

Change in scores of Hofstede's Cultural Dimensions in Iraq by using Individual Level of Measures, a case study of Iraqi Kurds

Sardar Hassan

MSc International Business Management, Salahaddin University - College of Administration & Economics
Erbil, Kurdistan Region of Iraq *s.h1980@hotmail.co.uk

Abstract

The main purpose of this paper was to highlight some of the key features of Kurds cultural values in Iraq. This paper has been divided into too many parts. The first part culture and some of culture definitions were examined. In the field of cross cultural study Hofstede's work on cultural dimensions has been regarded as a paradigm. Therefore, in the second part of this paper, Hofstede's study, arguments in support and against his work has been discussed broadly. In the third part the author have looked at Iraq's culture in Hofstede's cultural dimensions study and what each index means. It was argued by many scholars that Hofstede's typology can only work best when measurements are on national level which it looks at the whole nation as homogenous society. Therefore, it was regarded as not applicable at individual level.

In the light of this criticism a new framework was introduced by Dorfman & Howell (1988) later it was extended to five dimensions by Yoo, et al. (2011). In the fourth part CVSCALE framework as a self-administered quantitative survey questionnaire was discussed and explained why it can be a better alternative to Hofstede's scale which measures culture at individual levels. Based on the CVSCALE cultural orientation of Kurds in Iraq have been discovered and discussed. Even though, still many scholars still refer to Hofstede's cultural dimensions, the validity of measurements holds no guarantee after almost three decades. This paper suggests cultural values can change over time, thus culture is not static.

The sample of this study was based on 743 individuals from one of the biggest public university in Erbil the capital city of Kurdistan region but only 441 were valid to be used. The result of this sample seemed to be not in line with Hofstede's finding. Although there were some limitations with size and scope of sample, the finding demonstrates that Iraqi Kurds culture have some major differences compared with the original study done on Iraq by Hofstede, for example this research has indicated a decrease in PDI, MAS and moved from being short term to long term oriented culture compared to the original study.

Therefore, the author concludes that there is a shift in the result of these cultural dimensions and it needs to be re-investigated every so often. It is hoped that the new finding will benefits the literature in general and culture of nations in particular, also it would help international managers understand cultural values of people in this part of the world.

key words: Culture, Hofstede's cultural dimensions, Kurds, comparison, CVSCALE

1. Introduction

It is only a few decades since culture has come to business research and its importance has grown fast. The process of economic globalization has caused an expansion of research into international business and work related culture. Mooij & Hofstede (2010) in their recent paper found focus on researching and investigating culture is becoming more popular. Looking at expansion and influence of multinational, more and more International Managers are becoming aware of the impact and importance of national culture on organizational culture.

The relationship between national culture and work related culture was explained by Hofstede's typology (1980) which is one of the most frequently cited frameworks. The influence of Hofstede's research has been significant in helping managers understand characteristics of different cultures across different society revealing each society may have different values concerning the nature of organizations.

Hofstede's work was not out of criticism and problems. Hofstede et al. (2010) believes cultures are static; they change in a slow process that cannot be noticed. He also generalizes and homogenous national culture to explain individual behaviour and tend to ignore different communities in each society. His data were collected three decades ago and seen as outdated. Hofstede et al. (2002) have argued because culture is so complex and dynamic, problems of reliability and validity makes it very difficult to measure.

Morrison stated we are heading to cultural globalization, a movement towards a world without border, in which cultural differences are fading (2002, p. 146, cited in Ohmae, 1995). Thus, adaptation and managing cultural diversity brings change

gradually into both local and foreign companies (Morrison, 2002). Mooij (2011) has argued that technology, and “internet” in particular is not a factor of homogenizing and changing people’s values, instead people are trying to apply their own language and laws based on location and interest of individuals.

Thus, the primary aim of conducting this research is to update and expand Hofstede’s study. Therefore, there are two purpose of this research. First, this study has collected data from students in three different departments of Tourism, Management and Economic in Salahaddin University, one of the largest universities in Erbil the capital city of Kurdistan region in order to discover and provide updated information about cultural values of Kurds in Iraq. The study measures Hofstede’s five cultural dimensions at individual levels based on CVSCALE. Second, this study has expanded Hofstede’s study by studying cultural values in higher education level. The following section of this research review the existing literature and research related to hofstede’s five cultural dimensions.

2. WHAT IS CULTURE?

Culture is not universally accepted notion, and there are many ways to define culture (Hofstede et al., 2002, p. 40). Because culture influences on many dimensions of human behavior it is extremely difficult to define it. Different disciplines examined the concept of culture intensively and for the same reason there is no best definition. Therefore, many sociologists and anthropologists argue that it is easier for them to explain the culture rather than to define it (Hofstede, et al, 2010).

One of the early definition of culture were provided by an anthropologist Edward Tylor in (1870) as “the complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habit acquired by man as a member of society” (Hill, 2007, p. 90). Trompenaars and Turner (1997) pointed out “culture is a shared system of meaning. It dictates what we pay attention to, how we act and what we value.” On other side, Hofstede himself provides a rather confusing definition as “the collective programming of the mind which distinguishes the members of one group from another.... Culture, in this sense, includes systems of values, and values are among the building blocks of culture” (Hill, 2007, p. 91; Hofstede et al., 2010, p. 6; Mooij, 2011, p. 33).

Interestingly the three definitions assume that national cultures are static and people have acquired their basic value systems from early childhood. They believe culture is not a trait of individuals; it contains people and these people behavior were conditioned by the same education and life experiences. They have ignored that society may change over time and so individuals as they move on into a new environment.

3. HOFSTEDE’S STUDY

Hofsted’s study is one of the most popular approaches for analyzing differences among cultures; it is widely used by many different disciplines such as psychology, sociology, anthropology, and management (Sondergaard, 1994; Steenkamp, 2001 cited in Hofstede, 2007)). Mooij (2011) believes cultures can be described according to specific characteristics which countries can be distinguished by. Over the last 30 years Hofstede surveyed more than 116, 000 IBM employees in over 40 different countries (Rugman & Collinson, 2006, p. 134; Robbins & Judge, 2013, p. 184). The questions were about participants’ values and perceptions of their work situation.

From the collected data Hofstede discovered managers and employees are different on five value dimensions which try answering the questions of how and why people are affected by national cultural structures. The dimensions are: Individualism (IDV), Masculinity (MAS), Power Distance (PDI), Uncertainty Avoidance (UAI), and Long term-Short term Orientation (LTO) (Hofstede, et al., 2010).

3.1 HOFSTEDE’S FINDINGS

Individualism-Collectivism

Describes the relationship individuals have toward each other in a society. In an individualistic society from childhood individuals learn to think of themselves as “I”. Individuals are concern for their primary interest, they will decide for themselves on some of major things in their life and their family members can only advise. Whereas in a collectivistic culture people are “we” conscious, group or family comes first, individuals are willing to sacrifices their immediate wishes for the sake of family (Mooij, 2001). In collectivistic culture there is no individual success but group that you are belong to and look after you in exchange for loyalty (Hofstede, et al., 2010).

Masculinity-Femininity

In masculine society dominant values culture favors are competition and success, achievement and control, men are supposed to be assertive, tough and focused on material success whereas in feminine society for both male and female the dominant values are caring and nurturing for others, concerned for safety and quality of life where men and women are equal (Hofstede, et al., 2010).

Power Distance (high-low)

In this dimension reflections are on how power is distributed in house, in work place, in society and what are the consequences of power inequality and authority relation in society. In power sharing, how individual feels to have less power (high power distance) or it is not acceptable for a manager to control all power (low power distance). Thus it is based on the value system of less powerful members and explained from the behavior of the more powerful members, the leaders (Hofstede, et al., 2010). In high PDI societies everyone has his/her rightful Place in hierarchy; as a result it will be accepted by others whereas in low PDI societies authority is not as important as equality and opportunities (Mooij, 2011).

Uncertainty Avoidance (high-low)

It refers to how much people of that society feel threatened by uncertainty, ambiguity, change and new ways of doing things and whether they have high tendency to take advantage of them or avoid these situations (Mooij, 2011). To cope with ambiguity people in strong UAI try to make rules. Paradoxically it deals with risk taking and the rule of laws for prescribed behavior, anxious people are often prepared to do some risky behavior in order to reduce the uncertainty (hofstede, et al., 2010).

Long Term-Short Term Orientation

“Long-term orientation stand for the fostering of virtues oriented toward future rewards-in particular, perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present-in particular, respect for tradition, preservation of “face” and fulfilling social obligations” (Hofstede, et al., 2010, p. 239) . It is a degree to which people feels about traditional values, the truth and perseverance. Whether people are ready to give up present fun for a better future (long term oriented) or they value tradition, for them past and present is important and do not see commitments as obstacle to change, they are willing to spend whatever they have now and future is less important (Mooij, 2011).

3.2 ARGUMENT IN SUPPORT OF HOFSTEDE'S METRICS

Throughout the world Hofstede's metrics is widely used by many scholars and practitioners to measure cultural values and understand cultural variations (Ross, 1999 cited in Hofstede, 2007).Tara and Steel (2009) in their recent research paper found Hofstede's Culture's Consequences book was an extraordinary piece of classical work which received 5000 citations. The popularity of Hofstede's study was explained in the following points which many researchers agree on them.

1. The framework is a comprehensive piece of work and explains for managers the significant relationships between how cultures differ and what it means to managerial practices in work place. Also many scholars have found strong evidence that differences in culture affect values and practices of the work (Hill, 2007).
2. His frameworks have been accepted by many scholars as one of the most popular theory of its types and also have been heavily cited as it is growing in use (Shackleton & Ali, 1990). For the social science Hofstede's theory was one of the most important theories of culture type.
3. Unlike other Scholars Hofstede's study was empirically developed. On that time there was very little research on culture and up to now his metrics are highly relevant in explaining cross-cultural behavior (Shackleton & Ali, 1990).

3.3 PROBLEMS & ARGUMENT AGAINST HOFSTEDE'S FRAMEWORK

3.3.1 PROBLEMS

Hofstede's famous study has numerous problems:

- ✚ As it was mentioned earlier there is no best definition. If a single word like culture is open to different interpretations and explanations then there are other terminologies which can be subject to different interpretation and create confusion for respondents and translators (Henry,1990 cited in Hostede, 2007).
- ✚ The time of the survey was also subjected to questions and criticisms. First, it's outdated, its date goes back to the world war two, cold war from one side and political instabilities from other sides causing shock in the market had a precedent effects on society to change from then until now (Rugman & Collinson, 2006).

- ✚ Another problem with Hofstede's work is his research is based on an ethnocentric pattern with a single time frame. In this situation scholars are subject to misinterpretation and bias (Nasif, et al., 1991, pp. 83-84 cited in Hofstede, 2007). Ethnocentrism signifies a fixed rigid approach of relating to the world only in terms of our own culture. Adaptation and managing cultural diversity brings change gradually into both local and foreign companies (Morrison, 2002).
- ✚ His work under-estimate the functional roles from one society to another e.g. what loyalty mean to different society as conceptual or instrumental equivalence in different countries (Cavusgil & Das, 1997 cited in Hofstede, 2007).

Even though Hofstede's works on culture was not one of the first systematic study on cross-cultural study but his cultural values matrix was very successful and undeniable in influencing the international business and management despite the criticisms against his study.

3.3.2 ARGUMENT AGAINST HOFSTEDE STUDY

Hofstede's works was not out of controversies and criticism either; his works were complemented by many scholars for being short, on the breadth and its depth of his study into culture. The number of culture studies appearing in business journals totaled to 2212 from 1980 to 2007 (Nakata, 2009, p. 22).

Relevancy

The accuracy and suitability of his metrics were criticized and questioned by many researchers for not being an appropriate tool in measuring culturally sensitive value/s (Dorfman and Havell., 1988 and Shackleton and Ali., 1990). Hofstede's work is extremely useful in studying national culture and society but in the managerial situation the reflection of culture at individual level is more useful (Kamakura & Novak, 1992; Kamakura & Mazzon, 1991 cited in Yoo, et al., 2011).

Western Stereotypes

Because Hofstede's work was done in one industry and in one company with its own strong culture may scholars believe his work approved western stereotype. The research itself was undertaken in western countries. Everyone involved in research, research team, the participants and analyzers were from western countries and the whole process may have been analyzed and shaped by their own cultural biases (Hill, 2007, p. 112).

Generalization

One of the widely held criticisms of Hofstede's work is to assume the whole population is homogenous and there are no other ethnic groups in that society. This is especially true when the country has a heterogeneous population with different cultural values, for example how different individuals may feel with the outcomes of collectivism (Yoo, et al, 2011). Hofstede tends to ignore the significant of community, and the variation of its influences (Smith 1998., p. 62). Generalizing society and group to explain individual behaviors is a delusional mistake because on that base our interpretation cannot be applied to individuals (Yoo, et al, 2011). It would be wrong to treat all British people individualist and all Iraqi as collectivist.

National Identities

For Hofstede national identities are the only tools to measure cultural differences but recent studies have discovered across group and nation, culture is fragmented and not essentially limited by borders (Dorfman and Hovell, 1988). Therefore, there is no one-to-one correspondence between culture and nation-state, there are many countries like Iraq have more than one culture and sub-cultures.

In a joint article, McCrae and Hofstede argued there could be different personalities within every country but it is the culture of the country influence their descriptions, therefore, culture and personality are not independent (Hofstede, et al, 2010., p. 40). Nakata (2009) went a little bit further by arguing on that time world was simpler, more stable and intact but more than thirty years on nations have become more heterogeneous, integrated, markets are more fragmented.

Culture Change

Hofstede, et al. (2010) believes that culture is almost stable, what is changing is more to do with external world rather than human core values, in the other word the idea of culture change is a naive idea; he predicted there will be no substantial change but the toys we use. Many scholars believe the culture is not static, it evolve but slowly. Individuals, organizations and even societies do change overtime.

4. CVSCALE as an Alternative

In lights of these critiques, a new framework has been proposed by both Dorfman and Hovell (1988). The framework has 22 items for analyzing the culture of nation at the individual levels. The key weakness with their framework is it measures only

four dimensions. To address these concerns, many other scholars such as Yoo, et al. (2011) have also used Hofstede cultural typology on the individual level. But their framework is more complete than Dorfman and Hovel (1988) because it has 26 items and it measures the main five cultural dimensions at individual level.

Mooij (2001., p.34) argued that measuring values at individual levels is not easy because values are learnt unconsciously and culture always plays a role, also a cross-cultural psychologist Kitayama criticized the idea of self-reflective reports because such a report fails to accurately reflect mental responses when individuals make certain judgments. A scholar believes Hofstede's work is useful when the unit of analysis is a country with a homogeneous population such as Japan but it would have no significant effects when it is used on a heterogeneous society like Iraq to measure the effect of individual on cultural orientation.

(Hofstede, et al., 2010) warn the scores measured differences between country cultures not culture in an absolute sense. According to Farley and Lehmann (1994) there is a very strong need to measure culture at individual level. They have argued that it would benefit business researchers and practitioners who deal with individual consumers. Yoo, et al. (2011) stated that considering (CVSCALE) in analyzing cultural orientation at individual level it is possible to link individual behavior to individual attitudes, because the data about the cultural values, attitudes, and behaviors come from the same primary sources.

5. Hofstede's findings on Iraq

In his findings Hofstede categorized Iraq with other Arab countries in the Middle East. The results indicate that Iraq scored high on "Power distance" which means there is inequality in power distribution inside organizations and Iraqi people are accepting the inequality. Looking back into the history of Iraq and the experience people have had with wars and revolutions, and religious institutions the outcome might not surprise many.

Hofstede also categorized Iraq as a "Collectivistic" culture which indicates that Iraqis do well in team work but also can sacrifice their individualist goals for the benefits of the group. Hofstede's findings on Iraq also suggest that Iraq is a masculine society that favors masculine roles, achievement, and control with no interest in uncertainty, ambiguity and new ways of doing things. Iraqi scores very low on LTO which reveals that it has a normative culture. People have a strong concern with establishing the absolute truth; they are normative in their thinking, (cited in Hofstede's website).

Table 1: Hofstede's findings

Country	IDV	MAS	PDI	UAI	LTO
Iraq	30	70	95	85	25
Iran	41	43	58	59	14
Turkey	37	45	66	85	46
Israel	54	47	13	81	38

SOURCE: Hofstede's website

From the above table Hofstede's study shows different countries score differently and so do different regions. Table (2) shows the ratings for the four countries in the region which data are available, for example, Iraq is either scoring the highest or the lowest in comparison to other three countries in the region. It was argued earlier that change in environment could cause changes in values and norms of particular culture and as a result affect the scores of these dimensions over time. In order to investigate cultural change over time we need to conduct a new research on Hofstede's work by using (CVSCALE) and compare the new findings with the old one.

Too many research and studies are done in comparing countries but Iraq was not subjected to any studies. Hofstede's study treats Iraq as a homogeneous country which in fact Iraq is a heterogeneous country made up of too many ethnic groups e.g. Arab, Kurds, Turkomans, Yezidi, and Assyrians, (cited in Iraqi constitution). Thus, for a country like Iraq with a heterogeneous population (CVSCALE) is a psychometrically sound scale. Therefore, it can be confidently used for measuring individual cultural orientations. Despite its popularity (CVSCALE) would be the best alternative to Hofstede's framework.

6. METHODOLOGY

The (CVSCALE) as a self-administered quantitative survey questionnaire was used in this research as the research instrument which measures Hofstede's five cultural dimensions at individual level. As it was explained earlier Hofstede's measures and analytical procedures have been subjected to criticism by Dorfman & Howell (1988) and were considered as a paradigm. Based on problems and criticism of past studies Hofstede's (1984) cultural dimensions were replaced by Yoo, et al. (2011) new measure which maintains 26 items. (see table 3)

However, what makes (CVSCALE) especial is the flexibility to conceptualize, measure, and combine cultural orientation at any level or society. CVSCALE were used in several developed countries i.e. US, Korea, and Brazil and to validate the scale has to be used by more countries in large sample. It is hoped (CVSCALE) will provide researchers a chance to conceptualize and measure cultural values at the individual level (Yhoo, et al., 2011).

At the beginning the (CVSCALE) was not available in Iraqi Kurdistan. Thus to ensure item equivalence, the questionnaire was translated from English to Kurdish and checked by two bilinguals assistance professors whose mother language was Kurdish. For the purpose of this research some minor adjustments were made into questionnaire such as easing the process of answering by entering the five likert points for each item. Also gender as an extra item was added to the questionnaire to help researcher understand the percentages of male and female. After few pilot surveys the questionnaire was appeared to meet all criteria (see table 4).

7. Sample

The samples for this study were based on the criteria of accessibility, functional equivalence, and representability (Fery, 1970 cited in Yoo, et al., 2011). Thus, for this study undergraduate student from similar demographic background was used as respondents. The data were collected in one of the largest public university named Salahddin University. They are accessible due to the nature of researcher's work (university lecturer). Even though functionally equivalence is not absolutely vital for studying cross-cultural surveys (Wu, 2006) an attempt was made to match the sample in this university. Therefore, all participants in this study are first and second year undergraduate students from management, tourism and economic departments with the same age group (18-25).

All departments in Salahaddin University are similar in structures, size and mission. A random sampling method was used and all the questionnaires were distributed randomly between first year and second year students in three departments. The data set for this study was based on 441 respondents out of 743.

Table 2: CVSCALE, Taken from Yoo, Donthu, and Lenartowicz, International Consumer Marketing, 2011, Items 1-4 were rated on a five-point Likert scale ranging from "strongly disagree" (1) to "Strongly agree" (5), Confucian dynamism ranging from "Not at all important" (1) to " Very important" (5)

Power Distance	
P1	People in higher positions should make most decisions without consulting people in Lower positions.
P2	People in higher positions should not ask the opinions of people in lower positions too Frequently.
P3	People in higher positions should avoid social interaction with people in lower positions.
P4	People in lower positions should not disagree with decisions by people in higher positions.
P5	People in higher positions should not delegate important tasks to people in lower positions.
Uncertainty Avoidance	
U1	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.
U2	It is important to closely follow instructions and procedures.
U3	Rules and regulations are important because they inform me of what is expected of me.
U4	Standardized work procedures are helpful.
U5	Instructions for operations are important.
Collectivism	
C1	Individuals should sacrifice self-interest for the group (either at school or the work place).
C2	Individuals should stick with the group even through difficulties.
C3	Group welfare is more important than individual rewards.
C4	Group success is more important than individual success.
C5	Individuals should only pursue their goals after considering the welfare of the group.
C6	Group loyalty should be encouraged even if individual goals suffer.
Masculinity	
M1	It is more important for men to have a professional career than it is for women.
M2	Men usually solve problems with logical analysis; women usually solve problems with

	intuition.
M3	Solving difficult problems usually requires an active, forcible approach, which is typical of men.
M4	There are some jobs that a man can always do better than a woman.
Confucian Dynamism	
D1	Careful management of money (Thrift)
D2	Going on resolutely in spite of opposition (Persistence)
D3	Personal steadiness and stability
D4	Long-term planning
D5	Giving up today's fun for success in the future
D6	Working hard for success in the future

خشتهی ۳: بهشی ۱-۴ ههلسهنگاندنی بۆ دهکریت به شیوازی پیوهی لیکیرد پینج-پوینت که له "به توندی دژیتم" (۱) بۆ "به توندی لهگهلی دام" (۵)، لهبهشی دایناموی کونفوسیون ههلسهنگاندن دهگوری بوو "به هیچ شیوهیک گرنگ نیه" (۱) بوو "زور گرنگه" (۵)

مهوادی دهسهلات	
P1	ئهو خهلكانهی كه له پلهی بهرز دهبیت زۆریه ی بریارهكان بدن بی ئهوهی راویژ بهو خهلكانه بكریت كه له پلهی نزم دان.
P2	نابیت ئهو خهلكانهی كه له پلهی بهرز بهردهوام داوای بیروبوچوونی خهلكانی پله نزم بكن.
P3	ئهو خهلكانهی كه له پلهی بهرز دهبیت خویمان دور بگرن له پهیوهندیه كۆمهلایهتییهكان لهگهڵ خهلكانی پله نزم.
P4	نابیت ئهو خهلكانهی كه له پلهی نزممان نارازی بن لهگهڵ بریاری ئهو خهلكانهی كه پله بهرز.
P5	ئهو خهلكانهی كه له پلهی بهرز دان نابیت ئهركه گرنهكان به خهلكانی پله نزم بسپیرن.
خۆ پاریزی له دلتیا نهیون	
U1	گرنه رینهماییهكان زور به وردی ناماژمیان پێ كرابیت بۆ ئهوهی من ههموو كاتێك بزانه چ شتیكم لێ چارهروان دهكریت.
U2	گرنه ری وشوین و رینهماییهكان به وردی پێره و بكرین.
U3	یاسا و ریساکان گرنن لهبه ئهوهی ناگادارم دهكهنهوه كه چ شتیكم لێ چارهروان دهكریت.
U4	ری وشوینه نستانداردهكانی كار یارمهتیدهن.
U5	بۆ راپهراندنی ئهركه رینهماییهكان گرنن.
به كۆمهڵ	
C1	كهسهكان دهبی بهرژوهندی كهمی خویمان بكنه قوربانی بهرژوهندی كۆمهڵ (چ له شوینی كار یان خویندنگا).
C2	تهنانهت له كاته سهختهكاندا كهسهكان دهبی خویمان به كۆمهڵ بیهستنهوه.
C3	ناسایشی كۆمهڵ زور گرنهگه له پاداشتی كهمی.
C4	سهركهوتنی كۆمهڵ زور گرنهگه له سهركهوتنی كهمی.
C5	دهبی كهسهكان تهنها ئهو كاتانه به دواي نامانهكانیاندا بگهڕین كاتێك ناسایشی كۆمهڵیان له بهرچاو گرتیب.
C6	دهبی وهفاداری بۆ كۆمهڵ هانیدریت تهنانهت ئهگه زیان به نامانجی كهسهكانیش بگهڕیت.
پیاوانه (نێرینه)	
M1	زۆرتر بو پیاو گرنه تا ناههت كه پیشهیهکی پروفشنالی ههیب.
M2	زۆریه پیاوان كیشهكانیان به شیوهی شی كردنهیهکی لۆژیکی چارهسهر نهكهن: ناههتێن كیشهكانیان به شیوهی مهزندهبی چارهسهر نهكهن.
M3	بهزوری چارهسهر كردنی كیشه قورسهكان پهبیستی به هیزیکی پالنه و چالاك ههیه كه نهههش تاییهتهندی پیاوهكانه.
M4	ههندی پیشه ههمن پیاو ههموو كاتێك دهتوانیت باشتتر له ناههت نهجامی بدات.
بزوینهی كۆنفوسیون	
D1	بهریوهردنی دراو به وشیری (نابوووبانه)
D2	ویرای بوونی دژایهتی ههه بهردهوام بون له پێداگری (رژد بۆن)
D3	پایهرداری و جیگیری كهمی
D4	پلاندانانی درێزخایهمن
D5	وازهینان له خوشی ئهوه له پیناو سهركهوتن له داهاتویدا
D6	سهخت كار كردن بۆ سهركهوتن له داهاتوو

8. MEASURE AND RESULTS

Data were collected via a self-report questionnaire and respondents indicate their answers using a 5-point likert scale. In this way Cultural dimensions can be measured by calculating and aggregating the results. Therefore, standard deviations and means were calculated for every cultural value at the aggregate level using SPSS (Bernstein, M.J., 2011 and Ebster, C., 2012).

8.1 Frequency and Descriptive

After checking the questionnaires for validity the questionnaires were completed by 119 students out of 143 students from tourism department, 1 was exempted due to validity problem 118 (82%) left. From Management department out of 360 students only 191 were returned but only 183 (51%) were valid and counted as completed. The third department is the economic department and only 142 (59%) students returned the questionnaires out of 240, again 2 questionnaires were rejected and 140 (58%) left as valid.

Table 4: participants' frequency

Departments that questionnaires were distributed	Students number	Returned	Valid	By %
Tourism	143	119 – 83%	118 – 82%	27%
Management	360	191 – 53%	183 – 51%	41%
Economic	240	142 _ 59%	140 _ 58%	32%
Total	743	452 _ 60%	441 _ 59%	100%

Table 5: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	247	56.0	56.0	56.0
Female	194	44.0	44.0	100.0
Total	441	100.0	100.0	

Table 6: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Power Distance	441	1.00	5.00	1.5465	.87814
Power Distance	441	1.00	5.00	2.4422	1.21241
Power Distance	441	1.00	5.00	1.5556	.92796
Power Distance	441	1.00	5.00	2.1610	1.14571
Power Distance	441	1.00	5.00	2.5850	1.34592
Uncertainty Avoidance	441	1.00	5.00	4.0068	.75224
Uncertainty Avoidance	441	1.00	5.00	4.2268	.63840
Uncertainty Avoidance	441	1.00	5.00	4.2063	.71704
Uncertainty Avoidance	441	1.00	5.00	3.8209	.71803
Uncertainty Avoidance	441	1.00	5.00	4.0884	.73167
Collectivism	441	1.00	5.00	3.5011	1.25068
Collectivism	441	1.00	5.00	3.6372	1.17739
Collectivism	441	1.00	5.00	4.2630	.77678
Collectivism	441	1.00	5.00	4.1565	.93201
Collectivism	441	1.00	5.00	3.6961	1.03494
Collectivism	441	1.00	5.00	3.4989	1.08109
Masculinity	441	1.00	5.00	2.7755	1.33551
Masculinity	441	1.00	5.00	3.2358	.97173
Masculinity	441	1.00	5.00	3.2041	1.24283
Masculinity	441	1.00	5.00	3.8707	1.06561
Confucian Dynamism	441	1.00	5.00	4.0159	.95927
Confucian Dynamism	441	1.00	5.00	3.2381	1.00680
Confucian Dynamism	441	1.00	5.00	3.3152	1.15324
Confucian Dynamism	441	1.00	5.00	4.0272	1.00643
Confucian Dynamism	441	1.00	5.00	4.0363	1.15544
Confucian Dynamism	441	1.00	5.00	4.2109	1.03505
Valid N (listwise)	441				

8.2 Reliability test of five dimensions

Researcher used SPSS to measure Cronbach's Alpha which it explains internal reliability of the study. It was argued that the closer the Cronbach's Alpha to one the more internally reliable, anything above .7 would be considered adequate (Peter, 1979 cited in Prasongsukarn, 2009). The Cronbach's Alpha is .689 for all the 26 items in five cultural dimensions which is considered adequate. By removing item 5 in the first dimension due to low correlation the internal reliability can improve up to .706 which can strengthen the measurement tool (Biostatistics, 2012 and Mueller, S., 2014). Therefore, all the items are measuring the same construct and there is strong inter-items correlation. See table 6 & 7 for farther explanation.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.689	.713	26

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.706	.724	25

8.3 Normality testing

In many statistical analyses there are dependent variables and independent variables. It is important to find out whether dependent variables (items) are approximately normally distributed for each category of independent variables (male & female). Skewness and Kurtosis z-value should be between -1.96 to +1.96) and the Shapiro-Wilk test p-value above 0.05 (Lofgren, K., 2013).

It was long argued it is not necessary for data to be perfectly normally distributed but approximately normally distributed. Thus in SPSS measure should be as close to zero as possible but a small departure from zero is not problem as long as the measures are not to large compare to their standard errors. The z-value can be find out by dividing the measure by its standard error which should be somewhere between (-1.96 to +1.96). Therefore the author understands in this research data are little Skewed and Kurtotic for both gender but it does not differ significantly from normality (Lofgren, K., 2013).

In this test the Shapiro-Wilk p-value is not above 0.05 and the Null hypothesis for this test of normality is that data are normally distributed; if the p-value is below 0.05 this hypothesis will be rejected (Shapiro & Wilk, 1965; Razali & Wah, 2011). According to Hair et al. (2010 cited in Nazarian, 2012) if the variation from the data normal distribution is sufficiently large, all resulting statistical tests are invalid, because normality is required to use the F and t statistic. Field (2009 cited in Nazarian, 2012) stated these tests are very sensitive toward the sample size and that might be the reason why the results of this study are significant due to large sample size (n=441).

8.4 Factor analysis

We need to verify whether the data set is suitable for factor analysis. The table (8) shows that Kaiser-Meyer-Olkin is .807 which is above .60 and the Bartlett's Test of Sphericity Sig is .000 which is below .05 and it is significant (Biostatistics, 2013). Therefore, factor analysis is appropriate for our data.

KMO and Bartlett's Test (9)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.807
Bartlett's Test of Sphericity	Approx. Chi-Square	1855.785
	Df	325
	Sig.	.000

By using Kaiser Criteria researcher can determine how many component need to be extract. In this research we are interested in component have Eigenvalue of 1 or more (Biostatistics, 2013). In table (9) only the first 8 components have Eigenvalues of above 1 and the cumulative percentage is 53.7% which is good, because the majority were explained by these 8 components.

Table 10: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings(a)
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.397	16.911	16.911	4.397	16.911	16.911	2.899
2	2.148	8.263	25.174	2.148	8.263	25.174	2.283
3	1.641	6.311	31.485	1.641	6.311	31.485	1.858
4	1.344	5.170	36.655	1.344	5.170	36.655	1.405
5	1.237	4.757	41.412	1.237	4.757	41.412	2.913
6	1.135	4.366	45.778	1.135	4.366	45.778	1.380
7	1.068	4.106	49.885	1.068	4.106	49.885	2.115
8	1.001	3.850	53.734	1.001	3.850	53.734	1.121
9	.969	3.725	57.460				
10	.884	3.402	60.861				
11	.855	3.288	64.149				
12	.849	3.265	67.414				
13	.782	3.008	70.423				
14	.749	2.881	73.304				
15	.735	2.825	76.129				
16	.706	2.716	78.845				
17	.690	2.654	81.499				
18	.637	2.451	83.950				
19	.615	2.367	86.317				
20	.600	2.309	88.626				
21	.563	2.165	90.791				
22	.529	2.036	92.827				
23	.498	1.917	94.744				
24	.477	1.833	96.577				
25	.464	1.786	98.363				
26	.426	1.637	100.000				

Extraction Method: Principal Component Analysis.

- a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

9. Results and Discussion

The results of this study have exhibited Iraqi Kurds have some significant changes in cultural values compared to Hofstede's study. Table (11) recap the statistical results of this study and compare with the old results. These statistical results of Hofstede's cultural dimensions are explained in following sections.

Table (11)

Country (IRAQ)	IDV	MAS	PDI	UAI	LTO
OLD SCORES	30	70	95	85	25
NEW SCORES	91 COL	52	41	81	91

Power Distance

The total mean of the five items was $2.05806/5 = 0.41$ which suggests that there is a change in score from (95) to the new score (41). It also indicates that there is huge decrease in this dimension compared to previous study. It is clear the

participants in this research were more toward low power distance and high power sharing. Morrison (2002, p. 146) argued, growing material well-being, the benefits of education, new career opportunities and urbanization are some aspects of the changing environment that bring shift in cultural values in all countries, and this can explain why Iraqi Kurds scored moderately low on PDI. According to the ministry of higher education the total number of students studying at higher education in Iraqi Kurdistan are 94,700 which 48% of them are female students. <http://www.mhe-krq.org/node/105>

Kurdistan Board of investment reported the literacy rate in Iraqi Kurdistan is above 74% of which 84% male and 64% of female. There are many private and public universities; students are more diverse in deciding what they want to study. Also there is an equal chance for both girls and boys to study. According to InvestinGroup.com there are currently a total of 13 public university and 11 private universities in only three provinces in the Kurdistan region. The respondents in this survey were all university students studying management and economics and this could explain why Iraqi Kurds score moderately low on PDI.

From another side economy is booming in Iraqi Kurdistan and that helps rise in middle class family. It is very clear all these are linked. According to Hofstede, et al. (2010) there is a strong correlation between dimensions with data such as national wealth, population and even geographical latitude can have a significant influence on PDI.

Individualism & Collectivism

The total mean of the 6 items in collectivism was $4.57056/5 = 0.91$ which indicate that Iraqi Kurds are more toward collectivism rather than individualism. In Hofstede's finding the score of IDV was 30 which suggest that Iraq is more toward collectivistic society like other Arab countries and this probably will apply to Kurdistan region in Iraq. Although (Hofstede, et al., 2010, p.105) firmly believes that both dimensions PDI and IDV go together but also there are countries such as France and Cost Rica both dimensions can be treated as separate and do not have to correlate with each other.

In here people are born into extended family and family protects them in exchange for loyalty, Kurds are more "we" conscious and purpose of education is learning how to do (Hofstede, 2011). Fougere and Moulettes (2007) stated Hofstede believes individualism correlates with modernity and a collectivistic society is characterized by less economic development, tribalism, more children per family, old fashion education system, law system is built on traditions and religion. This statement is very true and can complement the situation in Iraqi Kurdistan.

The author can argue the third factor "wealth" has less influence on peoples' behavior but Religion has a dominant role in encouraging loyalty and subordinate. According to the ministry of Endowment and Religious Affairs of Kurdistan region there are over 5100 mosques in only three Kurdish cities which is more than the number of the mosques in the two most holy city of "Mecca and Medina" in Saudi Arabia (KNN.NET). Ali (1992 cited in Robertson, et al., 2002) believes in Arab world, one of the major sources of cultural values is the Islamic work ethic where it can be traced back to the Qur'an which explains hard working can be rewarded.

Uncertainty Avoidance

The total mean of the 5 items in uncertainty avoidance is $4.06984/5 = 0.81$ which is very close to the original index 85. It suggests that Iraqi Kurds like other nationalities in the region are strong on uncertainty avoidance. It also indicates that there has been a little decrease in this index since it was first done. Kurds avoid risk and ambiguity but they prefer rules and regulations, standard laws that apply to everyone and also make different tasks and works more understandable.

According to Hofstede, et al. (2010) in these sort of societies people are more anxious and expressive and to avoid uncertainty they take refuge to technology, law and religion. Kurds are hot blooded emotional people with risk adverse attitude, they consider change and unknown as threat, gods' rules and government regulations are seen as path of transcendent and clarification needed everywhere to explain what is expected from them. Probably there is mistrust between government and people and the general view is the rules will protect them from the one in power and therefore, in the time of conflict or confusion over whose responsibility is they can always go back to the role of law.

According to Transparency International Iraq ranks 170/175 and score 16/100 on CPI which indicate the level of corruption is one of the highest in the world. Hofstede, et al. (2010) argued there is strong correlation between strong UAI and corruption, they believe, poor pay from government is one of the reasons for side payment, it is not a matter of greed but another ways of survival and feeding their families.

Masculinity and Femininity

The overall mean of this dimension was $2.61722/5 = 0.52$ which indicates there is a sharp decrease in original score. Hofstede suggested Iraq was more toward masculine society 70 compared with new score 52. The result of this sample seemed to be not in line with Hostede's study. The new index suggests that both masculine and feminine sides have almost equal weight in this study. (Hofstede, et al., 2010) have observed age and gender are both factors strongly associated with the nature of this dimension but not the wealth and in this research the majority of participants were young, age between 18-25 and 247 male and 194 female students.

Although there is still tendency toward male masculinity and male domination but there is also reduction in this domination toward a more equal culture. Masculine society value achievement and success, when combined with individualism, success can be expected but when masculinity combined with collectivism success is less luckily (Mooij & Hofstede, 2010).

Masculine society also worship a tough god and Islam has always maintained a tough and masculine elements where for any wrong doing there is a tough punishment (Hofstede, et al., 2010). Clearly religion have specified different roles for men and women in society and this reflected in power sharing, giving responsibilities to female and differences in earning between both gender.

Long Term – Short Term Orientation

The overall mean of the LTO was $4.56872/5 = 0.91$ which indicates that Iraqi Kurds are more toward long term orientation. People are willing to give up today's fun for tomorrow's success and long term planning is more important than short term fun. According to Mooij and Hofstede (2010, p. 6) The values for long term orientate people are perseverance, ordering relationships by status, thrift, and having a sense of shame, long term society implies investment in the future. Iraqi Kurds unlike neighboring countries trying and willing to learn from other countries, students attribute success to hard effort and failure to lack of efforts. From early stage of childhood kids are taught about future difficulty and saving.

Like Hofstede, et al. (2010) pointed out; marriage in LTO is a pragmatic, goal-oriented arrangement. Couples are willing to live with in-laws after marrying, men and women both are working and kids start helping at an early age, source (www.everyculture.com). Marriage is more like buying and selling and it is becoming a norm, thus love is not the main cause of marriage (medyamagazine.com), according to the same source in 2012, 5,399 cases of divorce were registered across courts in Kurdistan.

Kurdish society may look conservative but people are hardworking always think of a better future. They prefer to have large saving for the need time and most of large purchases are done in cash in advance. According to Zulan (2012) 80% of Iraqi do not have a bank account, most Iraqi rely on relatives and friends to borrow money. Probably it can be traced back to weak banking system and also the chaotic past they have had with all sorts of regimes in Iraq.

10. Limitation

While the author believes this research provides a substantial input to expanding cross cultural study it is not without limitations. One of the main limitations of this research is the inability to make direct comparison between both Iraqi Arabs cultural values with Kurdish counterpart. The explanations provided for these results are speculative at best, yet it does not prevent our ability to distinguish specific shifts in cultural values. Next, unlike Hofstede's IBM white colored employees sample for this research was drawn from a population of large public university students. Even though, the sample size of this research met the requirements, a larger sample would enhance validity.

11. Conclusion

The intention of this research was to look at the changes on Iraq national culture since it was first done by Hofstede in 1980. Very few or none previous studies have investigated these dimensions on Iraqi Kurds. Also this research was conducted 30 years after Hofstede's study. The researcher used CVSCALE to measure notional culture at individual levels. Because as it was argued earlier Iraq is a heterogamous society which has too many different groups, each with its own characteristics. Therefore, CVSCALE is a very useful tool for those interested in cross cultural research and international business managers, because it shows the link between individual behavior and attitudes and cultural values.

This study used students in university of Salahaddin as example to study cultural dimensions. The result of this study on Iraqi Kurds demonstrated that there are some significant changes in cultural values of Kurds in Iraq compare to Hofstede's original study. All the changes were compared and discussed. This paper shows since 1980 there are some major decrease on the index of MAS and PDI and also increase in LTO dimension. It indicated that Iraqi Kurds are less masculine and more toward equal culture. Also this paper shows the tendency is toward low PDI where inequality is not acceptable and seen as taboo. The result also suggested Iraqi Kurds are long term oriented which mean they plan for the future and willing to give up today's fun for success in the future.

It was argued earlier that when change happens in economy, politics, and society it can influence cultural values and cause changes. Mooij (2011) believes the idea behind an increase in national wealth will lead to change in values because there would be more expenditure on education and media resulting in more democratic system which lead to change in consumption. Therefore, this new index demonstrated that cultural values can change over time. Thus, there is a need for updating and re-measuring many cultural theories.

According to (hofstede, et al., 2010; Hofstede, et al., 2002) language, geographical latitude, population, religion and wealth usually points out differences in culture. Maybe that is why there are different scores for majority of dimensions. Kurds are one of the indigenous people of the Mesopotamian plains; they form a distinctive community, united through race, culture, and their own language, source (BBC.com/news). According to Washington Post, unlike other groups in Iraq Kurds live in mountains region of southwest Asia generally known as Kurdistan. The average latitude is 6000 feet with much of its land hard to reach, source (www.everyculture.com). Therefore, this author can conclude that there is a shift in the result of cultural values compared to the pervious study done by Hofstede.

In summary, this work has updated and expanded Hofstede's cultural studies in Iraq and Kurdistan region. There is hope that this new result can bring significant insights to the field of cross cultural research and international business management. Future and further research is needed in this complex chronological line of study

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