The Impact of the Manager on the Success of the Public vs Private Organisation in the Post-Crisis Phase: a Case Study of COVID-19 in the Arab Sector in Israel

Abir Abu Ras, Girne American University (GAU)

Co-writer: Prof. Dr. İsmet Esenyel, Girne American University (GAU)

Abstract

Leadership is essential for success in today's business environment. Leadership in organisations is the ability to influence and guide a group of people to achieve a common goal. The role of leadership in organisations has become crucial in recent times. This study identified the gap in research and aimed to explore the influence of leadership styles on employee motivation in the post-pandemic period in the context of Arab companies in Israel. In the present study, the researcher adopted a mixed methodological research design. This research design allowed the researcher to conduct both quantitative and qualitative research. For the quantitative research, a sample of 450 was selected in the current study, which was a representation of employees in the Arab sector in Israel. The sample was selected from Arab organisations in order to ensure the representation of Arab leaders in the study. In addition to that, to conduct the qualitative research methodology, a sample of size 60 was selected in order to ensure the representation of managers in the sample. the results suggested that leadership styles have an influence on employee motivation. The researcher concluded that in Arab organisations, most leaders are autocratic in Israel. The results also suggested that leaders that follow a transformational leadership style have no significant impact on employee motivation in the earlier results. Moreover, the thematic analysis also highlighted that the transformational leadership style has a higher impact on the motivation of employees. The findings of the current study also suggested that Covid-19 has affected the leadership styles in organisations. The emergence of the COVID-19 pandemic has presented leadership challenges for Arab organisations across several areas.

Keywords: Public Organisation, Private Organisation, Post-Crisis Phase, COVID-19, Arab Sector in Israel

1. Introduction:

Organisational success is essential for any organisation to remain competitive and viable in the marketplace. In recent times, organisational success has been determined by several factors. For organisations, it is important to be aware of the various factors that can affect their success to ensure long-term success. Organisational success is the achievement of the goals set by an organisation's leadership (Okoli et al., 2021). It can be measured in terms of the organisation's performance, profitability, and customer satisfaction. Therefore, several factors from different aspects of operations can affect an organisation's success.

These factors include organisational culture and style, organisational communication, organisational structures, organisational process assets, and enterprise environmental factors.

1.1 Determinants of Organisational Success

According to Al Saifi (2015), organisational culture and style are defined as the values, beliefs, attitudes, and behaviours of the people within an organisation. The interaction between employees and their approach to work is an important aspect of the organisational culture and style. Organisations with strong cultures and styles often have higher levels of employee engagement and commitment, leading to improved performance, increased customer satisfaction, and higher levels of profitability. Regarding organisational success, Zorlu and his colleagues (2021) defined organisational communication as the sharing of information between different parts of an organisation. Organisational communication includes internal communications between employees and external communications with customers and stakeholders. Effective organisational communication ensures success by ensuring that all parties know the organisation's goals and objectives. Organisational communication leads to better decision-making and improved performance. Effective external communication also helps to build relationships with customers and stakeholders, which is essential for long-term success.

In recent times, organisational success is also determined by organisational structures. An organisational structure is how an organisation is organised regarding job roles, lines of authority, and decision-making processes (Maduenyi et al., 2015). Organisations with well-defined structures can ensure that tasks are completed efficiently and effectively, leading to improved performance and profitability. Additionally, a clear organisational structure can help to foster collaboration and effective decision-making that are essential for long-term success. Similarly, organisational process assets are another crucial aspect of organisational success. According to Hindasah and Nuryakin (2020), organisational process assets are the resources organisations use to produce products or services, such as knowledge, skills, tools, techniques, and procedures. In addition, the external environment also determines the success of organisations. Enterprise environmental factors include external conditions that may affect an organisation, such as

2

economic trends, legal regulations, technological advances, or social norms (Darvishmotevali et al., 2020). Organisations must be aware of changes in these external factors to remain competitive and successful in their industry. Being proactive in responding to changes in the external environment can lead to successful organisations.

1.2 Leadership

Leadership plays an important role in the success of organisations. Leaders set the direction for organisations and have the power to influence teams and make decisions that will have a lasting influence on the organisation's performance (Sarwar et al., 2020). Leaders also motivate teams to stay focused on their goals and work together to achieve them. The role of leadership in organisational success lies in its ability to create an environment where employees feel valued and motivated to do their best work. Leaders set expectations for teams and provide guidance on aligning employees' goals to organisations' objectives (Alblooshi et al., 2020). Leaders also create an atmosphere where employees feel empowered to take the initiative and be creative in their approach to problem-solving. It leads to higher levels of productivity and better results for organisations. The influence of leadership on organisational performance and success is also evident in how leaders manage their teams (Steyn, 2020). Effective leaders create clear expectations for their staff and provide positive reinforcement when those expectations are met.

Leaders also create an environment where employees feel safe to take risks and are encouraged to innovate. In recent times, the focus on the leaders and leadership styles has allowed better organisational performance leading to organisational success (Mansaray, 2019).

1.3 Leadership Styles

Leadership styles refer to managers' different approaches while directing, guiding, and motivating their team members (Alblooshi et al., 2020). Managers must develop an effective leadership style to ensure that the organisations run smoothly and efficiently. Leadership styles are how a leader leads or manages their subordinates. It is important to note that the most effective leaders employ multiple leadership styles depending on the situation. Leaders can identify the style best suited to a particular situation and employ it accordingly.

3

1.4 Statement of the Problem

Israel is a nation steeped in tradition, with a strong emphasis on family and education. Respect for authority figures is highly valued in Israeli culture, as is righteousness and attention to detail. These cultural values shape the way Israeli leaders lead their organisations, with a focus on respect for authority, a strong commitment to the organisation's goals, an emphasis on collaboration and consensus building, and openness to new ideas and change (Shalev, 2021). On the other hand, the Arab society in Israel has its values deeply rooted in Arab culture worldwide. The Arab culture emphasises respect for elders and authority figures, generosity and hospitality towards guests, honour and pride in heritage and cultural identity, and a focus on collective values over individualism (Feldman and Setiawan, 2020). These cultural values shape how Arab leaders lead their organisations, focusing on hierarchy and tradition, a strong emphasis on consensus-building and collaboration, and a focus on collective rather than individual success. Israel focuses more on family values and education, while Arabs focus more on cultural identity and heritage. Additionally, Israel has a greater focus on individual success, while Arabs have a greater focus on collective success. Based on these differences, the leadership styles in both communities in terms of organisational culture are also different.

Another important aspect in recent times is the changes brought about by the pandemic. The outbreak of the COVID-19 pandemic has had a profound effect on the global economy, with organisations worldwide facing unprecedented challenges (Harris, 2020). The outbreak of COVID-19 has necessitated a shift towards more remote working and virtual collaboration, which has led to a need for more agile leadership that can respond quickly and effectively to changing circumstances. The new leadership styles created by the pandemic have brought several benefits, such as improved communication and increased flexibility (AlMazrouei, 2023). However, these changes in terms of leadership styles in the Arab companies in Israel have not been sufficiently addressed. This study identified the gap in research and aimed to explore the influence of leadership styles on employee motivation in the post-pandemic period in the context of Arab companies in Israel.

1.5 Significance of the Study

This research study highlighted the significance of understanding different leadership styles' influence on employee motivation. This study showed that different leadership styles significantly influence job satisfaction, performance, and employee engagement. In this regard, the contribution of this study identified diverse fields. Firstly, the post-Covid-19 period changed organisations' performance and leadership styles (Contreras et al., 2020). This study contributed to the novelty in the leadership styles to adapt to change in the recent business environment. Aside from that, this study also contributed to the influence of leadership styles on employee motivation in Arab society. Therefore, this study provided significant insight into the cultural values in Arab society along with the factors leading to organisational success and performance. This study also contributed toward identifying any differences between public and private organisations in the context of the influence of leadership styles on employee motivation.

2. Materials and Methods

In the current study, a mixed methodological design is used. In order to explore the impact of managers on the success of organisations, it is important for the researcher to search for answers with both an objective and subjective view. Mixed methodological design (MMD) is an approach to research that combines both quantitative and qualitative techniques, such as surveys and interviews, to provide a more comprehensive understanding of the phenomenon being studied. Additionally, combining techniques allows for triangulation, which helps to increase the validity and reliability of results. MMD also helps to reduce researcher bias and can provide more accurate results than either quantitative or qualitative methods alone. While MMD has many advantages, there are also some drawbacks (Novitasari et al., 2020).

3. Results:

Results from the Qualitative Part

The thematic analysis is based on coding and identifying themes and identifying related responses from the data. The thematic analysis in the current study allowed us to identify the following themes, which are also briefly explained in this section.

5

Theme 1: Leadership Styles and Employee Motivation

According to the thematic analysis, the different leadership styles provide different effects on the motivation level of employees. The responses allowed us to understand that most leaders in Arab organisations practice an autocratic leadership style. As this leadership style does not give authority to employees or freedom of openness toward new ideas, this leadership style has only limited effect on the motivation level of employees, which is also for the short-term. On the other hand, the thematic analysis suggested that leadership styles that are more flexible, like the transformational style, are more effective in enhancing the motivation level of employees. As this style focuses on collaborative activities and decision-making on an individual level; therefore, this style is more relatable for improving motivation in employees in the context of thematic analysis in the current study.

In regard to the cultural perspective on leadership style and employee motivation, respondents also suggested similar opinions. According to a respondent

"In Arab culture, the leaders are considered the one to have all the authority; therefore, leaders usually follow an autocratic leadership style. However, it has only a limited effect on employee motivation".

However, the respondents suggested that;

"Transformational leaders are relatively few in organisations but the effect of transformational leaders on employee motivation is significant. As transformational leaders give the employee some autonomy to make a decision, it leads to high self-esteem and confidence in employees".

Theme 2: Motivational Tools by Leadership in Organisations

The thematic analysis also indicated the motivational tools used by leaders. Leaders usually practise an autocratic leadership style and identify extrinsic motivational tools like salary increments, rewards, and higher compensation for motivating employees. On the other hand, democratic and transformational leadership suggested intrinsic motivational tools, including initiative behaviour, appreciation with feedback, and other intrinsic motivational tools.

6

According to the thematic analysis in the study, it is quite evident that most managers adopt an autocratic style of leadership. To understand this aspect of the findings, it is easier to look back at past studies. In terms of Arab culture, leadership has been shaped by its long history and the various forces that have been impacted over the years. It influences how autocratic leaders are perceived and can lead to more successful leadership styles that embrace collaboration rather than unilateral decision-making. However, the thematic analysis in the current study suggested that most leaders are practising an autocratic style which explains how the leadership had no effect on employee motivation before the intervention program.

The study suggested that Transformational leaders had higher levels of ability beliefs, higher levels of motivational orientations, and higher levels of social orientations than other types of leaders. Autocratic leaders are those who exercise unrestricted power over their subordinates. This type of leader is often seen as intimidating and can create an atmosphere of fear and intimidation. As one of the respondents reported;

"Leaders that adopt autocratic style are more prone to instil fear in employees of doing the assigned work as a motivational tool. Employees are threatened for their jobs in case of bad performance or not accomplishing their relative goals".

Theme 3: Leadership styles and Organisational Performance

The thematic analysis proposed interesting outcomes under the theme of the performance of organisations and the styles of leadership in Arab organisations. As this study focused performance of organisations from the perspective of employee well-being, performance, and innovation; therefore, the results from the thematic analysis are complex. Thematic analysis showed that different styles of leadership affect performance in different manners. In most cases, transformational leadership is identified to affect employee well-being and innovation. However, in some cases, the leaders identified that employee performance is affected in a negative manner where the employees are given all the autonomy in decision-making.

According to the responses from the interviews, this notion is evident as a respondent replied that;

7

"Being a democratic leader, I think that leadership style does affect the organisational performance. Being a democratic leader, I usually include employees in the decision-making process. Therefore, in my opinion, it gives the employees a sense of self-worth, which leads to better employee performance, eventually translating into organisational performance".

Theme 4: Leadership Styles and Organisational Success

The thematic analysis identified the theme that suggested that there is a direct relationship between organisational success and leadership styles. According to this theme, leaders identified that practising different styles of leadership is not directly related to the success of organisations in the Arab sector. The success of organisations is related to several other factors in addition to leadership styles. Therefore, no direct relation between leadership styles and the success of organisations is identified in the thematic analysis.

The responses from interviews also shed light on the relationship between organisational performance and leadership styles in terms of digital transformation. According to a respondent;

"The recent digitalisation has forced certain changes in organisations; however, it is not always easy for leaders to embrace these changes. Being a transformational leader, I understand that digital transformation can be of significance to organisational success. Therefore, I usually keep a focus on enhancing creativity, adaptability and innovation in the organisation".

Theme 5: Employees' Motivation and Organisational Success

According to the findings of the current study, employee motivation has a positive and statistically significant influence on the success of organisations. These results are consistent for both quantitative and qualitative research studies. Employee motivation and organisational success are essential components of any successful business. There are numerous factors that motivate employees in Arab organisations, such as financial incentives, recognition and rewards, job security, job satisfaction, meaningful work, and flexible working hours. Financial incentives are important for motivating employees in

Arab organisations as they provide monetary rewards for meeting goals. Recognition and rewards are also important for motivating employees as they show appreciation for their efforts and can be powerful motivators. Job security is an important factor in motivating employees as it provides them with a sense of stability (Saputra & Mahaputra, 2022). Job satisfaction is also essential for motivating employees as it ensures that they are happy with their work. Meaningful work is important for motivating employees as it gives them a sense of purpose and can help them feel fulfilled. Lastly, flexible working hours are important for motivating employees as they allow them to take control of their own schedules. In line with the factors that influence employees to get motivated, respondents mentioned several aspects. According to one respondent;

"Employees' motivation is essential for organisations to lead to success. When employees are motivated, they work with enthusiasm to achieve organisational objectives. Employee motivation can be intrinsic, like flexible working hours and job satisfaction and extrinsic, like monetary rewards and bonuses etc."

Theme 6: Employee Motivation and Performance of Organisations

This theme identified the relationship of EM with the performance and success of organisations. It is identified by the thematic analysis that EM influences the performance and success of organisations. As EM leads to higher employee productivity and employee performance; therefore, this theme identified that EM affects the OP and OS in Arab organisations.

According to a respondent;

"In my opinion, when employees are motivated, they are more focused and aligned with the organisational goals. This alignment leads to better organisational performance as motivated employees align their performance with the organisational performance".

Theme 6: Leadership Styles and Covid-19

The thematic analysis provided significant insights into the impact of Covid-19 on the styles of leadership. This theme identified that most leaders showed significant

9

flexibility in the wake of Covid-19. Most leaders encouraged collaboration, flexible schedules, guidance through virtual platforms, and autonomy for innovation behaviour. In addition, the thematic analysis also provided insight into the changes that the leaders had to go through during the period of Covid-19, as most leaders in the Arab organisations practised an autocratic leadership style. Therefore, most leaders adapted to the transformational leadership styles to make it work by keeping the employees motivated during the tough times of Covid-19.

Respondents validated the findings of the current study as one respondent wrote;

"The recent times' forced organisations toward leading change through their leadership styles. Leaders are forced to develop skills for developing an innovative environment in their organisations which also led to resistance from leaders that are reluctant to change".

Results from the Quantitative Part
Correlation Analysis

The correlation analysis allowed the researcher to understand the association between variables in addition to the direction of this association. The following table shows the results for the correlation matrix. The correlation matrix indicates that **AL** (Autocratic Leadership) and **OP** (Organisational Performance) have a positive association with each other, and the magnitude of the relationship is also high. The association between AL and **OS** (Organisational Success) is weak and negative. In addition, the association between AL and **EM** (Employee Motivation) indicates a strong and positive association. From the correlation analysis, it is evident EM and OP have a positive association, which is also strong in magnitude as well. Aside from that, the association between EM and OS is negative and weak. The results from the correlation matrix suggested that styles of leadership, AL, **DL** (Democratic Leadership) and **TL** (Transformational Leadership) and motivation in employees are positive and strongly associated. In addition, the styles of leadership are positively associated with the performance of organisations; however, the association of leadership styles, including AL, DL and TL, is weak with success in comparison to the performance of organisations and negative as well. Similarly, motivation

10

in employees is positive and strongly associated with the performance and success of organisations in the Arab sector in Israel.

Table 1: Correlation Matrix

Correlations		AL_Mean	ADL_Mean	TL_Mean	EM_Mean	OP_Mean	OS_Mean
AL_Mean	Pearson Correlation	1	.661**	.079	.572**	.609**	-.119*
	Sig. (2-tailed)		.000	.094	.000	.000	.012
	N	450	450	450	450	450	450
ADL_Mean	Pearson Correlation	.661**	1	.076	.654**	.526**	-.090
	Sig. (2-tailed)	.000		.109	.000	.000	.058
	N	450	450	450	450	450	450
TL_Mean	Pearson Correlation	.079	.076	1	.144**	.010	-.043
	Sig. (2-tailed)	.094	.109		.002	.834	.363
	N	450	450	450	450	450	450
EM_Mean	Pearson Correlation	.572**	.654**	.144**	1	.521**	-.138**
	Sig. (2-tailed)	.000	.000	.002		.000	.003
	N	450	450	450	450	450	450
OP_Mean	Pearson Correlation	.609**	.526**	.010	.521**	1	.176**
	Sig. (2-tailed)	.000	.000	.834	.000		.000
	N	450	450	450	450	450	450
OS_Mean	Pearson Correlation	-.119*	-.090	-.043	-.138**	.176**	1
	Sig. (2-tailed)	.012	.058	.363	.003	.000	
	N	450	450	450	450	450	450
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Regression Analysis

Linear regression is a type of regression analysis that examines the linear relationship between a dependent variable and one or more independent variables. This type of analysis is useful for predicting outcomes when there is a linear relationship between variables. In the current study, the following relationships are assessed using regression analysis. The first relationship is between Autocratic leadership and employee motivation. According to the results of the study, the p-value for this relationship is 0.011, which is less than 0.05 (level of significance). In addition, the coefficient is 0.244, which is positive. A p-value less than the level of significance indicated that the AL has a positive and statistically significant effect on employee performance (EM). The second relationship that is assessed in this study is the effect of democratic leadership (DL) on the EM. The coefficient for this relationship is 0.486, which indicates a positive relationship between the variables. The p-value for the coefficient is 0.00, which is less than a 5% level of significance. The results indicate that the democratic leadership style also has a positive

11

and statistically significant effect on employee motivation. Furthermore, this study also examined the relationship between transformational leadership (TL) and EM. The coefficient for this relationship is 0.088, whereas the p-value is 0.000 < 0.05, the level of significance. It implied that transformational leadership has a positive and statistically significant effect on employee motivation.

Moreover, this study examined the effect of Autocratic leadership (AL) on organisational performance (OP). The coefficient for this relationship is -0.044, whereas the p-value is 0.236 > 0.05. Therefore, the results suggested that AL has no significant effect on the OP. In addition, this study also analysed the effect of DL on the OP. The coefficient of this relationship after performing regression analysis is 0.222 with a p-value of 0.000, implying that the DL has a positive effect on the OP, which is also statistically significant. Aside from that, the results from the regression analysis by assessing the effect of TL on OP suggested a coefficient of 0.465 and a p-value of 0.00. This result indicated that TL has a statistically significant effect on the OP. The relationship between leadership styles and OS is also assessed in the current study. The results from these relationships are quite interesting. According to the results, the coefficient of the relationship of AL on OS is -0.105, with a p-value of 0.480. It implied that AL has no significant effect on the OS of organisations as the p-value is less than 0.05. Aside from that, the coefficient for the relationship of DL on OS is -0.018 with a p-value of 0.775, which implies that the DL has no significant effect on OS as the p-value is not less than 0.05. In terms of leadership styles, this study also examined the effect of TL on the OS and the coefficient for this relationship is 0.033 with a p-value of 0.096. This relationship indicated that TL has no significant effect on the OS of organisations.

Furthermore, the effect of employee motivation on organisational performance in the Arab sector of Israel has also been assessed in this study. After performing the regression analysis for this relationship, it is identified that the coefficient is 0.521, whereas the p-value is 0.000. These results showed that there is a positive and statistically significant effect of EM on OP in the context of the Arab sector in Israel. Additionally, the effect of EM on the OS of organisations is also assessed. The coefficient of this relationship after performing the regression analysis is 0.138, with a p-value of 0.003. As the p-value is less than 0.05; therefore, it is concluded that the EM has a positive and significant effect

12

on the OS. These results are provided as follows (Table 10). Alongside this, the hypotheses of the study are also identified as if supported by these results.

Table 2: Results from Quantitative Analysis

Hypothesis	Model Relationship between variables	Coefficients	S.E	P	Results
H1	AL → EM	0.244	0.286	0.011	Supported
	DL → EM	0.486	0.051	0.000	Supported
	TL → EM	0.088	0.049	0.000	Supported
H2	AL → OP	-0.044	0.028	0.236	Not Supported
	DL → OP	0.222	0.035	0.000	Supported
	TL → OP	0.465	0.037	0.000	Supported
H3	AL → OS	-0.105	0.044	0.480	Not supported
	DL → OS	-0.018	0.054	0.775	Not Supported
	TL → OS	-0.033	0.056	0.096	Not Supported
H5	EM → OP	0.521	0.060	0.000	Supported
H6	EM → OS	0.138	0.058	0.003	Supported

The above table suggests the results of the quantitative analysis. In line with these results, the following statement is considered to be true.

S1: There is a significant influence of autocratic leadership style on the level of motivation of employees in the Arab sector in Israel

S2: There is a significant influence of democratic leadership style on the level of motivation of employees in the Arab sector in Israel

S3: There is no significant influence of transformational leadership style on the level of motivation of employees in the Arab sector in Israel

S4: There is no significant influence of autocratic leadership style on organisational performance in organisations in the Arab sector in Israel

S5: There is a significant influence of democratic leadership style on organisational performance in organisations in the Arab sector in Israel

13

S6: There is a significant influence of transformational leadership style on organisational performance in organisations in the Arab sector in Israel

S7: There is no significant influence of autocratic leadership style on organisational success in organisations in the Arab sector in Israel

S8: There is no significant influence of democratic leadership style on organisational success in organisations in the Arab sector in Israel

S9: There is no significant influence of transformational leadership style on organisational success in organisations in the Arab sector in Israel

S10: There is a significant relationship between employees' motivation and organisational performance.

S11: There is a significant relationship between employees' motivation and organisational success.

4. Conclusion

Based on the findings of the current study, it is concluded that leadership styles affect employee motivation in Arab organisations in Israel. The researcher concluded that in the Arab organisations, most leaders are autocratic in Israel. It is important to understand that there is a significant difference in the cultural dimensions in Israel and Arab. Therefore, although the Arab organisations are in Israel, the leaders are following an autocratic leadership style. This concept is better explained in the notion of national and organisational culture, which initially provided the study rationale for the present research.

The findings of the current study allowed us to conclude that the transformational leadership style is more common in Israel, but it is different for Arab organisations. Another important conclusion from the current study is that although the transformational leadership style is less common in Arab organisations, it has a significant influence on the motivation of employees in Arab organisations. This study concluded that in response to the pandemic, leaders had made certain changes in accommodating modern practices at the workplace. These changes required the leaders to be more flexible by asserting more collaboration and openness to ideas leading to a transformational leadership style. In

14

addition to that, this study also concluded that leadership styles are more focused on improving the performance of organisations compared with the success of organisations.

References

Alblooshi, M., Shamsuzzaman, M. and Haridy, S. (2020).The relationship between leadership styles and organisational innovation : A systematic literature review and narrative synthesis. *European Journal of Innovation Management*. https://doi.org/10.1108/EJIM-11-2019-0339

AlMazrouei H. (2023). The effect of COVID-19 on managerial leadership style within Australian public sector organizations. *Journal of General Management*. 24:03063070231152976. doi: 10.1177/03063070231152976. PMCID: PMC9880144.

Al Saifi, Said. (2015). Positioning organisational culture in knowledge management research. *Journal of Knowledge Management. 19.* 164-189. 10.1108/JKM-07-2014-0287.

Contreras F., Espinosal J., Dornberger U., Acosta Y. A. C. (2017). Leadership and employees' innovative work behavior: Test of a mediation and moderation model. *Asian Social Science*, 13(9), 9–25.

Darvishmotevali, Mahlagha & Altinay, Levent & Köseoglu, Mehmet Ali. (2020). The link between environmental uncertainty, organizational agility, and organizational creativity in the hotel industry. *International Journal of Hospitality Management. 87*. 10.1016/j.ijhm.2020.102499.

Fadeyi, Olaunji & Maduenyi, & Oke, Adunola & Ajagbe, A.. (2015). *Impact of Organizational Structure on Organizational Performance*. International Conference on Africa Development Issues (CU-ICADI) 2015: Social and Economic Model for Development TrackAt: Nigeria

Feldman, DarHalevy; & Setiawan, Adib Rifqi. (2020, April 24). *Education in Israel*. Thesis Commons. DOI: https://doi.org/10.31237/osf.io/62shg

Harris, D. (2019). *Literature review and research design: A guide to effective research practice*. Routledge.

Hindasah, L., & Nuryakin, N. (2020). The relationship between organizational capability, organizational learning and financial performance. *The Journal of Asian Finance, Economics and Business*, *7*(8), 625-633. https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.625

Novitasari, Dewiana & Yuwono, Teguh & Cahyono, Yoyok & Asbari, Masduki & Sajudin, Muhammad. (2021). Effect of Hard Skills, Soft Skills, Organizational Learning and Innovation Capability on Indonesian Teachers' Performance during Covid-19 Pandemic. *Solid State Technology. 63*. 2927-2952.

Okoli, Ifeanyi & Ezimma, Nnabuife & Adani, Nnenne & Ifeoma, Ugbo. (2021). Transformational Leadership and Organizational Success: Evidence from Tertiary Institutions. *Journal of Economics and Business. 2*. 170-182. 10.31014/aior.1992.04.01.329.

15

Sarwar, Aisha & Muhammad, Lakhi. (2020). Impact of organizational mistreatment on employee performance in the hotel industry. *International Journal of Contemporary Hospitality Management.* 10.1108/IJCHM-01-2020-0051.

Shalev, E. (2021). The Old and the New Israel: The Cultural Origins of the Special Relationship. *Journal of the Bible and its Reception, 8(2),* 229-246. https://doi.org/10.1515/jbr-2021-0006

Zorlu, Kürşad & Korkmaz, Fatma. (2021). *Organizational Communication as an Effective Communication Strategy in Organizations and the Role of the Leader*. Springer. 10.1007/978-3-030-72288-3_21.