals was drawn, i.e., 75% of the research community. To reach the objectives of the study, the questionnaire has been used as the main tool for measuring the study variables and testing the hypotheses. The study concluded that the grade of strategic thinking skills between the fields’ managers under study was above average, and there is a strong impact of those skills in the selection and appointment strategy, and less in the motivational strategy, and it is not reflected in the training and development strategies and performance evaluation”.

Al-Sharifi (2012) study entitled "Strategic Thinking and its Impact on the Quality of Banking Service: An Exploratory Study of the Opinions of a Sample of Directors of Iraqi Governmental and Private Banks in the Provinces of Karbala and Babel".

Aimed to recognize the basic concepts of strategic thinking and its role in achieving quality in banking services and to identify the role of strategic thinking as a basic direction for banks to improve the quality of banking services and to provide some strategic thinking tools that contribute to achieving and developing quality in banking services to serve the community. The research community was selected from the managers of governmental and private banks operating in the governorates of Karbala and Babel, which numbered (40) individuals. To achieve the objectives of the study and answer its questions, the questionnaire has been used as the main tool. After conducting the needful statistical analysis, the study reached many results, the most notable one that there is weakness and shortcomings in the use of new technologies used in banks, the lack of financial support, and the confinement of elements of thinking in senior management in the surveyed banks, noting that they operate in the Iraqi environment itself, and each of them has its own goals in providing of banking services”.

Muhammad al-Jubouri (2014) study entitled "The Role of Strategic Thinking in Organizational Performance, a Diagnostic Study in a Sample of the Faculties of the University of Baghdad."

“Aimed to clarify the dimensions of the strategic thinking and its impact on organizational performance to find out the extent of the clear perception of university leaders about strategic thinking, which reflects positively on promoting the organization's capacity to survive, grow, and develop the university service provided”.

Juma; Minja & Mageto (2014) study entitled: "The Impact of Strategic Thinking on Organizational Performance: A Case Study of Uchumi Supermarket Limited".

“Study samples were consisted of (28) deans, assistants, and heads of departments. Information was gathered through a questionnaire spread among these samples. The research relied on a set of statistical indicators and tests, and after conducting a

statistical analysis of the study data, it found a significant relation among the dimensions of strategic thinking and organizational performance”.

Mahdavian; Mirabi & Haghshenas (2004) study entitled: "A study of the impact of strategic thinking on the performance of Mashhad municipal managers".

“The study aimed to test the impact of strategic thinking on the performance of the directors of the municipality of Mashhad in Iran. The study population and its sample consisted of (90) managers working in the municipality of Mashhad in Iran. To reach the objectives of the study, the researchers relied on the descriptive analytical way. After completing the analysis of the study data and its hypotheses, the study revealed several findings, most notably that strategic thinking is of interest to managers working in the municipality of Mashhad in Iran. Also, all elements of strategic thinking positively affect the performance of the directors of Mashhad Municipality in Iran”.

Juma; Minja & Mageto (2014) study entitled: "The Impact of Strategic Thinking on Organizational Performance: A Case Study of Uchumi Supermarket Limited ".

“Aimed to determine the effect of the strategic thinking on the organizational performance of Uchumi supermarket in Kenya. The total study population consisted of (1073) employees working in Uchumi supermarket, Kenya. The target study population consisted of (116) administrative employees working in Uchumi supermarket, Kenya. While the study sample contained of (64) managers from the target study community. The current study approach and the descriptive approach were used through the interview and questionnaire methods to reach the objectives of the study. After completing the analysis of the study data and its hypotheses, the study revealed several results, most notably that strategic thinking affects the organizational performance of the Uchumi supermarket in Kenya”.

Muriithi; Louw & Radloff (2018) study entitled: " The relationship between strategic thinking and leadership effectiveness in Kenyan indigenous banks ".

“Aimed to identify the relation among the competence of strategic thinking and the efficiency of leadership in Kenyan private banks. The study population consisted of (494) individuals working in private banks in Kenya. The study sample included (257) individuals working in private banks in Kenya. The questionnaire has been

developed depending on descriptive analytical approach to reach the objectives of the study. After completing the analysis of the study data and its hypotheses, the study discovered many findings, most notably that there is a positive relationship between strategic thinking and leadership effectiveness in Kenyan private banks”.

Dhir; Dhir & Samanta (2018) study entitled: "Defining and developing a scale to measure strategic thinking".

“The study aimed to develop a multidimensional scale to measure strategic thinking. And then test it to check its validity. To reach the objectives of the study, (172) executives working in Indian industrial companies provided the data. Three approaches were used to verify the validity and veracity of the developed scale, which are construct validity, psychometric properties for all dimensions of the scale, and exploratory factor analysis. The study concluded that a scale was built to measure strategic thinking, including four main dimensions: the reflection of thinking, administrative awareness, trend analysis, and modality recognition. The scale consisted of (14) items. The findings also showed that the tool is reliable and consistent. Which can be used in future studies”.

Al-Qatamin & Esam (2018) study entitled: "Effect of Strategic Thinking Skills on Dimensions of Competitive Advantage: Empirical Evidence from Jordan".

“Targeted to examine the influence of strategic thinking skills on the dimensions of the competitive advantage of the banking sector in Jordan. The field of study included commercial banks in Jordan, which are (16) banks. The study population consisted of (227) executives working in commercial banks in Jordan from various administrative levels. As for the study sample, it only included a random sample of the study population, which numbered (100) individuals. The approach of descriptive analytical has been followed for the purposes of answering the study's questions and testing its hypotheses through a questionnaire designed specifically for the purposes of the study. After completing the necessary statistical analyzes, the study found many findings, the most notable one of which is that reflection of thinking positively affects all dimensions of competitive advantage and that both the skills of systemic thinking and reframing do not affect any dimension of the competitive advantage of the banks under study”.

Moghadam; Haddadi & Kikha (2018) study entitled: "Studying the Effect of Strategic Thinking on Innovation Performance (Case study: Sistan and Baluchestan Customs Administration).

“Aimed to demonstrate the influence of strategic thinking on the creative performance of customs administrations in Sistan and Baluchestan provinces in Iran. The population of study contained of all customs workers in Sistan and Baluchestan provinces in Iran. The study sample included (70) managers working in the customs departments of Sistan and Baluchestan provinces in Iran. The approach of descriptive analytical has been followed for the purposes of answering the study questions and testing its hypotheses through a questionnaire designed specifically for the study. After finalizing the necessary statistical analyzes, the study revealed several findings, most notably that all dimensions of strategic thinking significantly affect the creative performance of customs administrations in Sistan and Baluchestan provinces in Iran”.

3. STUDY METHODOLOGY

3.1 Introduction

The current study targets to show the impact of the growth strategy on the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq and in line with the requirements of the methodology. The current chapter consists of the field of study, its method, its population and sample, the personal characteristics and occupational sample members, the study tool and sources of collecting data and information acquisition, statistical treatments, and then show the validity and stability of the study tool.

3.2 The Field Study

The field of study consists of the administrative leaders in colleges and institutes of administration and economics in Iraq.

3.3 Study Method

Depended on the descriptive analytical approach in completing the objectives of his recent study, by reviewing previous studies and theoretical literature that dealt with the study variables individually and collectively, as the approach represents a set of rules and procedures that must be followed to reach the targeted results ((The curriculum is a method or strategy Or a general plan that depends on a set of foundations, rules, and guidelines that are used to meet research or scientific goals. (Muhammad Owais). In addition to using the questionnaire that will be designed and prepared depending on criteria improved by many researchers and in a manner that suits the environment of of administrative leaders in colleges and institutes of administration and economics in Iraq (the field of study) with the goal of gathering and analyzing primary data and testing hypotheses.

3.4 Study Population

“One of the basic things that must be taken care of to have very accurate finding is the selection of the sample, as the original community is a true representation of what the researcher finds in terms of data and information that is not done with the participation of the whole community, but rather from a sample that represents this community, and the community is meant by the whole group of people , events or things” Fayez Juma Al-Bukhari and others

The study population involved of all deans of the colleges of administration and economics in Iraqi universities, numbered (115) deans.

3.5 The Study Sample and the Personal and Functional Features of Its Members

A random sample of (81) deans was selected for the colleges of administration and economics in Iraqi universities.

(81) questionnaires were disseminated to the study sample members, all of which were retrieved, as the number of questionnaires applicable for analysis became a total of (81) questionnaires.

Table (3.1) explain the personal and functional features of the study sample members regarding (gender, educational attainment, scientific title, age, years of experience).

Gender: The findings confirmed that 86.42% of the study sample members are males, while only 13.58% are females.

Educational attainment: The findings showed that 6.17% have a master's degree, and 93.83% have a doctorate.

Scientific title: The findings revealed that 6.17% have a scientific title "Lecturer
“32.15% have a master's title, and 61.73% have a scientific title "Professor".

Age: The findings revealed that 7.41% of the study sample were under the age of 40, 9.881% of the study sample were from 40 to 45 years old, and the findings demonstrated that 27.16% of the study sample were aged From 45 to 50 years old, and that 6.17% of the study sample members are from 50 to 55 years old, and finally,

the findings indicated that 49.38% of the study sample members are from 60 to 55 years old.

Table 3.1: Allocation of the Study Sample Regarding To Personal and Occupational Characteristics

Variable	Category	Frequency	Percentage (%)
Gender	Male	70	86.42 %
	Female	11	13.58 %
Educational attainment	Master	5	6.17 %
	Doctorate	76	93.83 %
The scientific title	Lecturer	5	6.17 %
	Assistant Professor	26	32.10 %
	Professor	50	61.73 %
Age	Under 40 years	6	7.41 %
	40-45 years	8	9.88 %
	45-50 years	22	27.16 %
	50-55 years old	5	6.17 %
	55-60 years old	40	49.38 %
Years of Experience	5-10 years old	3	3.70 %
	10-20 years old	17	20.99 %
	20-30 years old	20	24.69 %
	30-40 years old	41	50.62 %
The total		81	100 %

The number of years of experience: It was found that 3.70% have experience of 5-10 years, 20.99% of the study sample have experience of 10-20 years, and the findings demonstrated that 24.69% of the study sample members are those whose experience ranged from 20 - 30 years, and finally, that 50.62% of those with 30-40 years of experience.

3.6 Study Tools and Sources for Getting Data and Information

Two principal sources of information have been utilized by the researcher, namely: Secondary sources, through relying on and reference to Arab and foreign books, periodicals, research, and prior studies that discussed with the subject of the study, intended to write the theoretical framework.

Primary sources, based on the questionnaire through which the primary data were collected included several statements that reflected the main and sub-variables of the study to be answered by the study sample. The questionnaire included three parts:

Part I: the part of the personal and functional variables of the study sample members through (5) variables which are (the gender, educational attainment, scientific title, age and, years of experience to describe the personal and characteristics of the study sample members.

Part II: included the independent variable “growth strategy” (focus strategy, diversification strategy, integration strategy) and it has (20) paragraphs to measure it, divided as follows:

Focus strategy: (5) paragraphs and arranged from paragraph (1) to paragraph (5).

Diversification strategy: (5) paragraphs and their arrangement from paragraph No. (6) to paragraph No. (10).

Integration strategy: (5) paragraphs and their arrangement from paragraph No. (11) to paragraph No. (15).

Part III: included the dependent variable "organizational performance" (learning, training and development, job satisfaction, financial indicator).

It has (20) paragraphs to measure it, divided as follows:

Learning: with (5) paragraphs and their arrangement from paragraph No. (21) to paragraph No. (25).

Training and development: with (5) paragraphs and their arrangement from paragraph No. (21) to paragraph No. (25).

Job satisfaction: with (5) paragraphs and their arrangement from paragraph No. (26) to paragraph No. (30).

The financial indicator: with (5) paragraphs and their arrangement from paragraph No. (31) to paragraph No. (35).

The range of response ranged from (1 - 5) according to the “Five Likert Scale” as below:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

The researcher also used the below data and information collection:

1. Observation.
2. Personal Interviews.
3. The electronic Form.
4. Scientific sources and references.
5. Similar Studies and Research.
6. Internet.

3.7 The Statistical Treatments

The researcher has used the below statistical methods and purpose of that to answer the different study questions and exam its hypotheses:

- The method of frequencies and percentages in order to present the demographic variables of the study sample members.
- The test of Cronbach Alpha to set the constancy of the parts of the questionnaire, which was specially prepared for measurement of the study variables
- Arithmetic means and standard deviations to define the relative importance of the variables of the study and also their paragraphs.
- The class length equation, which requires measuring the reality and level of the study variables, was computed according to the following equation:
- The class length equation, which needs to measure the work variable levels, that was calculated based to this equation:

$$\text{Class in level} = \frac{\text{maximum class} - \text{minimum class}}{\text{number of level}} \quad (3.1)$$

$$\text{Class in level} = \frac{5-1}{3} = 1.33$$

Accordingly, it will be:

Practice/Low Level 1 - < 2.33

Practice/Intermediate Level 2.33 - 3.66 Practice/High level of 3.67 and above.

- Variance Inflation Factor and Tolerance test have been used to ensure there is no multicollinearity among the independent variables.
- To show the impact of more than one independent variable on one dependent variable by using the Multiple Regression Analysis.

3.8 The Reliability and Validity for the Study Tool

3.8.1 Face validity

This tool is honest if its semblance shows that it measures what it was designed to measure. The validity of the study tool has been ostensibly proved by presenting it to (10) arbitrators, who were selected from the skilled, knowledgeable, and efficient professors in the zones of scientific research, and Appendix No. (1) shows the names of the arbitrators.

3.8.2 The Consistency and Stability of the Questionnaire

Cronbach Alpha have been used to compute the stability in the questionnaire of the current study, as stability means ((the extent of confidence, proficiency, or consistency with which the test measures or the phenomenon for which it was developed)) Sami Saeed Al-Hayek) where “obtaining (Alpha \geq 0.70) is considered acceptable” (Hair, et al., 2010).

Table (3.2) describes the findings of the stability of the dimensions of this study's questionnaire.

Table (3.2) clarifies the stability values of the main study variables, which equaled (0.880) for the dimensions of job performance and (0.879) for growth strategies.” The indicators of Cronbach Alpha above mention that the study tool in general has a high stability coefficient and its capability to reach the objectives of the study” according to (Hair, et al., 2010)

Table 3.2: Internal Consistency of a Questionnaire

No	Variable	Number of paragraphs	Cronbach's alpha
1	Dimensions of organizational performance	20	0.760
1-1	Learning	5	0.795
1-2	Training and development	5	0.808
1-3	Job Satisfaction	5	0.775
1-4	Financial Index	5	0.879
2	Growth strategies	15	0.719
2-1	Focus strategy	5	0.754
2-2	Diversification strategy	5	0.746
2-3	Integration strategy	5	0.760

4. PRESENTATION OF RESULTS AND TESTING OF HYPOTHESES

In this section, the presentation of the results and the testing of the hypotheses are presented.

4.1 Introduction

The current section explains the findings of the statistical tests conducted by the researcher, and the statistical significance of each of them.

4.2 Testing of the Study Hypotheses

To check the main and secondary hypotheses of the study, multiple regression analysis has been exercised to verify the influence of growth strategies on the dimensions of job performance for of administrative leaders in colleges and institutes of administration and economics in Iraq.

4.3 Main Premise

HO: No statistically significant influence of growth strategies (focus strategy, diversification strategy, and integration strategy) for the achieving of the functional performance dimensions of the deans of the colleges of administration and economics of Iraqi universities at an indicative level ($\alpha \leq 0.05$).

Table (4.1) shows the influence of growth strategies on achieving job performance.

The findings of the statistical analysis explained a statistically significant result of growth strategies (focus strategy, strategy, diversification strategy, and integration strategy) in achieving job performance dimensions for deans of administration and economics colleges in Iraqi universities at the level of significance ($\alpha \leq 0.05$).

The correlation coefficient R was (0.801) at the level ($\alpha \leq 0.05$). As for the coefficient of determination $2R$, it was (0.641), which mean its value (64.1%) of the changes in the job performance of of administrative leaders in colleges and institutes of administration and economics in Iraq resulted from the change in growth strategies (focus strategy, diversification strategy, integration strategy).

Table 4.1: The Findings of the Multiple Regression Analysis Tests for the Impact of Growth Strategies on Job Performance of Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

Sample summary				Variance analysis				Regression coefficients			
Dependent variable	Correlation coefficient r	The coefficient of determination (R ²)	Adjusted R ²	Form	The degrees of freedom (DF)	F value	Significance level Sig	Independent variable	Degree of impact β	t-value	Significance level Sig
Job performance	0.801	0.641	0.628	Regression	3	45.923	0.000	Focus strategy	0.672	7.886	0.000
				Resting	77			Diversification Strategy	0.10	0.081	0.936
				Total	80			Integration Strategy	0.208	1.770	0.081

*At the level ($\alpha \leq 0.05$), the effect is statistically significant.

The analysis findings revealed that the Adjusted R² is (0.628), which is reflecting the net level of interest in the dimensions of growth strategies (focus strategy, diversification strategy, integration strategy) after excluding the values of standard errors resulting from organizational performance.

In terms of influence, the findings of the analysis of the regression coefficients mentioned that the value of the influence coefficient β equaled to (.6720) for the focus strategy and it is a function at the level ($\alpha \leq 0.05$), that confirms this significance is the calculated T value for itself variable, which equaled to (7.886). While the value of the influence coefficient β (-0.010) for the diversification strategy is not significant at the level ($\alpha \leq 0.05$), and what confirms this significance is the calculated T value for the same variable, which equaled to (0.936). The value of the effect coefficient β (.2080) for the integration strategy is not significant at the level of ($\alpha \leq 0.05$), and what confirms this significance is the calculated T value for itself variable, which equaled to (1.770). This means that a one-degree increment in the level of interest in growth strategies will lead to an increase in interest in the dimensions of organizational performance, and this verifies the incorrectness of accepting the main hypothesis, and thus discards the null hypothesis, and agrees the substitute hypothesis that states that:

Growth strategies (focus strategy, diversification strategy, integration strategy) have a statistically significant effect of in achieving the dimensions of organizational performance for deans of colleges of administration and economics in Iraqi universities at the significance level ($\alpha \leq 0.05$).

To verify the effect of each of the growth strategies, on the dimensions of job performance, the main hypothesis was separated to four sub-hypotheses, as below:

4.4 The First Sub-Hypothesis

H0-1- No significant effect of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on learning in the colleges of administration and economics in Iraqi universities.

Table (4.2) clarified the effect of the growth strategy and its combined dimensions (concentration - diversification - integration) on learning in the colleges of administration and economics in Iraqi universities.

The findings of the statistical analysis demonstrated a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on learning in the colleges of administration and economics in Iraqi universities, as the correlation coefficient R (0.640) at the level of ($\alpha \leq 0.05$). As for the coefficient of determination R^2 , it was (0.410), which mean its value (41%) of the changes in learning resulted from the change in growth strategies for their combined dimensions (concentration - diversification - integration).

The findings of the analysis also illustrated that the Adjusted factor R^2 was 0.402, reflecting the net level of interest in the dimensions of growth strategies (focus strategy, diversification strategy, integration strategy) after excluding the values of standard errors coming from learning.

In terms of influence, the findings of the analysis of the regression coefficients showed that the value of the influence coefficient β equaled to (.6400) for the combined growth strategies with its dimensions, and it is a function at the level of ($\alpha \leq 0.05$), and what verifies this significance is the calculated T value for itself variable, that reached to (7.407)

This is meaning the increment with one degree in the level of interest in growth strategies will lead to an increase in interest in learning, and this confirms that the main hypothesis is not accepted, and therefore ignores the null hypothesis, and agrees the alternative hypothesis which states:

Combined growth strategies (focus strategy, diversification strategy, integration strategy) have a statistically significant effect of the in achieving learning for of administrative leaders in colleges and institutes of administration and economics in Iraq at the significance level ($\alpha \leq 0.05$).

Table 4.2: The Findings of the Multiple Regression Analysis Tests for The Impact of Growth Strategies on Learning of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

Sample summary				Variance analysis				Regression coefficients			
Dependent variable	Correlation coefficient r	The coefficient of determination (R ²)	Adjusted R ²	Form	The degrees of freedom (DF)	F value	Significance level Sig	Independent variable	Degree of impact β	t-value	Significance level Sig
Learning	0.640	0.410	0.402	Regression	1	54.856	0.000	Growth Strategies	0.640	7.407	0.000
				Resting	79						
				Total	80						

*At the level ($\alpha \leq 0.05$), the effect is indeed statistically significant.

4.5 The Second Sub-Hypothesis

H0-2- No significant effect of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (focus - diversification - integration) on the training and development in the colleges of administration and economics in Iraqi universities.

Table (4.3) explain the effect of the growth strategy for its combined dimensions (focus - diversification - integration) on training and development in the colleges of administration and economics in Iraqi universities.

The findings of the statistical analysis confirmed a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on training and development in the colleges of administration and economics in Iraqi universities, as the correlation coefficient R (0.602) at level ($\alpha \leq 0.05$). As for the coefficient of determination $2R$, it was (0.362), which mean its value (36.2%) of changes in training and development resulted from a change in growth strategies for their combined dimensions (focus - diversification - integration).

The findings of the analysis also explained that the adjusted coefficient of determination of $2R$ Adjusted equaled to (0.354), which is reflecting the net level of interest in the dimensions of growth strategies (focus strategy, diversification strategy, integration strategy) after eliminating the values of standard errors coming from training and development.

In terms of influence, the findings of the analysis of the regression coefficients demonstrated that the value of the influence coefficient β equaled to (.6020) for the combined growth strategies with its dimensions, which is a function at the level of ($\alpha \leq 0.05$), and what confirms this significance is the calculated T value for itself variable, which equaled to (6.695). This means that a one-degree increment in the level of interest in growth strategies will lead to an increase in interest in training and development, and this verifies the incorrectness of accepting the main hypothesis, and thus discards the null hypothesis, and agrees the alternative hypothesis that states:

The combined growth strategies (focus strategy, diversification strategy, integration strategy) have a statistically significant effect of the in achieving training and development for deans of colleges of administration and economics in Iraqi universities at the significance level ($\alpha \leq 0.05$).

Table 4.3: The Findings of the Multiple Regression Analysis Tests for the Impact of Growth Strategies on Training and Development of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

Sample summary				Variance analysis				Regression coefficients			
Dependent variable	Correlation coefficient r	The coefficient of determination (R ²)	Adjusted R ²	Form	The degrees of freedom (DF)	F value	Significance level Sig	Independent variable	Degree of impact β	t-value	Significance level Sig
Training and development	0.602	0.362	0.354	Regression	1	44.821	0.000	Growth Strategies	0.602	6.695	0.000
				Resting	79						
				Total	80						

*At the level (0.05), the effect is statistically significant.

4.6 The Third Sub-Hypothesis

H0-3- No significant effect of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on job satisfaction in the colleges of administration and economics in Iraqi universities

Table (4) shows the impact of the growth strategy for its combined dimensions (concentration - diversification - integration) on job satisfaction in the colleges of administration and economics in Iraqi universities

The findings of the statistical analysis demonstrated a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on job satisfaction in the colleges of administration and economics in Iraqi universities, as the correlation coefficient R (0.602) at level ($\alpha \leq 0.05$). As for the coefficient of determination R^2 , it was (0.362), which mean its value (36.2%) of changes in job satisfaction resulted from the change in growth strategies for their combined dimensions (concentration - diversification - integration).

The findings of the analysis also showed that the adjusted coefficient of the determination reached (0.354), which reflects the net level of interest in the dimensions of growth strategies (focus strategy, diversification strategy, integration strategy) after excluding the values of standard errors coming from job satisfaction.

In terms of influence, the findings of the analysis of the regression coefficients showed that the value of the influence coefficient β equaled to (0.6020) for the combined growth strategies with its dimensions, which is a function at the level ($\alpha \leq 0.05$), and what confirms this significance is the calculated T value for the same variable, which equaled to (6.695). This means that a one-degree increase in the level of interest in growth strategies will lead to an increase in interest in job satisfaction, and this confirms that the main hypothesis is not accepted, and therefore discards the null hypothesis, and agrees the substitute hypothesis that states:

There is a statistically significant effect of the combined growth strategies (focus strategy, diversification strategy, integration strategy) in achieving job satisfaction for of administrative leaders in colleges and institutes of administration and economics in Iraq at the significance level ($\alpha \leq 0.05$).

Table 4.4: The Findings of the Multiple Regression Analysis Tests for the Impact of Growth Strategies on Job Satisfaction of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

Sample summary				Variance Analysis				Regression coefficients			
Dependent variable	Correlation coefficient r	The coefficient of determination (R ²)	Adjusted R ²	Form	The degrees of freedom (DF)	F value	Significance level Sig	Independent variable	Degree of impact β	t-value	Significance level Sig
Job satisfaction	0.628	0.394	0.387	Regression	1	51.405	0.000	Strategically Growth	0.628	7.170	0.000
				Residue	79						
				Total	80						

*The effect is statistically significant at the level of ($\alpha \leq 0.05$)

4.7 The Fourth Sub-Hypothesis

H0-4- No significant effect of the confidence level ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on the financial indicator in the colleges of administration and economics in Iraqi universities

Table (4.5) shows the impact of the growth strategy for its combined dimensions (concentration - diversification - integration) on the financial indicator in the colleges of administration and economics in Iraqi universities

The findings of the statistical analysis demonstrated a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of the growth strategy for its combined dimensions (concentration - diversification - integration) on the financial indicator in the colleges of administration and economics in Iraqi universities, as the correlation coefficient R (0.299) at level ($\alpha \leq 0.05$). As for the coefficient of determination R^2 , it reached (0.090), meaning that its value (9.0%) of the changes in the financial index resulted from the change in growth strategies for their combined dimensions (concentration - diversification - integration).

The findings of the analysis also demonstrated that the adjusted coefficient of the determination reached to (0.078), which is reflecting the net level of interest in the dimensions of growth strategies (focus strategy, diversification strategy, integration strategy) after removing the standard errors resulting from the financial indicator.

In terms of influence, the findings of the analysis of the regression coefficients showed that the value of the influence coefficient β equaled to (0.2990) for the combined growth strategies with its dimensions, and it is a function at the level of ($\alpha \leq 0.05$), and what confirms this significance is the calculated T value for the same variable, which equaled to (2.790). This means that a one-degree increment in the level of interest in growth strategies will lead to an increase in interest in the financial indicator, and this confirms that the main hypothesis is not accepted, and therefore discards the null hypothesis, and agrees the alternative hypothesis which is:

The combined growth strategies (focus strategy, diversification strategy, integration strategy) have statistically significant effect of in achieving the financial indicator for the deans of colleges of administration and economics in Iraqi universities at the significance level ($\alpha \leq 0.05$).

Table 4.5: The Findings of the Multiple Regression Analysis Tests for the Impact of Growth Strategies on the Financial Index of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

Sample summary				Variance Analysis				Regression coefficients			
Dependent variable	Correlation coefficient r	The coefficient of determination (R ²)	Adjusted R ²	Form	The degrees of freedom (DF)	F value	Significance level Sig	Independent variable	Degree of impact β	t-value	Significance level Sig
Financial Indicator	0.299	0.090	0.078	Regression	1	7.785	0.007	Strategically Growth	0.299	2.790	0.000
				Residue	79						
				Total	80						

*The effect is statistically significant at the level of ($\alpha \leq 0.05$).

4.8 Statistical Tests and Interpretation of Results

4.8.1 Growth strategy

To describe the reality of the growth strategy (focus strategy, diversification strategy and integration strategy) from perspective of the deans of the colleges of administration and economics of Iraqi universities, arithmetic mean and standard deviations have been used and the paragraph importance, as explained in these tables (4.6); (4.7); (4.8).

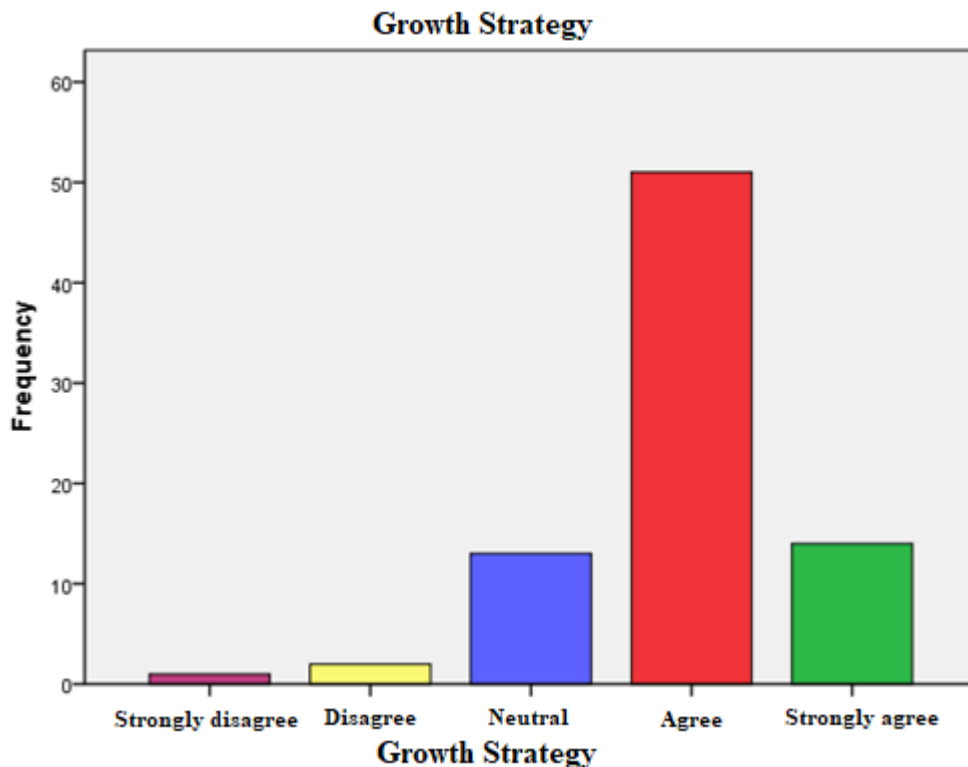


Figure 4.1: Growth Strategy

The findings showed that the reality of the focus strategy for of administrative leaders in colleges and institutes of administration and economics in Iraq was high, as the arithmetic means of the reality of the focus strategy ranged between (4.11 - 3.56) with a total mean of (3.78) as shown in Table (6). The paragraph “The Dean adopts the strategy of focus to reach the achievement of the college’s goals” achieving the first place with an arithmetic mean of (4.11), which is higher than the general arithmetic mean of (3.78), and a standard deviation of (.0251), while the paragraph “The deans seek cooperation and communication With others to express an opinion and to accomplish the required work” on the fifth and last rank with

arithmetic mean (3.56), which is less than the total arithmetic mean of (3.78) and a standard deviation (1.271). In general, it turns out that the reality of the focus strategy from the perspective of the study sample was high.

Table 4.6: Arithmetic Means, Standard Deviations and the Reality of the Focus Strategy of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	The Dean adopts a strategy of focus to reach the achievement of the objectives of the college	4.11	1.025	1	High
2	Through a focus strategy, deans seek to achieve a high completion rate within the college	3.86	1.046	2	High
3	Deans seek to adopt a strategy of focusing on increasing the skill in accomplishing the work at the required level	3.74	1.160	3	High
4	Deans seek to cooperate and communicate with others to express their opinion and accomplish the required work	3.56	1.387	5	Medium
5	Through the strategy, Deans aim to focus on enhancing good behavior and the ability to make the required decisions.	3.62	1.271	4	Medium
	Total	3.78	0.813		High

It was also found that the reality of the diversification strategy was high, as the arithmetic means of the reality of the diversification strategy ranged between (3.68 - 4.32) with a total average of (3.97) as shown in Table (4.7). In the first place came the paragraph “Deans strive through diversification strategy to achieve high work success rates” with an arithmetic mean of (4.32) which is greater than the general arithmetic mean of (3.97), and a standard deviation of (0.9460), whilst the part “Deans seeks Effectively meeting the needs of all college members and assistants ”on the fifth and the last rank with arithmetic mean (3.68), which is lower than the total arithmetic average of (3.97) and a standard deviation (1.233). In general, it turns

out that the reality of the diversification strategy from the perspective of study sample was high.

Table 4.7: Arithmetic Means, Standard Deviations and the Reality of the Diversification Strategy of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	Deans strive to meet the needs of all college members and assistants effectively	3.68	1.233	10	High
2	The Dean offers new and diverse ideas compared to other similar colleges and departments	3.95	1.150	5	High
3	The Dean aims to rely on the diversification strategy to face the achievement of work to the maturity stage	3.77	1.28	9	High
4	Through the diversification strategy, the Deans seek to achieve high business success rates.	4.32	0.946	1	High
5	By adopting a diversification strategy, the deans aim to maximize the college's long-term growth	4.28	0.939	2	High
Total		4.00	0.790		High

Finally, it turned out that the reality of the integration strategy was high, as the arithmetic means of the reality of the integration strategy ranged between (3.80 - 4.10) with a total average of (3.948) as shown in Table (4.8). The paragraph "Deans' dependence on the integration strategy to enhance and develop their relationship with employees and students coming first with an arithmetic mean of (4.10), which is greater than the general arithmetic mean of (3.948), and a standard deviation of (1.158), while the section "allows Deans for college members to make decisions in performance according to the suspended circumstances "on the fifth and last rank with arithmetic mean (3.80), which is less than the total arithmetic means of (3.948)

and a standard deviation (1.239). In general, it performs that the reality of the integration strategy from the perspective of the study sample was high.

Table 4.8: Arithmetic Means, Standard Deviations and the Reality of the Integration Strategy of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	Deans rely on the integration strategy to enhance and develop their relationships with staff and students	4.10	1.158	1	High
2	Deans are interested in adopting the integration strategy in the college to cope with the increase in the volume of work activities in the long term	4.09	1.196	2	High
3	The Deans aim to rely on the integration strategy to enhance their absorptive capacity to increase the number of students in the long term.	3.90	1.261	3	High
4	Relying on an integration strategy allows deans to use flexibility in dealing with all available resources.	3.85	1.286	4	High
5	Deans allow college members to make decisions in performance according to situational circumstances.	3.80	1.239	5	High
Total		3.95	0.852		High

4.8.2 Dimensions of organizational performance

To describe the reality of organizational performance dimensions (learning, training and development, job satisfaction, financial indicator) for of administrative leaders in colleges and institutes of administration and economics in Iraq, arithmetic means and standard deviations were used, and the paragraph importance, as explained in tables (4.9); (4.10); (4.11); (4.12).

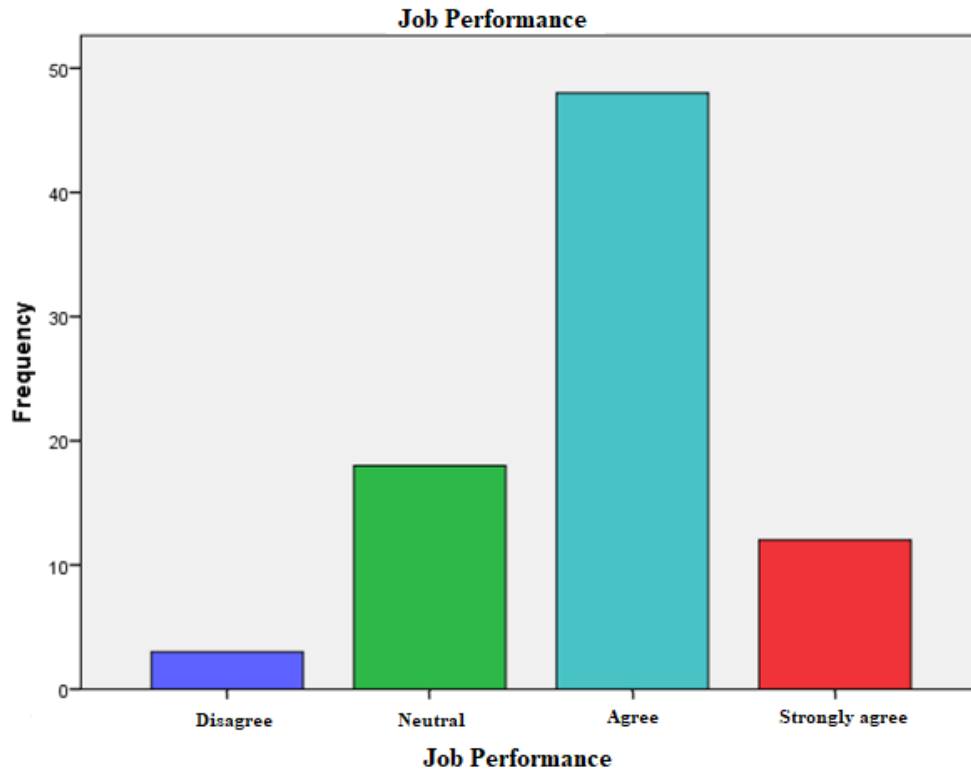


Figure 4.2: Dimensions of Organizational Performance

The findings showed that the learning reality in the organizational performance of the administrative leaders in colleges and institutes of administration and economics in Iraq was intermediate, as the arithmetic means of the learning reality ranged between (3.40 - 3.80) with a total average of (3.59) as shown in Table (4.9). The paragraph “the deans have experience and competence in administrative work, which reflects their possession of learning that leads to resolving disputes and managing dialogue and meetings” ranked first with an average of (3.80), which is greater than the general arithmetic mean of (3.59), and a standard deviation of (0.2691).), whilst the paragraph "colleges' deans exchange information through meetings on an ongoing basis" ranked fifth and the latter with an arithmetic mean of (3.40), which is less than the total arithmetic mean of (3.59) and a standard deviation of (1.446). In general, it turns out that the reality of learning from the perspective of the study sample was average.

Table 4.9: The reality of Learning in the Organizational Performance of the Administrative Leaders In Colleges and Institutes of Administration and Economics in Iraq, Arithmetic Means, and Standard Deviations

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	Deans have experience and competence in administrative work reflecting their possession of learning that leads to resolving differences and managing dialogue and meetings	3.56	1.342	3.5	Mediated
2	The deans hold periodic meetings with the different groups within the college to listen to their opinions and to overcome obstacles and difficulties	3.80	1.269	1	High
3	Deans of colleges exchange information through meetings on an ongoing basis	3.40	1.446	5	Medium
4	Deans establish working committees to obtain the required knowledge	3.63	1.188	2	Medium
5	The Dean or Head of Department communicates through twinning with the corresponding colleges and departments to promote organizational learning	3.56	1.275	3.5	Medium
	Total	3.59	0.933		Medium

It was also found that the reality of training and development was high, as the arithmetic means of the reality of training and development ranged between (3.47 - 3.91) with a total mean of (3.67), as shown in Table (4.10). The paragraph “Deans are working to benefit from modern development and training methods” achieving in the first place with a mean of (3.91) and a standard deviation of (.0981), while the paragraph “Deans supervising employee training programs through training courses” ranked fifth and the latter with arithmetic mean of (3.47) which is less than the total arithmetic mean of (3.67) and a standard deviation (of 0.3141). Generally, it turns out that the reality of training and development from the perspective of the study sample was big.

Table 4.10: Arithmetic Means, Standard Deviations, and the Reality of Training and Development of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	Deans seek to identify the training needs of their employees	3.49	1.276	4	Medium
2	Deans work to benefit from modern development and training methods	3.91	1.098	1	High
3	Deans supervise staff training programs through training courses	3.47	1.314	5	Medium
4	The Dean seeks to include the administrative aspects in the development and development methods	3.63	1.249	3	Medium
5	Dean works to provide the right environment for training courses	3.88	1.279	2	High
Total		3.6765	0.92335		High

The findings showed that the reality of job satisfaction was high, as the arithmetic means of the reality of job satisfaction ranged between (3.62 - 3.81) with a total mean of (3.731) as shown in Table (4.11). The paragraph “Deans allow employees to participate in the preparation of plans and strategies” coming first with an arithmetic mean of (3.81) which is greater than the general arithmetic mean of (3.731), and a standard deviation of (0.2261), whilst the paragraph “Deans are keen to provide an administrative environment to achieve the job satisfaction” came on the last with arithmetic mean (3.62) which is lower than the total arithmetic means of (3.731) and a standard deviation (0.1321). Generally, it turns out that the reality of job satisfaction from the perspective of the study sample was high.

Table 4.11: Arithmetic Means, Standard Deviations, and the Reality of Job Satisfaction of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	Deans take the findings of performance evaluation and satisfaction measurement to distinguish between employees	3.74	1.149	3	High
2	Deans are keen to provide the administrative environment to achieve job satisfaction	3.62	1.241	5	Medium
3	Deans take feedback from the satisfaction measurement and performance evaluation results in the improvement and development plan.	3.77	1.132	2	High
4	Deans allow staff participation in the preparation of plans and strategies	3.81	1.226	1	High
5	Deans feel satisfied with the requirements of the work and comfortable with the conditions and environment of the work	3.72	1.267	4	High
Total		3.73	0.905		High

Finally, it was found that the reality of the financial indicator was high, as the arithmetic means of the reality of the financial indicator ranged between (3.99 - 4.37), with a total average of (4.14), as shown in Table (4.12). The paragraph “Deans seeks to follow a strategy to reduce tuition fees” achieving the first with an arithmetic mean of (4.37), which is higher than the general arithmetic average of (4.14), and a standard deviation of (0.9930), while the paragraph “Deans are interested in increasing the financial incentive for employees to encourage them to work” ranked last one with arithmetic mean (3.99) which is less than the total arithmetic means of (4.14) and standard deviation (0.2891). In general, it turns out that the reality of the financial indicator from the perspective of the study sample was high.

Table 4.12: Arithmetic Means, Standard Deviations, and the Reality of the Financial Indicator of the Administrative Leaders In Colleges and Institutes of Administration and Economics in Iraq

#	Paragraphs	Arithmetic mean	Standard deviation	Order of importance of the paragraph	Fact
1	Deans seek to pursue a strategy to reduce tuition fees	4.37	.993	1	High
2	Deans are interested in investing in the college	4.27	1.025	2	High
3	Deans aim to follow the plans set to achieve financial achievements	4.05	1.172	3	High
4	Deans are interested in increasing the financial incentive of employees to encourage them to work	3.99	1.289	5	High
5	Deans seek to increase annual revenues	4.00	1.194	4	High
Total		4.14	0.810		High

4.8.3 Analysis of the Suitability of the Data to the Assumptions of the Study Hypotheses Test

To ensure the data stability to the assumptions of the regression analysis, the researcher conducted some tests by using the Variance Inflation Factor (VIF) and the Tolerance test for all variables of this study to confirm no high correlation between the independent variables, considering that the variance inflation factor is not exceeded Allowed (VIF) for the value (10). And that the value of the allowable variance Tolerance is higher than (0.05).

By calculating the coefficient of Skewness, it was also ascertained that the data followed the normal distribution as the data follow the normal distribution if the value of the skewness coefficient is less than (± 1), and Table No. (4.13) demonstrates the findings of these tests.

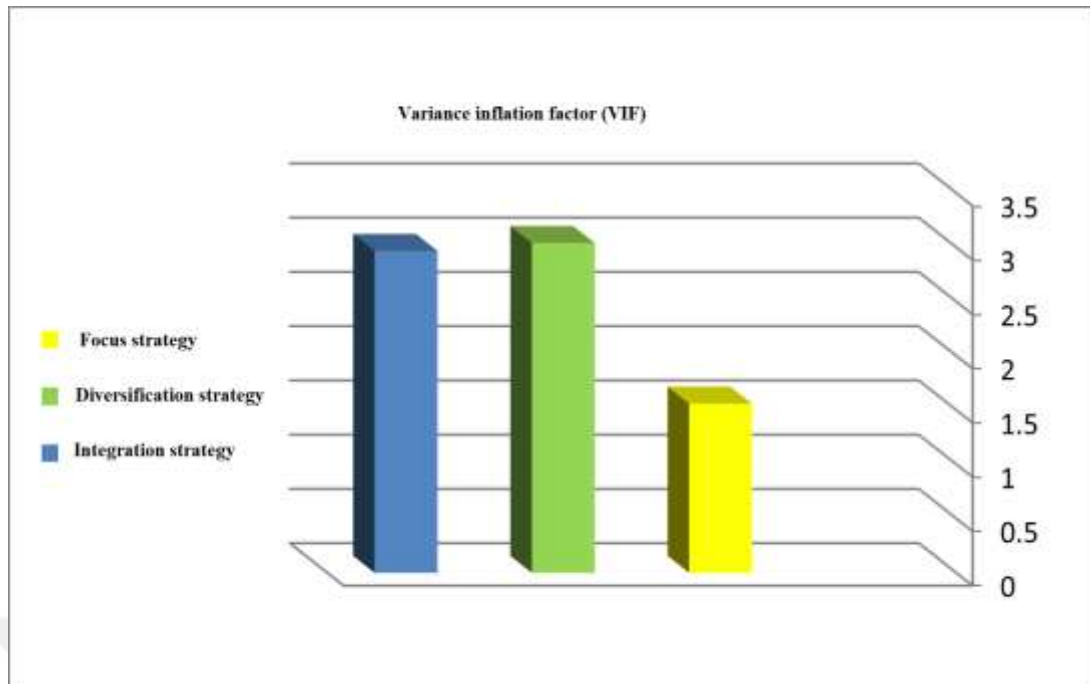


Figure 4.3: Variance Inflation Factor (VIF)

Through what was shown and because of the statistical data

The researcher sees the following:

The growth strategy is one of the strategies that give a clear impetus to the organizational work and the development of plans and programs in educational institutions, especially since the components of this strategy correspond to the nature of the work of the organizational and administrative joints in higher education institutions, which helps the administrative leaders in these institutions to determine the work and follow-up systems in order to achieve and implement the plans prepared during the work, represented by (focus strategy, diversification strategy, integration strategy), as the statistical data demonstrated the presence of a clear and statistically significant impact of the sample's answers due to the change in the growth strategy and the reason for this is due to the nature of the administrative tasks in the work of the colleges and the required issued directives Implementation because of the development in the administrative aspects, as well as the nature of relations in administrative work, which specifically impose methods of work in conjunction with the revolution of knowledge communication, leading to the identification of the strategy required to achieve the objectives set by educational institutions.

This can result in the achievement of learning for the deans of the colleges of administration and economics, as the interest in the growth strategy can lead to:

1. Increasing interest in the growth strategy leads to interest in training and development, which is one of the important factors in achieving the learning process, as well as increasing field experiences because of learning about modern methods of training.
2. Increasing the interest in the growth strategy leads to the interest in the job satisfaction of the employees, which is one of the most important goals sought by the institution, because, in the case of achieving job satisfaction, there is the ability to be creative and giving as a result of the belief of the working individuals in the nature of their administrative work through the availability of satisfactory psychological aspects.
3. The increased interest in the growth strategy leads to increased interest in the financial indicator, which is an important incentive for employees as it represents the backbone of their economic life, which contributes to improving their ability to give.

From the above, it can be said that the process of improving the organizational performance of the deans comes through their enjoyment of experience and efficiency in administrative work, which supports the events of the learning process because of interrelationships with the administrative and organizational joints by allowing them to develop and prepare plans

This, in turn, results in a kind of interrelationship between the parties to the administrative process.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Based on the research procedures and their statistical treatment, analysis and discussion of the findings, the researcher concluded the following:

1. The statistical data of the research showed that the growth strategy can achieve the dimensions of organizational performance for of administrative leaders in colleges and institutes of administration and economics in Iraq if there is an appropriate ground for administrative work.
2. The statistical data also showed that the increment in the regression coefficients in the level of interest in the growth strategy will lead to an increase in interest in the dimensions of organizational performance represented by (learning - training and development - job satisfaction - financial indicator).
3. The interest in the net level in the dimensions of the growth strategy (focus - diversification - integration) leads to the development of the organizational work of of administrative leaders in colleges and institutes of administration and economics in Iraq.
4. Statistical data showed that there is an achievement in the financial indicator of college deans for the combined growth strategy (focus - diversification - integration).
 - The researcher developed a scientific tool to measure the financial indicator of the administrative leaders in colleges and institutes of administration and economics in Iraq, where it ranked first with a total average of (4.14).
 - The researcher developed a scientific tool to measure job satisfaction among of administrative leaders in colleges and institutes of administration and economics in Iraq, where it got the second rank with a total average of (3.73)

- The researcher developed a scientific tool to measure the training and development of administrative leaders in colleges and institutes of administration and economics in Iraq, where it got the third rank with a total average of (3.67).
- The researcher developed a scientific tool to measure the learning of the administrative leaders in colleges and institutes of administration and economics in Iraq, where it got the last rank with a total average of (3.59)
- The researcher developed a scientific tool to measure the diversification strategy of the administrative leaders in colleges and institutes of administration and economics in Iraq, where this strategy ranked first with a total average of (3.97)
- The researcher developed a scientific tool to measure the integration strategy of the administrative leaders in colleges and institutes of administration and economics in Iraq, where this strategy achieved the second place with a total average of (3.94)
- The researcher developed a scientific tool to measure the concentration strategy of the administrative leaders in colleges and institutes of administration and economics in Iraq, where this strategy ranked third with a total average of (3.78).

5.2 Recommendations

The researcher's findings recommend the next:

1. Focusing on the impact of the growth strategy because it has a major role in achieving organizational performance, by adopting this strategy
2. The deans develop work in the dimensions of organizational performance in line with the changes in the strategy followed, through studying and analysing the internal and external work environment to achieve continuous growth within the college.
3. The deans promote interest in the growth strategy to achieve the required competitive level among other competing colleges.

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APPENDIX

Appendix 1: Names of Arbitrators

No.	Name	Specialization
1	Prof. Dr. Zakaria Al-Douri	Business Administration
2	Prof. Dr. Ibrahim Jawad	Statistics
3	Prof. Mahdi Dawai,	Economics
4	Prof. Haitham Yacoub	Statistics
5	Prof. Dr. Nizar Al Shaibi	Accounting and Auditing
6	Prof. Dr. Abdel Rahman Nasser,	Tests and Measurement
7	Prof. Jassim Al-Tamimi	Statistics
8	Prof. Dr. Khaled Gamal	Measurement and Evaluation
9	Prof. Dr. Karim Al-Azzawi	Business Administration
10	Prof. Dr. Mohamed Anwar	Measurement and Evaluation

Appendix 2: Questionnaire

Questionnaire

Mr. E/Mr..... Greetings

The researcher conducts a study entitled " The Impact of Growth Strategies on the Organizational Performance of the Administrative Leaders in Colleges and Institutes of Administration and Economics in Iraq".

The current study aims in general to show the act of the growth strategy on the organizational performance of the deans of the faculties of administration and economics in Iraqi universities, please give me your valuable time to answer the questions of the questionnaire, knowing that the information will be treated with complete confidentiality and used for scientific research purposes.

Thank you for your cooperation and participation in answering

Researcher

First: Demographic characteristics

1. Gender: Male Female
2. Education: PhD Master
3. Scientific Title: Professor Professor Assistant Lecturer
4. Age: Less than 40 years 40 – 45 45 – 50
50- 55 55- 60 60- 65
5. Years of Experience: 5- 10 10-20 20-30 30-40

Second: Study variables

A: Questions Related To The Independent Variable (Growth Strategy)

#	Paragraphs	Answer alternatives				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Focus Strategy						
1	The Dean adopts a strategy of focus to reach the achievement of the objectives of the college					
2	Through a focus strategy, deans seek to achieve a high completion rate within the college					
3	Deans seek to adopt a strategy of focusing on increasing the skill in accomplishing the work at the required level					
4	Deans seek to cooperate and communicate with others to express their opinion and accomplish the required work					
5	Through the strategy, Deans aim to focus on enhancing good behavior and the ability to make the required decisions.					
Diversification Strategy						
6	Deans strive to meet the needs of all faculty members and assistants effectively					
7	The Dean offers new and diverse ideas compared to other similar colleges and departments					
8	The Dean aims to rely on the diversification strategy to face the achievement of work to the maturity stage					
9	Through the diversification strategy, the Deans seek to achieve high business success rates.					
10	By adopting a diversification strategy, the deans aim to maximize the college's long-term growth					

Integration Strategy						
11	Deans rely on the integration strategy to enhance and develop their relationships with staff and students					
12	Deans are interested in adopting the integration strategy in the college to cope with the increase in the volume of work activities in the long term					
13	The Deans aim to rely on the integration strategy to enhance their absorptive capacity to increase the number of students in the long term.					
14	Relying on an integration strategy allows deans to use flexibility in dealing with all available resources.					
15	Deans allow faculty members to make decisions in performance according to situational circumstances.					

B: Questions related to the dependent variable (organizational performance)

#	Paragraphs	Answer alternatives				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Learning						
16	Deans have experience and competence in administrative work reflecting their possession of learning that leads to resolving differences and managing dialogue and meetings					
17	The deans hold periodic meetings with the different groups within the college to listen to their opinions and to overcome obstacles and difficulties					
18	Deans of faculties exchange information through meetings on an ongoing basis					
19	Deans establish working committees to obtain the required knowledge					
20	The Dean or Head of Department communicates through twinning with the corresponding faculties and departments to promote organizational learning					

Training & Development					
21	Deans seek to identify the training needs of their employees				
22	Deans work to benefit from modern development and training methods				
23	Deans supervise staff training programs through training courses				
24	The Dean seeks to include the administrative aspects in the development and development methods				
25	Dean works to provide the right environment for training courses				
Job satisfaction					
26	Deans take the findings of performance evaluation and satisfaction measurement to distinguish between employees				
27	Deans are keen to provide the administrative environment to achieve job satisfaction				
28	Deans take feedback from the satisfaction measurement and performance evaluation results in the improvement and development plan.				
29	Deans allow staff participation in the preparation of plans and strategies				
30	Deans feel satisfied with the requirements of the work and comfortable with the conditions and environment of the work				
Financial Indicator					
31	Deans seek to pursue a strategy to reduce tuition fees				
32	Deans are interested in investing in the college				
33	Deans aim to follow the plans set to achieve financial achievements				
34	Deans are interested in increasing the financial incentive of employees to encourage them to work				
35	Deans seek to increase annual revenues				

CURRICULUM VITAE

Ahmed Shihab Ahmed Al-HUSSEINAWI

EDUCATION:

- **Bachelor:** Bachelor's Degree in Business Administration 2016-2017
- **Master's:** Istanbul Gedik University- Master's Degree in Business Management 2020-2022

WORK EXPERIENCE: