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## Administrative development and its impact on selected financial indicators for a sample of commercial companies in Iraq

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### Abstract

The research aims to address several questions, including: (Is there an impact of administrative development on the financial indicators of private commercial companies? What is the nature of this impact, positive or negative?). The significance of the research lies in identifying and measuring the extent of administrative development's influence on the financial performance of Iraqi private commercial companies. Based on these considerations, the importance of analyzing the relationship between administrative development and financial indicators for a sample of commercial companies in Iraq emerges. The research is grounded in the hypothesis: "There is a statistically significant relationship between administrative development and financial indicators for a sample of Iraqi private commercial companies." The statistical model was estimated using a simple autoregressive model to test the research hypothesis. The study reached several conclusions, most notably: the multiple linear regression analysis results demonstrated a statistically significant relationship between the independent variable (administrative development) and the dependent variable (financial indicators).

**Keywords:** Administrative development, financial indicators, commercial companies

### Introduction

The management of institutions, organizations, and companies, whether public or private, continuously strives to improve their financial performance to maintain advantages such as survival, competitiveness, and expansion. Achieving these advantages requires consistent financial performance that ensures profitability due to their activities. This goal can only be realized by increasing revenues relative to costs, which is also achieved through increasing the sales volume of their goods and services. Therefore, the management of institutions and organizations must emphasize the developmental aspect of their operations, as they are responsible for facilitating communication between employees and top management.

### Chapter One: Study Methodology

#### 1. Research Significance

This research is important because it aims to identify and measure the impact of administrative development on the financial indicators of the private commercial sector in Iraq.

#### 2. Research Problem

The research problem is highlighted through the following questions

- Is administrative development impacted by the financial performance of commercial companies?
- What is the nature of this impact?
- Is the impact positive or negative?

#### 3. Research Hypothesis

The research is based on the hypothesis:

"There is a statistically significant relationship between administrative development and financial indicators for a sample of private commercial companies in Iraq."

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**4. Research Objectives****This research aims to**

- Understand administrative development regarding its concept, indicators, and importance.
- Examine financial indicators in terms of their concept, indicators, and objectives.
- Measure and analyze how administrative development impact the financial indicators of a sample of commercial companies in Iraq.

**5. Research Methodology**

The research used statistical software to combine theoretical (descriptive) and quantitative methods.

**6. Temporal and Spatial Boundaries of the Research**

- **Temporal Boundaries:** The year 2023.
- **Spatial Boundaries:** A sample of commercial companies in Iraq, including Al-Maha General Trading Company, Al-Burhan Trading Company, and Al-Ahood Trading and Transportation Company.

**Chapter Two: Theoretical Framework****First: The Concept of Administrative Development**

Administrative development improves performance and enhances efficiency in managing establishments, organizations, and companies. It aims to refine administrative and organizational processes to achieve specified objectives better (Aufi, 2015: 55) <sup>[1]</sup>.

**Second: Aspects of Administrative Development**

There are several key aspects of administrative development, as follows (Al-Birman, 2019: 26) <sup>[2]</sup>:

**1. Process Analysis**

- Studying and analyzing administrative processes to understand how tasks and functions are executed.
- Identifying areas that require improvement, development, and simplification.

**2. Skills and Capabilities Development**

- Train and develop employees to enhance their personal and professional skills.
- Providing workshops and training programs that foster self-development and professional growth.

**3. Technology Implementation**

- Effectively utilizing technology to improve processes and accelerate execution.
- Organizing information systems to enhance data quality and facilitate better decision-making.

**4. Change Management**

- Promoting a culture of change within the institution.
- Encouraging employees to embrace change and actively participate in its implementation.

**5. Communication Improvement**

- Enhancing effective communication within institutions, organizations, and companies.
- Developing communication channels to facilitate interaction between various departments and branches (Al-Shahmani, 2016: 61) <sup>[3]</sup>.

**6. Leadership Development**

- Training leaders and enhancing their leadership skills.
- Strengthening their ability to make effective decisions and foster team spirit.

**7. Performance Measurement**

- Developing systems for performance measurement and evaluation.
- Using performance indicators to determine goal achievement levels and identify areas that need improvement (Al-Bayati, 2009: 98) <sup>[4]</sup>.

**Third: Objectives of Administrative Development**

Determining the objectives of administrative development depends on the needs and challenges the institution or organization faces. However, several general objectives can be summarized, which many organizations, institutions, and companies aim to achieve through administrative development processes (Al-Sahaf, 2006: 101) <sup>[5]</sup>:

**1. Improving Efficiency**

Enhancing the effectiveness of processes and improving work organization to ensure efficient use of resources.

**2. Enhancing Quality**

Raising the quality of products or services to meet or exceed customer expectations.

**3. Improving Communication**

Strengthening internal and external communication within the organization to enhance coordination and understanding of vision and objectives.

**4. Developing Skills**

Enhancing the skills and capabilities of employees through training and development to improve their performance.

**5. Enhancing Organization**

Improving the structure and organization of the institution to make it more effective and flexible.

**6. Leadership Development**

Build leadership skills and enhance the ability to make strategic decisions.

**7. Improving Customer Satisfaction**

Enhancing the customer experience and increasing satisfaction by improving product or service quality and processes.

**8. Technology Integration**

Effectively utilizing technology to improve processes and facilitate implementation.

**9. Promoting a Culture of Change**

Fostering a culture of change within the institution to ease adaptation to environmental and market shifts.

**10. Achieving Competitiveness**

Developing strategies to make the organization more competitive in its market or industry.

**11. Increasing Innovation**

Encouraging innovation and motivating employees to present new and creative ideas.

## 12. Enhancing Project Management

Strengthening project management skills to ensure effective and timely execution of activities (Al-Hamdani, 2017: 70) <sup>[6]</sup>.

### Fourth: Strategies for Administrative Development

Administrative development strategies vary based on each organization or establishment's unique needs and context. However, some essential strategies can help improve administrative performance (Al-Ahmadi, 2011: 65) <sup>[7]</sup>:

#### 1. Process Analysis and Improvement

Using Business Process Reengineering (BPR) techniques to analyze and radically improve current processes.

#### 2. Skill Development and Training

Providing continuous employee training and development programs to enhance their skills and capabilities.

#### 3. Promoting a Culture of Lifelong Learning:

Encouraging a culture of learning and innovation within the organization to motivate employees to experiment with new ideas.

#### 4. Improving Time Management:

Enhancing time management skills to ensure efficient use of resources.

#### 5. Leadership Development

Offering leadership development programs to enhance leaders' skills and improve their ability to make strategic decisions.

#### 6. Information Technology and Digital Transformation

Leveraging technology to improve processes and promote digital transformation (Al-Awadi, 2021: 54) <sup>[8]</sup>.

#### 7. Enhancing Internal Communication

Strengthening internal communication channels to improve interaction and information exchange among teams.

#### 8. Fostering a Culture of Innovation

Creating an environment that encourages innovation and rewards new and creative ideas.

#### 9. Implementing Project Management Techniques

Utilizing project management methods to organize activities and achieve objectives on time.

#### 10. Encouraging Participation and Contribution

Promoting active employee participation and collecting their opinions and contributions in decision-making processes (Al-Rubaie, 2016: 22) <sup>[9]</sup>.

#### 11. Building Effective Teams

Developing teamwork and enhancing collaboration among team members to achieve goals efficiently.

#### 12. Implementing Cultural Transformation Strategies

Changing organizational culture, if necessary, to achieve administrative development.

### Fifth: Administrative Development in Commercial Institutions

Administrative development strategies vary depending on each organization's unique needs and context. However, some common strategies can help improve administrative performance (Al-Orfali, 2018: 69) <sup>[10]</sup>:

#### 1. Process Analysis and Improvement

Utilizing Business Process Reengineering (BPR) techniques to analyze and radically improve current processes.

#### 2. Skill Development and Training

Providing continuous training and development programs to enhance employees' skills and capabilities.

#### 3. Promoting a Culture of Lifelong Learning

Encouraging a culture of learning and innovation within the organization to motivate employees to experiment with new ideas.

#### 4. Improving Time Management

Enhancing time management skills to ensure efficient use of resources.

#### 5. Leadership Development

Offering leadership development programs to enhance leaders' skills and improve their ability to make strategic decisions.

#### 6. Information Technology and Digital Transformation

Leveraging technology to improve processes and foster digital transformation.

#### 7. Enhancing Internal Communication

Strengthening internal communication channels to improve interaction and information exchange among teams.

#### 8. Fostering a Culture of Innovation

Creating an environment that encourages innovation and rewards new and creative ideas.

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Promote active employee participation and gather their opinions and contributions in decision-making.

#### 11. Building Effective Teams

Developing teamwork and enhancing collaboration among team members to achieve goals efficiently.

#### 12. Implementing Cultural Transformation Strategies

Changing organizational culture, if necessary, to achieve administrative development.

### Sixth: The Impact of Administrative Development on the Financial Efficiency of Commercial Companies

The impact of administrative development on the financial efficiency of commercial companies can be substantial, actively contributing to improved financial performance. Some of the ways administrative development influences financial efficiency include (Al-Abdali, 2020: 31) <sup>[11]</sup>:

## Improving Operational Efficiency

By analyzing and enhancing operational processes, administrative development can increase efficiency and reduce operational costs.

### 1. Enhancing Resource Management

Improving the management of financial and human resources can help minimize costs and increase resource utilization efficiency.

### 2. Improving Financial Planning Processes

Implementing better financial planning processes can effectively enhance cost management and prioritize financial objectives.

### 3. Enhancing Credit Policies

By improving credit management policies, companies can enhance debt management and reduce financial risks.

### 4. Increasing Sales Revenue

Enhancing product or service quality and improving marketing strategies can increase sales revenue.

### 5. Diversifying Offerings and Developing Products

Expanding the range of products or services can generate more revenue and improve financial efficiency.

### 6. Enhancing Financial Risk Management

Improved financial risk management helps mitigate the impact of external variables on financial performance.

### 7. Improving Investor Relations

Enhancing transparency and providing accurate performance information can positively affect investor confidence and facilitate capital acquisition.

### 8. Increasing Efficiency in Inventory Management

Improving inventory management can reduce costs associated with logistical operations and enhance cash flow.

### 9. Optimizing Capital Structure

Effectively restructuring capital can improve debt structure and reduce financial costs.

## Second: The Theoretical Framework for Financial Indicators

### First: The Concept of Financial Indicators

Financial indicators are metrics used to evaluate and analyze the performance of companies and financial markets. These indicators reflect a company or market's financial status and economic performance. Key financial indicators include (Al-Omran, 2019: 42) <sup>[12]</sup>:

#### 1. Profitability Indicators

- **Net Profit:** The profit remaining after deducting all costs.
- **Profit Margin (Profit-to-Sales Ratio):** Reflects the profit percentage relative to total sales.

#### 2. Liquidity Indicators

- **Cash Balance Ratio:** Measures the ability to generate cash.
- **Quick Liquidity Ratio:** Measures the ability to meet

financial obligations immediately.

### 3. Financing Indicators

**Debt-to-Equity Ratio:** Assesses the volume of debt relative to shareholder equity.

**Self-Financing Ratio:** Indicates the extent of a company's funding from internal sources.

### 4. Market Indicators

- **Stock Market Indicators:** These are benchmark indices measuring overall market performance.
- **Price-to-Earnings Ratio (P/E):** Measures the relationship between price and earnings, reflecting a stock's value relative to the company's earnings.

### 5. Return Indicators (Al-Kitani, 2016: 69) <sup>[13]</sup>:

- **Return on Investment (ROI):** Calculates the profit ratio relative to the total investment.
- **Return on Equity (ROE):** Measures the shareholder equity investment return.

### 6. Growth Indicators

**Sales and Profit Growth Rate:** Measures the growth rate in sales and profits over a specific period.

### 7. Liquidity Indicators

**General Liquidity Ratio:** Measures the ability to meet current liabilities using all liquid assets.

## Second: Objectives of Using Financial Indicators

The use of financial indicators aims to achieve various objectives, including (Al-Absoni, 2018: 87) <sup>[14]</sup>:

#### 1. Evaluating Financial Performance

- Understanding how a company or financial entity performs over time.
- Analyzing the strengths and weaknesses of current financial performance.

#### 2. Making Investment Decisions

- Assisting investors in making informed investment decisions based on financial performance.
- Providing information to help investors determine the value of assets and stocks.

#### 3. Assessing Debt Repayment Capacity

- Evaluating the ability to meet obligations and repay debts.
- Analyzing the sustainability of the financing structure and liquidity.

#### 4. Estimating Market Value

- Using market value indicators to determine the company's value in the market.

#### 5. Monitoring Economic Developments

- Providing signals about economic trends and their impact on business operations.

#### 6. Guiding Policies and Managerial Decisions

- Helping management identify areas needing improvement and development.
- Providing information to support strategic managerial decisions.

**7. Analyzing Competition**

Comparing the company's performance with competitors in the market to identify superiority or lagging.

**8. Evaluating Future Performance**

Utilizing historical data to forecast future performance and make strategic decisions based on these forecasts.

**9. Compliance with Financial Reporting**

Ensuring companies adhere to financial and accounting reporting requirements.

**Fourth: Financial Indicators for Commercial Enterprises**

The use of financial indicators aims to achieve various objectives, including (Al-Dulaimi, 2021: 98) <sup>[15]</sup>:

**1. Evaluating Financial Performance**

Understanding how a company or financial entity performs over time.

Analyzing the strengths and weaknesses of current financial performance.

**2. Making Investment Decisions**

- Assisting investors in making informed investment decisions based on financial performance.
- Providing information to help investors determine the value of assets and stocks.

**3. Assessing Debt Repayment Capacity**

- Evaluating the ability to meet obligations and repay debts.
- Analyzing the sustainability of the financing structure and liquidity.

**4. Estimating Market Value (Al-Jubouri, 2018: 34) <sup>[16]</sup>**

Using market value indicators to determine the company's value in the market.

**5. Monitoring Economic Developments**

Providing signals about economic trends and their impact on business operations.

**6. Guiding Policies and Managerial Decisions**

- Helping management identify areas needing improvement and development.
- Providing information to support strategic managerial decisions.

**7. Analyzing Competition**

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**8. Evaluating Future Performance**

Utilizing historical data to forecast future performance and make strategic decisions based on these forecasts.

**9. Compliance with Financial Reporting**

Ensuring companies adhere to financial and accounting reporting requirements.

**Chapter Three: Measuring and Analyzing the Impact of Administrative Development on the Financial Indicators of a Sample of Iraqi Commercial Companies Using SPSS (Version 26)****First: Description of the Sample Population**

The statistical population comprises 90 employees from private Iraqi commercial companies (Al-Maha Company, Al-Burhan Company, and Al-Ahood Company). A survey questionnaire was utilized to gather their opinions.

150 questionnaires were distributed equally among the three companies (50 per company) on October 15, 2023, and collected on October 20, 2023. However, only 90 completed questionnaires were retrieved because many employees declined to provide their opinions on the subject.

The distributed questionnaire form is as follows:

**Survey Questionnaire Form****Section One: Personal Information**

1. Name:
2. Gender:
3. Job Title:
4. Name of Institution:

**Section Two: Information About Administrative Development**

1. Has the institution implemented administrative development in recent years?
  - Yes
  - No
2. If "Yes," please specify the objectives of the administrative development implemented.

**Section Three: The Impact of Administrative Development on Financial Indicators**

1. Have you observed any impact of administrative development on the institution's revenues?
  - Yes
  - No
2. In your opinion, has the institution's profit margin improved due to administrative development?
  - Yes
  - No
3. Has the institution improved the efficiency of financial resource utilization due to administrative development?
  - Yes
  - No

**Section Four: Employee Satisfaction and Its Impact on Financial Performance**

1. Have you noticed an improvement in employee satisfaction after implementing administrative development?
  - Yes
  - No
2. Do you believe employee satisfaction affects the institution's financial performance?
  - Yes
  - No

**Section Five: Additional Comments**

Do you have any comments or additional suggestions regarding the impact of administrative development on financial indicators?

The study variables included only two variables based on

the responses of employees from the mentioned companies, as shown in Table (1):

**Table 1:** Variables of the Measurement Model

Variable Name	Code	Type
Administrative Development	IN	Independent
Impact of Administrative Development on Financial Indicators	DE	Dependent

**Second: Measuring and Analyzing the Relationship Between the Independent Variable (Administrative Development) and the Dependent Variable (Job Satisfaction) Using SPSS (Version 26)**

**1. Validity and Reliability:**

**a. Reliability:**

Table (2) shows that the Cronbach's Alpha value is (0.486), which is close to zero. This indicates that the data of our measurement model exhibit low reliability.

Furthermore, as shown in Table (3), the Cronbach's Alpha values decreased when the variables (IN, DE) were removed, indicating that these variables are crucial to the statistical model. Conversely, when the variable (GEN) was removed, the mentioned value increased, suggesting that gender does not significantly affect the statistical model.

**Table 2:** Reliability Statistics

Cronbach's Alpha	N of Items
.486	3

**Table 3:** Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
GEND	3.0455	.734	.135	.642
IN	2.8977	.530	.384	.241
DE	2.7841	.516	.419	.174

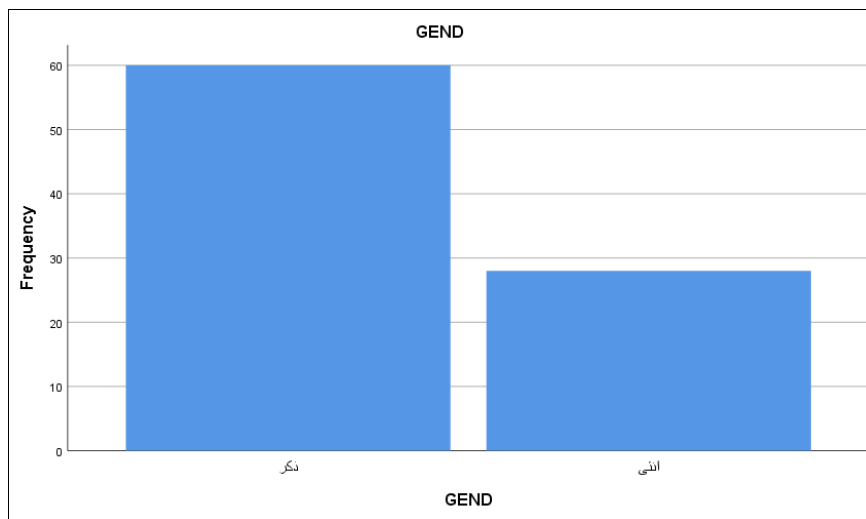
**b. Validity:**

The validity coefficient is obtained by taking the square root of the reliability coefficient. In this case, the validity coefficient is (0.697), close to (1). This indicates that the data in our statistical model exhibit high validity.

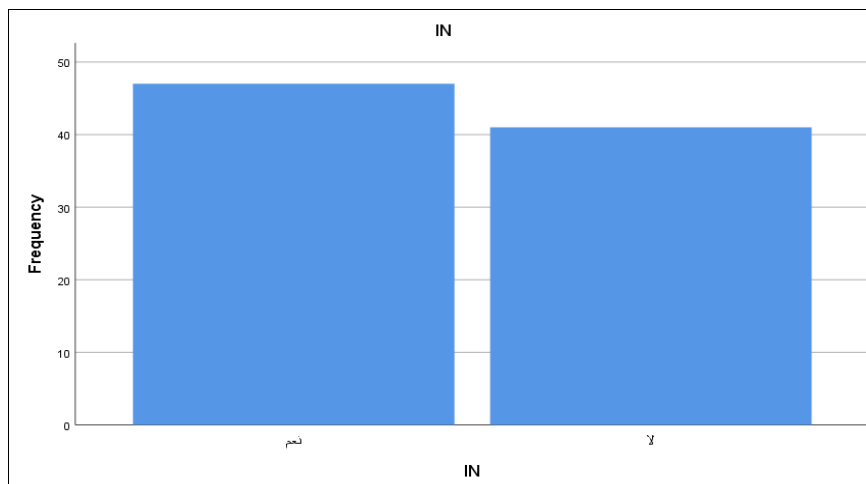
**2. Measures of Central Tendency and Dispersion**

Figure (1) shows that the number of males in our statistical sample is greater than the number of females.

Similarly, from Figure (2), we note that the number of "Yes" responses on the second axis (Administrative Development) is higher than the number of "No" responses. Additionally, we also observe that the number of "No" responses exceeds the "Yes" responses on the third axis (The Impact of Administrative Development on Financial Indicators).



**Fig 1:** GEND



**Fig 2:** IN

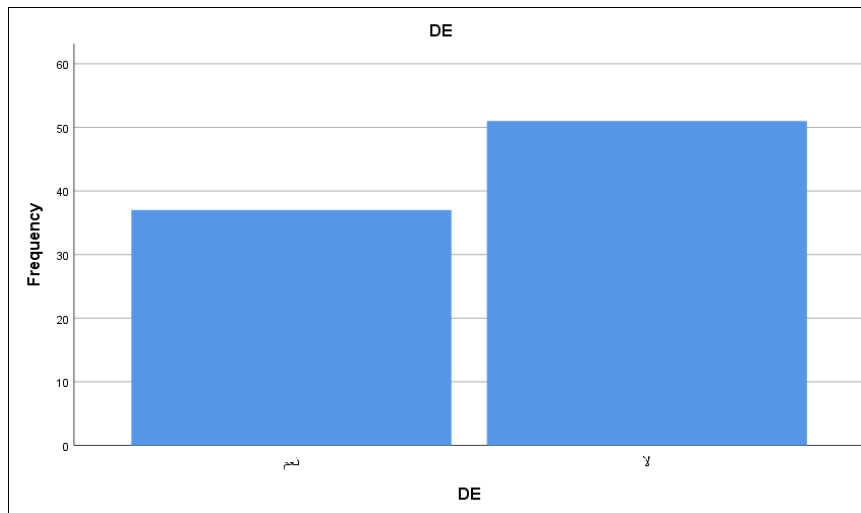


Fig 3: DE

**3. Correlation**

From Table (4), we observe that the correlation coefficient between the independent and dependent variables is (0.472), which is close to zero. This indicates the absence of a significant correlation between these variables.

**Table 4: Correlations**

Correlations				
		GEND	IN	DE
GEND	Pearson Correlation	1	.096	.137
	Sig. (2-tailed)		.376	.203
	N	88	88	88
IN	Pearson Correlation	.096	1	.472**
	Sig. (2-tailed)	.376		.000
	N	88	88	88
DE	Pearson Correlation	.137	.472**	1
	Sig. (2-tailed)	.203	.000	
	N	88	88	88

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

**4. Simple Linear Regression**

From Table (6), we observe that the value of R Square is (0.223), indicating that the independent variable explains 22% of the variance in the dependent variable.

Additionally, from Table (7), the SIG value is (0.000), which is statistically significant as it is less than (0.05). This suggests that the independent variable (Administrative Development) (IN) has a significant impact on the dependent variable (The Impact of Administrative Development on Financial Indicators) (DE). This leads us to reject the null hypothesis (no statistically significant

relationship) and accept the alternative hypothesis (a statistically significant relationship exists between the independent and dependent variables).

Moreover, from Table (8), the SIG value is also (0.000), confirming significance. The B (Beta) value is (0.472), indicating that a one-unit change in the independent variable (IN) will result in a (0.472) unit increase in the dependent variable (DE)

**Table 5: Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	IN <sup>b</sup>		Enter

a. Dependent Variable: DE  
b. All requested variables entered.

**Table 6: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472 <sup>a</sup>	.223	.214	.44008

a. Predictors: (Constant), IN

**Table 7: Anova**

ANOVA <sup>a</sup>						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	4.787	1	4.787	24.718	.000 <sup>b</sup>
	Residual	16.656	86	.194		
	Total	21.443	87			

a. Dependent Variable: DE  
b. Predictors: (Constant), IN

**Table 8: Coeffients**

Coefficients <sup>a</sup>								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
	1	(Constant)	.894			.146		6.140
	IN	.468	.094	.472	4.972	.000	.281	.655

a. Dependent Variable: DE

**Conclusions and Recommendations**

**Conclusions**

1. A statistical sample of 90 employees working in

commercial companies (Al-Maha General Trading Company, Al-Burhan Trading Company, and Al-Ahood Trading and Transportation Company) was selected.

2. A multiple linear regression model was used to measure and analyze the relationship between the independent variable (Administrative Development) and the dependent variable (Financial Indicators).
3. A questionnaire form was used to collect information and generate data for the statistical model.
4. Data from the statistical sample were analyzed using SPSS (Version 26).
5. The multiple linear regression analysis results indicated a statistically significant impact of the independent variable (Administrative Development) on the dependent variable (Financial Indicators).
6. The research hypothesis, "There is a statistically significant relationship between administrative development and financial indicators for a sample of private Iraqi commercial companies," was confirmed.

### Recommendations

1. Organizations must prioritize administrative development, as management serves as the bridge between the company and its customers.
2. Organizations must gather feedback from employees regarding their satisfaction with their management. This feedback, known as "feedback loops," is highly beneficial for identifying strengths and weaknesses in management practices.
3. Companies and organizations should allocate a specific budget for developing their administrative systems by recruiting competent personnel and continuously training and developing them. This ensures smooth workflow, leading to increased production, higher sales volumes, and improved financial performance.
4. Organizations and companies should collect information about other organizations' management practices to continuously improve their administrative systems, thereby maintaining a competitive edge, ensuring sustainability, and fostering expansion.

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