

Authoritative Management System

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الملخص

تهدف هذه الدراسة إلى تحليل وجهات نظر الموظفين بشأن ترتيبات العمل و المرونة في الادارة، وخاصة العمل بالدوام الجزئي، مع الأخذ في الاعتبار العديد من البيئات المختلفة التي يعملون فيها الموظفين.

حيث يدرس هذا البحث تأثير العناصر التسلط الاداري على الموظفين، بما في ذلك الخلفية العامة والتنظيمية، فضلاً عن الدعم الذي تقدمه الإدارة والزملاء حيث يتم استكشاف تأثيرات ترتيبات العمل المرنة، بما في ذلك التوازن بين العمل والحياة والنتائج الأخرى، وبتفاصيل أدق في هذا البحث، اما فيما يتعلق بترتيبات العمل المرنة فإنه يحل أيضاً النظريات الموجودة حول كيفية تغير جهد العمل وتكثيف العمل من وجهة نظر الموظفين. وكذلك تأثير النقاش على العناصر الفردية، بما في ذلك الشخصية والدافع والوضع الحياتي والجنس لكل حالة من حالات الموظفين.

حيث تشير النتائج إلى أن مستوى الدعم والثقة في بيئة العمل له تأثير كبير على تصور الموظفين لترتيبات العمل والمرونة في الادارة والتي تعطي النتائج الناجحة، وعلاوة على ذلك، تشير النتائج ايضا إلى أن ترتيبات العمل المرنة غالباً ما تؤدي إلى تحسن ملحوظ في الكفاءة والاداء، وفي بعض الحالات تؤدي إلى زيادة في كثافة العمل، ومع ذلك من المهم أن نلاحظ أن التحسن الملحوظ في الكفاءة لا يمكن أن يُعزَز فقط إلى ترتيبات العمل و انما تلعب المرونة دوراً رئيسياً في العديد من العناصر الأخرى، بما في ذلك البيئة المذكورة أعلاه، والاختلافات الفردية في الشخصية، والدوافع، وظروف الحياة، والجنس وغيرها.

ABSTRACT

This study aims to analyses employee perspectives on flexible work arrangements, particularly part-time work, taking into account the many settings in which they are situated. This research examines the influence of different contextual elements on employee perceptions, including the public and organisational backdrop, as well as the support provided by management and colleagues. The effects of flexible work arrangements, including work-life balance and other outcomes, are explored in further

detail in this text. In relation to flexible work arrangements, it also analyses the existing theories on how work effort changes and labour intensification occurs. The discussion concludes by examining the influence of individual elements, including personality, motivation, life situation, and gender. The results indicate that the level of support and trust in the work environment has a substantial impact on employees' perception of their flexible work arrangement and the resulting outcomes. Moreover, results suggest that flexible work arrangements often result in a perceived improvement in efficiency and, in certain instances, an increase in work intensity. Nevertheless, it is important to note that the observed improvement in efficiency cannot solely be attributed to the work arrangement. Several other elements, including the aforementioned setting, individual differences in personality, motives, life conditions, and gender, also play a significant role.

1. INTRODUCTION

Flexible work arrangements, which are part of work-life initiatives or policies, can help workers better balance their paid jobs with other aspects of their lives, such as family or leisure activities. Flexible work arrangements are an important component of work-life policies, which may also include financial help and childcare subsidies. Because of the strong association between the two concepts, "work life policies" or "initiatives" are used more frequently in this study than "flexible work arrangements".

Multiple forms of flexible work arrangements are accessible. Part-time job is one of the most popular sorts. If full-time employment is defined as working a minimum of 40 hours per week, then individuals who work fewer hours can be classified as part-time workers. Part-time employees typically engage in discussions to establish a predetermined plan specifying the specific days and times they will be working. Employers have the choice to employ part-time workers to manage periods of increased work demand and can also offer scheduling flexibility for these persons. Creating a reliable and credible bond between the employer and the employee, together with mutual trust and collaboration, is essential for this. Engaging in part-time employment can provide challenges as it necessitates individuals, management, and colleagues to adjust their expectations in order to accommodate the decreased work hours. Technological breakthroughs are driving the increase in telecommuting.

The proliferation of personal computers and mobile phones with internet connectivity has significantly amplified its scale. Telecommuting offers significant advantages, such as improved work-life balance and increased productivity in a less hectic work environment. Nevertheless, telecommuting is not without its disadvantages, including a sense of solitude and seclusion. This is because working remotely deprives individuals

of the opportunity to engage in social interactions and exchange information that typically occurs in an office setting.

The recent surge in the popularity of flexible work arrangements can be due to various factors. Firstly, recent law in numerous western countries grants employees the opportunity to negotiate non-traditional working hours, part-time employment, or reduced workweeks. Another factor stems from the growing uncertainty in both professional and personal spheres. Workers must effectively manage their personal responsibilities outside of work, while businesses are seeing the importance of accommodating these demands in order to attract and retain highly skilled employees for suitable positions. Another factor is inherent in the nature of the activity itself. Over the past few years, there has been a growth in the information economy, driven by both technological advancements and the increasing prevalence of knowledge-based labour. This shift has placed a greater emphasis on mental rather than physical abilities, allowing individuals to perform their work remotely and on their own schedule. The emergence of knowledge workers highlights the importance of employees producing tangible outcomes from their job rather than simply being physically present in a traditional office setting. Furthermore, the shifting demographics play a significant role in the increasing prevalence of flexibility and flexible work arrangements. The rise in female labour market participation and the resulting increase in dual-income households, along with the growing involvement of dads in childcare, necessitate a shift in the way work and family life are balanced. As the workforce becomes more diverse, companies who can adapt to the changing demographics and attitudes can benefit from a superior staff, resulting in improved organisational performance.

Strategic Planning Process



Understanding the importance of flexible work arrangements and their outcomes is vital for the mutual benefit of individuals and companies. Most contemporary articles on the issue have mostly focused on studying behavioural outcomes, such as employee happiness, organisational commitment, absenteeism, and turnover. However, there is a lack of research examining whether flexible work arrangements lead to changes in an employee's job performance. This concerns the subjective assessment of an employee's degree of productivity when they are given the choice to work in a flexible manner, particularly focussing on part-time employees. Kelleher and Anderson examined the occurrence of work intensification that arises from the adoption of flexible work arrangements, such as part-time work and teleworking. Their research, together with the author's personal experience that coincided with the findings of Kelleher and Anderson, prompted more investigation into the influence of flexible work arrangements on job exertion and productivity. Furthermore, during the research process, it became clear that various levels of context, such as cultural, workplace, and personal life factors, have a substantial impact on how employees perceive their flexible work arrangements and whether they lead to a unique work approach. The author's research mostly concentrates on part-time employment due to its particular focus.

This study investigates the experiences of employees who have flexible work arrangements, including part-time work and telecommuting. It examines how these diverse contexts impact their work and explores the consequences on their work practices. The questions that it is built on are as follows:

How has the introduction of more flexible work arrangements affected your productivity?

When you think about your flexible work arrangement, what factors come to mind?

It is believed that this study will add to the existing body of knowledge on flexible work arrangements and the benefits they may bring to businesses.

2. MATHOD

This study is centered around investigating flexible work arrangements, with a particular emphasis on part-time work. The research themes that served as the foundation for this study are as follows: What impact has the implementation of more adaptable work schedules had on your productivity? When considering your flexible work arrangement, what elements do you think of? The objective of this qualitative research was to extract comprehensive information from the respondents' diverse perspectives and experiences. The selection of participants was based on personal recommendations and contingent upon meeting particular criteria, such as working no more than 36 hours per week.

Thirteen in-depth and semi-structured interviews were conducted using the same interview framework, ensuring that identical core questions were asked in each interview. Subsequently, the interviews were transcribed and subjected to grounded theory analysis, facilitating the identification of distinct themes and categories. Special emphasis was placed on enhancing the validity and dependability by ensuring transparency in processes, operations, and data management. It is important to acknowledge that there are multiple constraints on the study.

3. Research methodology

Qualitative research prioritises words above figures, allowing theories to emerge from factual observations. Moreover, instead of considering social features as separate entities, this approach allows for their analysis as outcomes of interactions between individuals, with a focus on comprehending the social realm through the interpretation of its participants. The qualitative research approach is characterised by a willingness to study subjects in their natural environment, observing their everyday activities and interactions. Consequently, it facilitates the development of ideas that are backed by evidence and the creation of new discoveries and progress. Given the objective of this study to obtain detailed information about flexible work arrangements from different viewpoints, experiences, and opinions of the participants, the qualitative method was considered suitable.

The research is designed as a cross-sectional qualitative study, which involves conducting interviews with several individuals simultaneously to gather information on different situations concurrently. This approach enables the identification of patterns and trends in the data. The decision to adopt a cross-sectional study design was driven by the goal of generating broad and generalisable conclusions, rather than focused on the specific circumstances of individual respondents, as is the case with a multiple case design.

3. Sample selection

The study recruited individuals who were recommended through diverse networks, including friends, acquaintances, and coworkers. Selected individuals were required to meet multiple criteria. Prior to being evaluated, the candidate must have consistently utilised adaptable work schedules. In this study, the phrase "flexible work arrangements" denoted the practice of working for a reduced number of hours. Nevertheless, it is important to acknowledge that a few participants also participated in intermittent telecommuting. To qualify as part-time, an individual must work no more than 36 hours per week or no more than four days per week. Moreover, the candidate should have previous experience in middle management or lower roles to aid the researcher in

mitigating the heightened levels of stress commonly linked to higher management positions. This will enhance the research findings. Additionally, the candidate must have current employment in a professional office environment, specifically catering to office workers, in order to narrow down the scope of the research. The importance of achieving a balanced gender distribution among the responders was recently underlined. We also strived for maximal diversity in terms of the respondents' nationalities, place of employment, occupation, and number of weekly working hours.

4. Sample of participants

Thirteen people were asked; five were men and eight were women who live and work in either the Netherlands or Iceland. You can find information about the people who are taking part.

Three people from Britain, six people from the Netherlands, one person from Germany, one person from Australia, and two people from Iceland took part in the talk. All of them have young individuals, and with the exception of two, they are all currently in a romantic partnership. Part-time employment typically entails a weekly commitment of 16 to 36 hours per individual. Out of the respondents, five individuals hold positions in middle management and carry the title of manager. Three individuals have managerial responsibilities over a group of subordinates. The seven people who are left are experts in their own fields. A lot of the people who are taking part can work from home, either all the time or sometimes.

5. Gender of the respondent and their occupation. Environmental sector of employment Weekly working hours

- The individual is a woman (26), working in finance in the Netherlands.
- 28-year-old male working in the international IT industry.
- 35-year-old female Icelandic tourist
- 32-year-old male from the Netherlands with a background in information technology.
- 32-year-old male Dutch government official
- 32-year-old female working for an international non-governmental organisation (NGO)
- International shipping for females aged 32.
- 32-year-old male working in the international telecommunications industry
- Insurance company catering specifically to female clients in the Netherlands, aged 24 and above.
- 28-year-old Dutch woman working in finance

- 32-year-old female specialising in international law.
- A 36-year-old male from the Dutch government.
- International shipping for females aged 16 and above.

6. Data analysis

The grounded theory method was used to analysis the interviews. In grounded theory, the process starts with the construction of categories to make sense of the data. Then, to make these categories even stronger, the theory looks for several relevant situations to show how important they are. In order to show that these categories are applicable outside of the particular study environment, they are further developed into more general frameworks or theories.

Paragraphs or sections that were relevant to the research themes were highlighted after an individual analysis of each interview. The encoded portions were then classified into different groups, and those groups were further subdivided into themes. After that, we compared the categories and themes throughout interviewees and looked at different perspectives. Some recurring themes emerged even while conducting the interviews. With analysis and data collection happening concurrently and continuously referencing each other, the process of data acquisition became recursive.

7. Standards of excellence

In order to get exceptional quality in company research, it is crucial to possess a comprehensive comprehension of specific vital terms. Reliability refers to the investigation of whether the results of a study can be reproduced. This refers to another facet of study called replication. To assess the reliability of a measurement of a concept, it is essential that the methods and procedures employed in that measurement can be reproduced. These principles are generally more applicable in quantitative research. However, they also make explicit references to qualitative research in two separate ways. When describing the provenance of the data, it is crucial to clearly distinguish between the statements made by the participants and the researcher's interpretation. On the other hand, it is crucial for the methods used to collect data to be clear and specific in order to improve the capacity to compare results from different interviewers. Hence, it is crucial to guarantee transparency in the procedures and data management, as this will bolster the reliability of the research by offering a thorough account of the complete process.

Validity is of utmost importance in qualitative research as it guarantees the accuracy of the researcher's observations and the reliability of the results. The concern is whether the associations would show similar patterns without the examination, and whether the researchers' understanding is truly based on the relevant subject or problem. Lecompton

and Goetz categorise validity in qualitative research into two primary categories: internal validity and external validity. Internal validity refers to the degree of consistency between the data and the concepts derived from it, while external validity refers to the capacity to generalise the results to real-world social situations.

Considering these requirements pertaining to qualitative research, the researcher prioritised the consistent application of methodologies during data collection and analysis. They strived to maintain objectivity and treated and analysed each item of data uniformly. Unexpectedly, while analysing the data, the researcher discovered several distinct categories that were not initially considered when formulating the research. However, it is not reasonable to generalise the findings to a larger population as the sample size of only 13 respondents is insufficient. The findings will, nevertheless, offer an indication and enhanced comprehension of flexible work arrangements, serving as a foundation for future research.

8. Results

Analyses of the data led to the discovery of several previously unconsolidated groupings. The public environment, company culture, management, and coworkers are all examples of contextual elements that greatly affect the working arrangement. The individual's professional life, including their perception of their own productivity and the amount of effort they put in, as well as their personal life, including their work-life balance, are both impacted by this.

Their living situations, gender, personality traits, and aspirations were all seen as personal factors that significantly impacted their employment arrangements.

8.1. Organizational culture and the public sphere

A significant number of participants cited the culture or ambiance inside their organisation while discussing their working arrangement and their sentiments towards it. Many individuals employed terms like amicable and laid-back when characterising the culture of their respective organisations. The atmosphere of amicable camaraderie appears to be rooted in a foundation of reciprocal esteem and confidence. One participant further elaborated on how individuals within his organisation possess a considerable familiarity with one another and have a clear understanding of what they can anticipate from their colleagues. Consequently, if a team member becomes overwhelmed with tasks, others are willing to step in and assist. A male respondent expressed his appreciation for the relaxed and informal culture in his company. He explained that while having deadlines, he never feels subjected to confrontations or verbal outbursts if there is a delay for any reason.

8.2. Management

The respondents' view of their arrangements was greatly influenced by the assistance from management. All participants emphasised the significance of receiving help from their managers, which was typically contingent upon maintaining a positive rapport with their supervisors. Effective communication played a crucial role in this regard: My supervisor is fairly approachable, making it effortless to engage in conversation if there is a need to address any matter. He is quite transparent and communicates his satisfaction with you openly.

Other participants concurred that their managers consistently provide support and are readily available for discussions whenever needed. One participant mentioned that establishing open contact with her management had contributed to her increased confidence and relaxation in relation to her work. She observed that by effectively talking with her manager and making a deliberate choice, she successfully ceased overexerting herself and achieved a more favourable equilibrium between her professional and home life. Another participant highlighted the practice of establishing a definitive set of objectives with his supervisor, including the expected accomplishments throughout his working hours. They also emphasised the importance of maintaining open communication regarding progress towards these goals. He believes that this method of working facilitates his personal growth and enhances his professional skills. He contrasted this with his previous occupation, in which he had a closer rapport with his supervisor but received minimal direction on improving his work performance. Another participant drew a parallel between her previous occupation, in which she faced excessive demands and intense stress. Currently, she is assigned a specific set of duties to do within a week, which are clearly explained to her. She believes that the expectations placed upon her are reasonable and attainable.

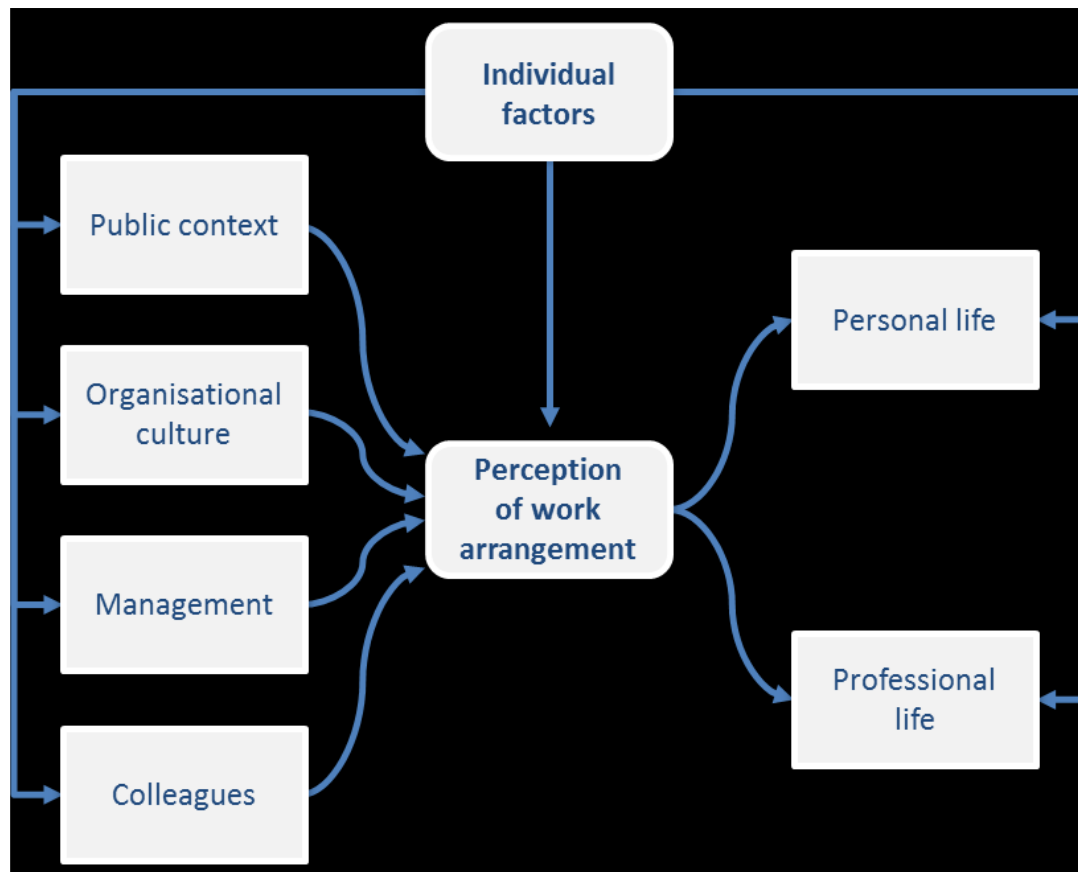
8.3. Consequences of flexible work arrangements

After implementing more adaptable work schedules, all participants reported noticeable changes in both their professional and personal life. For the sake of debate, the subject is split into two parts. First, we look at the work-life balance. The next step is to look at how their work arrangement has affected their whole work history and methodology.

8.4. Personal life: The participants unanimously acknowledged that their adaptable work schedule affects their personal lives. Everyone unanimously acknowledged that they possess more mastery of their work-life equilibrium and are able to derive greater satisfaction from spending time with their family.

8.5. Professional life: Engaging in part-time employment has multifaceted impacts on one's work life. Over 50% of the participants reported that their work responsibilities were not adapted to accommodate their reduced working hours. According to them, they have been assigned the same tasks and amount of labour as previously, and they are responsible for finding their own methods to do it.

8.6. Modelling the context of flexible work arrangements: The results indicate that several social and cultural aspects, such as the public environment, the culture within the organisation, and the reactions of management and colleagues, influence how the respondents see their work arrangement. Moreover, personal elements such as goals, living circumstances, and personality also influence these impressions and interact with the professional and personal lives of the participants. A model can be constructed to illustrate the links among the many categories that were identified through the analysis of the interviews.



The model shows that respondents' perceptions of their work arrangements are heavily influenced by the surrounding contextual factors of employment. Laws, regulations, and social support make up the public setting, which impacts the respondents.

Perceptions of the arrangement's usefulness and comfort level are affected by the level of support from management and coworkers. They may also attribute different interpretations of the arrangement to different parts of the company's culture. Their personal life and perception of work-life balance are impacted by these environmental circumstances. It has an effect on their work lives as a whole, influencing things like stress levels, job satisfaction, and the frequency with which work becomes more demanding. Individual factors are another part of the model. These include things like life status, gender, personality traits, and motivation. Personal factors include whether or not the responder has children and how it affects their motivation at work. Personality traits and how they influence the respondent's job are also examples of individual factors. Every other part of the model is greatly affected by individual differences. This is due to the fact that a person's character, circumstances, and goals shape how they see their bosses, coworkers, and the surrounding environment. The work ethic and work-life balance of individuals are also impacted by these differences.

9. Conclusion

The objective of this study was to analyse the factors that influence an employee's perception of their work arrangement. The aforementioned factors, including the public setting, organisational context, management, and colleague support, were found to strongly influence these impressions. This finding aligns with the existing literature in the topic. There is a positive correlation between the level of support received from all individuals in the work environment and the level of comfort and satisfaction experienced by the respondents in their work arrangement. Additionally, there is a negative correlation between the level of support received and the amount of stress felt by the respondents. Nevertheless, the results indicate that the majority of the participants did not have widespread support for flexible work arrangements within their organisations. These arrangements were not strategically implemented and were only granted to individuals who had to demonstrate their worth and match the performance of their full-time colleagues in order to justify their alternative work schedule.

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