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THE ROLE OF PROJECT MANAGEMENT IN SUSTAINING COMPETITIVE ADVANTAGE-A FIELD STUDY IN CELLULAR COMMUNICATION COMPANIES IN IRAQ

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Abstract
This study aims to determine the role of project management and the sustainability of competitive advantage. A sample of /106/ workers was purposively selected, and a questionnaire was used as a data collection tool. The questionnaire consisted of more than 40 questions distributed across the dimensions of the paper, while the study yielded the main results. The success factors of project management combined with its integrated dimensions (leadership, risk-taking, government support) positively impact the company's sustainable competitive advantage in terms of its integrated dimensions (efficiency, customer orientation). The study concluded that mobile communications in Iraq is a crucial recommendation to continue the integrated interest of telecommunication companies in project management as it plays a positive role in achieving sustainable competitive advantage and provides an opportunity to reach a customer base different from all competitors.

Keywords: project management, competitive advantage, cellular companies.

Introduction

Many organizations have been interested in using excellence to improve their operations and use new initiatives, ideas, systems, and non-traditional methods to conduct business and implement activities correctly and appropriately to achieve their goals efficiently and effectively. The rapid changes in the business environment and the fierce competition among organizations have made competitors imitate the advantages of competitiveness because it is not easy to maintain a competitive advantage in the modern business environment full of uncertainty, which requires organizations to prioritize their business when launching initiatives and projects and identify the most critical factors that affect the realization of sustainable competitive advantages.

According to Salunke et al., 2019, SCP is an evolutionary model of competitive advantage that organizations pursue in terms of market position because it contains elements that ensure that this advantage is maintained for as long as possible.

From the point of view of (Jassim et al., 2020), projects are considered one of the most critical sectors in both developed and developing countries since they form the basis of the economic and social development process due to their positive economic returns and impact on the local economies of various countries. In addition, the importance of these projects lies first of all in their ability to create jobs at a high rate, thus contributing to the reduction of unemployment and poverty problems, as has been proven (Liberto, 2020) (projects play such an essential role in the economy that they surpass large projects in terms of operations, innovation, development, and creativity).

The first topic

Research Methodology

First: The research problem:

The external environment faced by mobile phone companies in Iraq is rapidly and continuously accelerating, and telecommunication companies are not much different from competitive organizations, as they rely on advantages provided by themselves in addition to information and technological resources. Success factors aim to achieve sustainable competitive advantage, including innovations that exploit opportunities and investments to be competitive in their environment. Through personal interviews conducted by the researcher with (3) three decision-makers of mobile phone companies in Iraq, they were asked about the reality of projects in mobile phone companies in Iraq, the factors that led to the success of these projects, and the extent to which these projects were successful. There are some deficiencies in dealing with these aspects and their interrelationships.

Therefore, based on the above, the problem of the study was identified by raising the following central question:

"What is the impact of project success factors (leadership, risk-taking, government support) on sustainable competitive advantage (efficiency and customer orientation) in Iraqi mobile phone companies?"

The following sub-questions are derived from it:

1. Do the success factors of project management in various dimensions (leadership, risk-taking, government support) affect the sustainable competitive advantage of Iraqi mobile phone companies in the composite dimension?

This leads to the following sub-questions:

1.1 Do the success factors of project management dimensions (leadership, risk-taking, government support) affect the efficiency of Iraqi mobile phone companies?

1.2 Do the success factors of project management (leadership, risk-taking, government support) affect the customer orientation of Iraqi mobile phone companies?

2. Do the comprehensive success factors of project management affect the sustainable competitive advantage of the comprehensive dimensions of Iraqi mobile phone companies?

This leads to the following sub-questions:

4.1 Do the success factors of the comprehensive dimension of project management affect the sustainable competitive advantage of the comprehensive dimension of Iraqi mobile phone enterprises?

Second: The importance of research:

To the best of the researchers' knowledge, this is the first field study to examine the role of individual success factors in project management in achieving sustainable competitive advantage using new organizational data in an Iraqi setting. As such, it is expected to provide substantial theoretical and practical contributions at multiple levels.

Research hypothesis:

I. A STATISTICAL HYPOTHESIS IS A CONJECTURE OR PROPOSED STATEMENT THAT EXPRESSES THE RELATIONSHIP BETWEEN TWO OR MORE VARIABLES. IT, THEREFORE, REPRESENTS A PRELIMINARY ANSWER TO A RESEARCH PROBLEM AND ITS QUESTIONS. THE HYPOTHESIS CONNECTING ITS VARIABLES IS INITIALLY FORMULATED BASED ON THE RESEARCH MODEL IN ORDER TO BE MEASURED. THE INFLUENCE RELATIONSHIP BASED ON THE FORWARD METHOD IS AS FOLLOWS:

Ha1 First: Direct Impact Hypotheses

The first primary hypothesis 1Ha

The success factors of project management (leadership, risk-taking, government support) have a positive impact on the sustainable competitive advantage of the comprehensive dimension of Iraqi mobile phone companies at the level of ($\alpha \leq 0.05$).

The following sub-hypotheses are derived from it:

Sub-hypothesis 1-1 Ha: Project Managerial success factors (leadership, risk-taking, government support) have a positive impact on the efficiency of Iraqi mobile phone companies at the level of ($\alpha \leq 0.05$).

Sub-hypothesis 2-1Ha: Project The dimensions of managerial success factors (leadership, risk-taking, government support) have a positive impact on customer orientation in Iraqi mobile phone companies ($\alpha \leq 0.05$).

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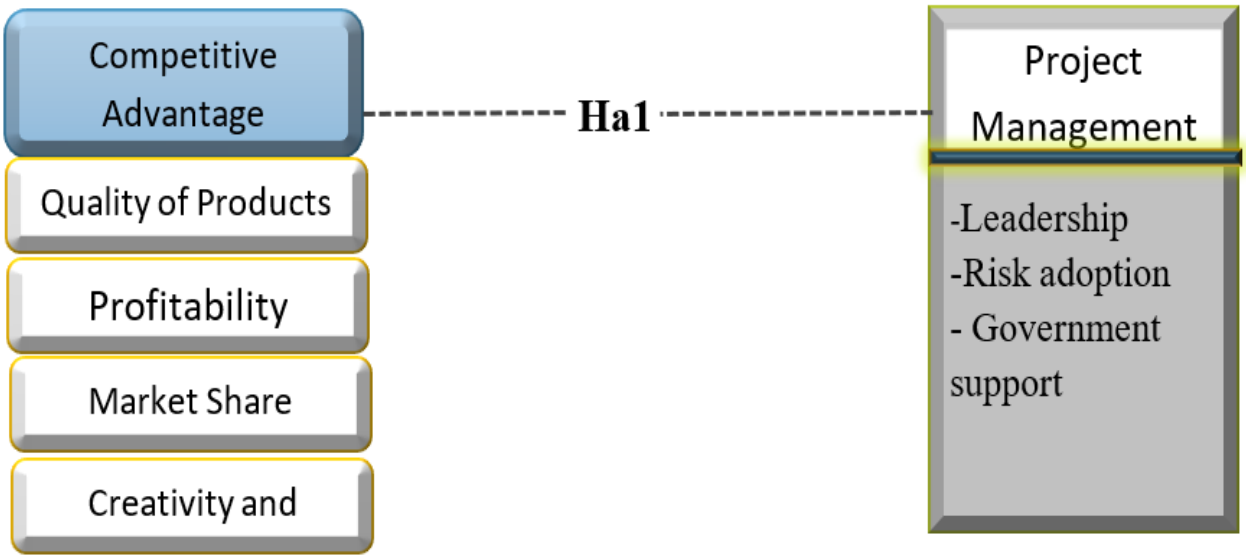

Figure (1) prepared by the researchers based on previous studies

Research Methodology:

Due to the nature of the study, which aimed to reveal the success factors of project management and its impact on achieving sustainable competitive advantage in Iraqi mobile phone companies, and in order to achieve the research objectives, a descriptive-analytical method was used, which aims to provide a specific description of a phenomenon or problem and present it quantitatively by collecting, classifying, analyzing and scrutinizing consistent data and information about the phenomenon. The researcher relied on several sources represented by scientific references to obtain the necessary data and information.

Research Community:

The research group consisted of Iraq Mobile Phone Company employees. The ministry's target group was divided into middle, lower, and upper management personnel (110 people), and 106 valid questionnaires were obtained.

The second topic

Theoretical framework

Project Management

1- Project Management Concept:

Project management is essential to implement projects effectively and achieve their objectives within the specified timeframe and budget. Project management requires various skills and techniques, including planning, organizing, controlling, communicating, and problem-solving (Al-Tabib, 2019). Despite significant efforts to define a successful project, the definition of a project remains a matter of debate and academic controversy, and there is no clear and specific definition. The concept of a successful project still varies between developing and developed countries and from one country to another, so there is no specific

definition that can be equally applied to different countries in the world, all due to the different levels of economic growth (Aladi, 2012).

(Iron, 2020) defines project management as a unique process of coordinated activities controlled by start and end dates to meet specified requirements, including cost, time, and resource constraints.

Researchers believe project management involves monitoring a project to ensure its objectives, deadlines, and budgets are achieved.

2- The importance of project management:

As business complexity increases and the pace of change accelerates, so does the importance of project management. Its importance lies in increasing the chances of project success, improving efficiency and effectiveness, reducing risks, improving communication between stakeholders, and increasing customer satisfaction. Project managers can use sustainable project management practices to reduce the environmental impact of projects. You can also incorporate social justice principles into the project management process to contribute to a more sustainable future (Al-Alam, 2018).

Al-Ghalbi (2018) points out that the importance of projects comes from:

1- They effectively contribute to job creation and are an essential source of new jobs in the economy, helping countries and governments solve unemployment problems.

2- They are the primary source of creativity and innovation, characterized by efforts to develop or improve goods and services or their new uses.

3- Your contribution to the activation and development of the competitive state.

4- On the one hand, they become a source of economic prosperity; conversely, they produce national products by maximizing economic output and development.

5- Projects help meet the needs of different segments of society.

3- Project Elements

Each project consists of the following essential elements (Tabib, 2019):

First: Inputs: Inputs include all the resources needed to implement the project, such as:

❖ Need: The desire to evolve the status quo or respond to changes in the organization's work environment.

❖ Constraints: These include time, cost, quality, values, environment, logistical, and indirect effects.

❖ Resources: These include human, financial, physical, and technical resources.

Second: Outcomes: Deliverables include the project results. (Alfadell, 2009)

❖ Product: Goods or services produced as part of the project.

❖ Impact: The project's positive impact on the organization or community.

Third: Work mechanisms: Includes tools and methods used to achieve results, such as (Doctor, 2019)

❖ People: The team responsible for implementing the project.

❖ Knowledge and experience: The experience and advice of project experts.

❖ Financial resources: The funds required to finance the project.

❖ Work organization techniques and tools: Tools used to organize and plan work processes.

❖ Technology: The technology used in project implementation.

4- Project Life Cycle:

(Elm, 2018) This means that the project goes through several phases:

– **Project initiation**: Definition of objectives, scope of work, and resources.

– **Planning and design:** Developing a detailed plan for project implementation.

– **Implementation:** Beginning work to implement the project plan.

– **Monitoring**: Monitoring the progress of work and adjusting the plan as needed.

– **Closure:** Evaluating the success of the project and documenting insights gained.

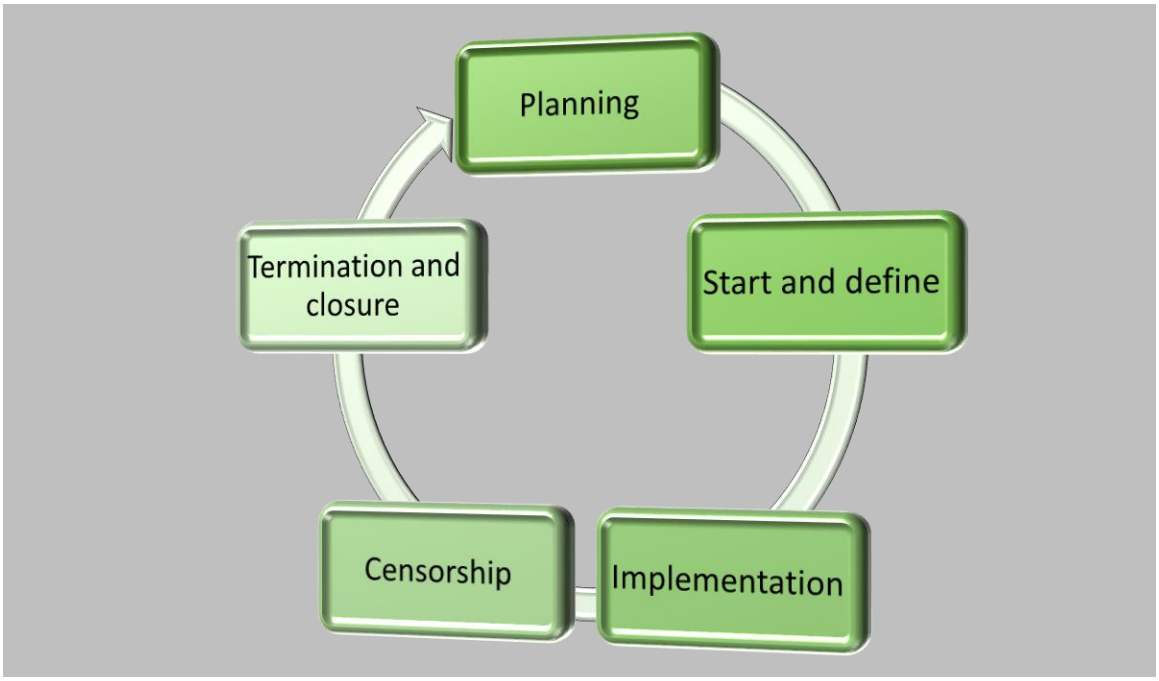

Figure 2 illustrates the project management life cycle.

Figure (2-1) Project Management Life Cycle.
Source: Prepared by the researcher based on the theoretical literature

5- Project Management Dimensions

To measure successful project management, researchers have identified the dimensions of successful project management based on (Al-Tit et al., 2019), (Al et al., 2021), and (Hamed, 2023) as follows:

1) I. Leadership

One of the primary means of sustainable development in organizations is to apply standards and principles by strategic vision, sustainable plans, and programs, and promote various initiatives and applications in the activities and operations of the organization to make it a practical and influential system in the surrounding environment, aiming to lead the transformation of the organization and achieve economic, social and environmental balance, thus ensuring the achievement of goals and excellence (Al-Sanhoti, 2019).

Nakir et al., 2020) claim that leadership is a combination of managerial leadership and deliberate leadership.

2) Risk Adoption

The confrontation with competitors requires companies to take risks in various projects, activities, and operations, both internally and externally, because organizations cannot withstand the competitive solid tide without a high-risk tolerance, and these organizations at the level of managers fully recognize that risk is an integral part of their organizational work (Al-Rifai, 2021). Risk refers to the ability to learn and benefit from risks, which can be controlled, and the resulting problems can be solved through expert research and analysis, as it is one of the internal organizational factors that support entrepreneurial orientation. (Al-Zoubi and Al-Nawasra, 2019).

3) Government support

This is the result of different methodological perspectives on supporting and financing these projects, both from the perspective of proponents of the institutional approach and social approaches. Proponents of the institutional approach believe that the key to effectively addressing poverty and unemployment in the least developed countries lies in creating financial institutions that can cover large sections of society by providing the necessary financial resources to establish projects to achieve development. Proponents of social security believe that attention to different poverty levels is an extension and basis of the social objectives of receiving financing for these projects. From this perspective, the importance of projects aimed at improving the broad economic level of domestic social groups is the key to effectively addressing poverty and unemployment in the least developed countries.

Second: Competitive Advantage:

A competitive advantage is a unique selling point that sets a company apart and gives it a market advantage. It enables the company to provide more excellent value to its customers, attract more customers, and achieve sustainable success.

1- The concept of competitive advantage:

Competitive business advantage is described as a desirable characteristic of a company but is challenging to identify or measure and is often described as imaginary (Macmillan & Tampoe, 2000). Competitive advantage plays a vital role in business success and is based on compatibility between the company's internal capabilities and the opportunities available in its external environment (Pride & Ferrell, 2012), as this compatibility determines the concept of competitive advantage and the basis of interest in its construction.

As Quikmba (2009) explains, competitive advantage expresses a range of ways a company can outperform its competitors.

Competitive advantage is defined as a strategy that achieves a company's unique characteristics in a market position (Hoffman, 2008), while Asli (2011) defines competitive advantage as anything that gives a company an advantage over its competitors and helps it attract more customers and increase its market share.

1- The importance of competitive advantage:

Organizations resort to creative activities for many reasons, with goals related to products, markets, effectiveness, quality, or the desire to implement change. Identifying the reasons that drive organizational innovation and their importance in studying the forces that stimulate creative activities, such as competition and developing new markets is essential.

Sustainable competitive advantage is considered a noble goal that all organizations strive to achieve. The main problem faced by most organizations is continuity and survival in their chosen industry or market, which is reflected in their need to have a supporting strategic foundation, including a set of goals, resources, and people that provide them with corresponding performance opportunities (Al-Enezi, 2015).

The importance of sustainable competitive advantage is:

1. It reflects the ability of the organization to predict entrepreneurial positions.
2. The organization has a significant market share compared to competitors.
3. Your ability to retain existing customers and attract new customers.

2- Dimensions of competitive advantage:

It depends (well, 2017) on the dimensions of competitive advantage:

1. Product or service quality: providing high-quality products and services that meet customer expectations.
2. Profitability: generating sustainable profits and increasing the company's stability.
3. Market share: having a high proportion of the market size in the company's work area.
4. Creativity and innovation: developing new products and services that meet market needs.

Third Theme: Practical Framework

1- Stability of the study instrument

This study used the internal consistency coefficient (Cronbach's alpha) to measure the consistency of the answers of the research sample members because the stability factor determines the paragraph quality of the research instrument (questionnaire) and its internal consistency. As its degree of stability and the suitability of measuring stability, as well as what they are supposed to measure. The results are shown in Table (1):

Table (1) Value of Alpha Cro Nabach Coefficient

Stability Tests	
Number of paragraphs	Alpha value
40	0.917

Source: Results of statistical analysis of data using SPSS

As seen from Table (1), the stability measured by the internal consistency coefficient reached 0.917, which is higher than the acceptable value of 0.60 for administrative science and is considered high. This indicates the stability of the research tool and the consistent relationship between the various parts of the questionnaire, i.e., its reliability and reliability for statistical analysis. This is shown by the test results of each axis in Table (2):

(2) Alvacronbach for the study axes

figure	Study variables	Value of Alfakronbach
1	Leadership	0.711
2	Risk Adoption	0.703
3	Government support	0.706
4	Technology connectivity	0.651
5	Technological flexibility	0.838
6	Technology Survey	0.755
7	Efficiency	0.886
8	Customer orientation	0.808

Source: Prepared by the authors based on the results of statistical analysis of data using SPSS

The first key hypothesis was tested:

Ha1: "The success factors of project management in its dimensions (leadership, risk-taking, government support) have a positive impact on the sustainable competitive advantage of Iraqi mobile phone companies in terms of the composite dimensions (efficiency, customer orientation). (0.05≥a) level".

Multiple Linear Regression Test:

Table (3) shows the results of the multiple linear regression test that examines the impact of the dimensions of the independent variables success factors of project management (leadership, risk-taking, government support) and the dimensions of sustainable competitive advantage (efficiency, customer orientation) combined with Iraqi mobile phone companies and tests the first central hypothesis.

Table (4) Test Result of the First Main Hypothesis

Hypothesis	auditions		Regression coefficient	Coefficient of determination	P	Probability of error for the value of P	Value B	Calculated	Probability of error (2-dependent) of coefficient B	Total
Ha1	Hard	Sustainable Competitive Advantage	0.447	0.20	8.495	0.000	1.711	4.442	0.000	Accepted
	Leadership						0.251	3.329	0.001	
	Risk Adoption						0.174	2.184	0.031	
	Government support						0.164	1.910	0.059	

Source: Prepared by the researcher based on the results of statistical analysis of data using SPSS

Table (4) shows that the error probability is 0.000 < 0.05, and the P value is 8.495. So, this test is of great significance. We reject the null hypothesis that "there is no significant effect between the two variables" and accept the alternative hypothesis that "project management success factors have a significant effect on their dimensions (leadership, risk-taking, government)." Support) jointly explore the sustainable competitive advantages of Iraqi mobile phone companies in various dimensions (efficiency, customer orientation).

Since the regression coefficient is 0.447, the correlation rate of the two variables is 44.7%, and the determination coefficient value is 0.20. This means that in mobile phone companies

in Iraq and other countries, the dimensions of project management success factors (leadership, risk-taking, government support) jointly explain 20% of the sustainable competitive advantage variables and their dimensions (efficiency, customer orientation). These variables are affected by other factors, such as employee quality, strategic partnerships, etc.

Regression Equation:

According to the information in Table (4), we construct the regression equation Y of the first central hypothesis:

Ha1: "The success factors of project management related to its dimensions (leadership, risk-taking, government support) jointly have a positive impact on the sustainable competitive advantage of Iraqi mobile phone companies related to their dimensions (efficiency, customer orientation) at the (0.05 ≥ a) level."

Cx1+dx2 +Y=a+bx, where Y is the sustainable competitive advantage

= a1.711 is positive, X is the driving variable, b = 0.251 is positive, and the error probability (dependent variable -2) is = 0.001 <0.05 significant

X1 variable risk hypothesis

c=0.174 is positive, and the error probability (dependent variable -2) is 0.031= < 0.05 is significant

X2 The state subsidy variable

d=0.164 is positive, and the error probability (dependency-2) =0.059>0.05 is insignificant, meaning that government support does not directly affect the sustainable competitive advantage of Iraqi mobile phone companies. However, it is a catalyst for continuous adaptation and development and building strong internal capabilities, which positively impacts sustainable competitive advantage and is therefore not included in the equation. Therefore, the multivariate linear regression equation affecting the success factors of project management in mobile phone companies (leadership, risk-taking, government support) and the dimensions of sustainable competitive advantage (efficiency, customer orientation) in Iraq is as follows:

Y=1.711+0.251x+0.174x1

The more leadership is applied in Iraqi mobile phone companies, the more the sustainable competitive advantage variable increases by 0.251. The more risk-taking is applied in Iraqi mobile phone companies, the more significant the variable increases by 1 unit, and the sustainable competitive advantage increases by 0.174.

That is the first central hypothesis, which states: "The success factors of project management in its dimensions (leadership, risk-taking, government support) have a positive impact on the sustainable competitive advantage of its dimensions (efficiency, customer). Direction) combined with the level of Iraqi mobile phone companies. (0.05 ≥a)" reached.

The first sub-hypothesis:

Ha1-1: “The success factors of project management have an overall positive impact (0.05 ≥a) on the efficiency of Iraqi mobile communication companies (leadership, risk-taking, government support)".

Table (5) shows the result of the first sub-hypothesis test:

Table (5) Result of the first sub-hypothesis test

Hypothesis	auditions		Regression coefficient	Coefficient of determination	P	Probability of error for the value of P	Value B	Calculated	Probability of error (2-dependent) of coefficient B	Total
Ha1-1	Hard	Efficiency	0.425	0.181	7.495	0.000	1.440	3.108	0.002	Accepted
	Leadership						0.288	3.171	0.02	
	Risk Adoption						0.208	2.173	0.032	
	Government support						0.169	1.630	0.106	

Source: Prepared by the researcher based on the results of statistical analysis of data using SPSS

Table (5) shows that the error probability is 0.000 < 0.05, and the P value is 7.495. In other words, the test is significant. We reject the null hypothesis that "there is no significant effect between the two variables" and accept the alternative hypothesis that "project management success factors have an impact on its dimensions (leadership, risk-taking, government support) on the efficiency of Iraqi mobile phone companies to the extent of (0.05 ≥ a)". In addition, the regression coefficient is 0.425, which means that the correlation between the two variables is 42.5%, and the determination coefficient value is 0.181, which means that the project management success factor variable explains 18.1% of the efficiency variable. Other factors, such as company culture and the use of technology, can explain the rest.

Regression equation:

According to the information in Table (5), we construct the regression equation Y of the first sub-hypothesis:

H01-1: "The success factors of project management in various dimensions (leadership, risk-taking, government support) are positively correlated with the efficiency of Iraqi mobile phone companies (0.05≥a)."

Cx1+dx2 +Y=a+bx, where Y is the efficiency

X driving variable, =a1.44 has a positive value, b=0.288 has a positive value, and the error probability value (factor-2) 0.002=<0.05 is significant.

X1 variable risk hypothesis

C = 0.208 is a positive value, and the error probability (dependency-2) 0.032=<0.05 is significant

X2 variable state subsidy

d=0.169 is a positive value, and the error probability (factor-2) = 0.106 >0.05 Not significant

Therefore, applying government subsidies does not directly affect the efficiency of Iraqi mobile phone companies because it often takes the form of facilities or incentives, which can cause the improvement of employee quality, thus having a positive impact on efficiency, and is therefore not included in the equation.

Therefore, the multivariate linear regression equation for the impact of each dimension of project management (leadership, risk-taking, government support) on efficiency is as follows:

Y=1.440+0.288x+0.208x1

That is, the more units promote applications, the higher the efficiency variable of Iraqi mobile phone companies is by 0.288, and the more units apply risk-taking, the higher the efficiency variable of Iraqi mobile phone companies is by 0.208.

The first sub-hypothesis states that "the success factors of project management in each dimension (leadership, risk-taking, government support) are positively correlated with the efficiency of Iraqi mobile phone companies, and its level is (0.05) ≥a)" was achieved.

The first critical hypothesis was tested:

Ha1: "The success factors of project management in its dimensions (leadership, risk-taking, government support) have a positive impact on the sustainable competitive advantage of Iraqi mobile phone companies in terms of the composite dimensions (efficiency, customer orientation). (0.05≥a) level".

Multiple Linear Regression Test:

Table (6) shows the results of the multiple linear regression test to examine the impact of the independent variables success factors of project management combined with its dimensions (leadership, risk-taking, government support) on the sustainable competitive advantage associated with its dimensions (efficiency, customer orientation) in combination with Iraqi mobile phone companies and to test the first central hypothesis.

Table (6) Test result of the first central hypothesis

Hypothesis	auditions		Regression coefficient	Coefficient of determination	P	Probability of error for the value of P	Value B	Calculated	Probability of error (2-dependent) of coefficient B	Total
Ha1	Hard	Sustainable Competitive Advantage	0.447	0.20	8.495	0.000	1.711	4.442	0.000	Accepted
	Leadership						0.251	3.329	0.001	
	Risk Adoption						0.174	2.184	0.031	
	Government support						0.164	1.910	0.059	

Source: Compiled by researchers based on SPSS statistical data analysis results

Table (6) shows that the error probability is 0.000 < 0.05, and the P value is 8.495. Therefore, the test is significant, and we reject the null hypothesis that "there is no significant effect between the two variables" and accept the alternative hypothesis that "project management success factors have a significant effect on their dimensions (leadership, risk-taking, government support) to jointly explore the sustainable competitive advantages of Iraqi mobile phone companies about their dimensions (efficiency, customer orientation).

Since the regression coefficient is 0.447, the correlation rate of the two variables is 44.7%, and the determination coefficient value is 0.20. This means that the variables of project management success factors (leadership, risk-taking, government support) jointly explain 20% of the variables of sustainable competitive advantages in their dimensions (efficiency, customer orientation). Iraqi mobile phone companies merged, and other factors, such as employee quality, strategic partnerships, etc, explained the rest.

Regression equation:

Based on the information in Table (6), we construct the regression equation Y of the first central hypothesis:

Ha1: "The success factors related to project management and its dimensions (leadership, risk-taking, government support) jointly have a positive impact on the sustainable competitive advantage related to its dimensions (efficiency, customer orientation), combined in (0.05 ≥a)."

Cx1+dx2 +Y=a+bx, where Y is the sustainable competitive advantage

= a1.711 is positive, X is the driving variable, b = 0.251 is positive, the error probability (dependent variable -2) is = 0.001 <0.05 significant

X1 variable risk hypothesis

c=0.174 is positive, the error probability (dependent variable -2) is 0.031= < 0.05 is significant

X2 The state subsidy variable

d=0.164 is positive, and the error probability (dependency-2) =0.059>0.05 is insignificant, meaning that government support does not directly affect the sustainable competitive advantage of Iraqi mobile phone companies. However, it is a catalyst for continuous adaptation and development and building strong internal capabilities, which positively impacts sustainable competitive advantage and is therefore not included in the equation. Therefore, the multivariate linear regression equation affecting the success factors of project management in mobile phone companies (leadership, risk-taking, government support) and the dimensions of sustainable competitive advantage (efficiency, customer orientation) in Iraq is as follows:

Y=1.711+0.251x+0.174x1

The more leadership is applied in Iraqi mobile phone companies, the more the sustainable competitive advantage variable increases by 0.251. The more risk-taking is applied in Iraqi mobile phone companies, the more significant the variable increases by 1 unit, and the sustainable competitive advantage increases by 0.174.

That is the first central hypothesis, which states: "The success factors of project management in its dimensions (leadership, risk-taking, government support) have a positive impact on the sustainable competitive advantage of its dimensions (efficiency, customer). Direction) combined with the level of Iraqi mobile phone companies. (0.05 ≥a)" reached.

The first sub-hypothesis:

Ha1-1: “The success factors of project management have an overall positive impact (0.05 ≥a) on the efficiency of Iraqi mobile communication companies (leadership, risk-taking, government support)".

Table (7) shows the result of the first sub-hypothesis test:

Table (7) The result of the first sub-hypothesis test

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Ha1-1	Hard	Efficiency	0.425	0.181	7.495	0.000	1.440	3.108	0.002	Accepted
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	Risk Adoption						0.208	2.173	0.032	
	Government support						0.169	1.630	0.106	

Source: Prepared by the researcher based on the results of statistical analysis of data using SPSS

Table (7) shows that the error probability value = 0.000 < 0.05, P value = 7.495, that is, the h. the test is significant, we reject the null hypothesis that "there is no significant effect between the two variables" and accept the alternative hypothesis that "there is an effect between the project management success factors and its dimensions (leadership, risk)." The efficiency of Iraqi mobile phone companies reached the level of (0.05 ≥ a)). In addition, the regression coefficient is 0.425, which means that the correlation between the two variables is 42.5%, and the determination coefficient value is 0.181, which means that the project management success factor variable explains 18.1% of the efficiency variable. Other factors, such as organizational culture and technology use, explain the rest.

Regression equation:

According to the information in Table (7), we construct the regression equation Y of the first sub-hypothesis:

H01-1: "The success factors of project management in various dimensions (leadership, risk-taking, government support) are positively correlated with the efficiency of Iraqi mobile phone companies (0.05≥a)."

Cx1+dx2 +Y=a+bx, where Y is the efficiency

X driving variable, =a1.44 has a positive value, b=0.288 has a positive value, and the error probability value (factor-2) 0.002=<0.05 is significant.

X1 variable risk hypothesis

C = 0.208 is a positive value, and the error probability (dependency-2) 0.032=<0.05 is significant

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d=0.169 is a positive value, and the error probability (factor-2) = 0.106 >0.05 Not significant

Therefore, applying government subsidies does not directly affect the efficiency of Iraqi mobile phone companies because it often takes the form of facilities or incentives, which can cause the improvement of employee quality, thus having a positive impact on efficiency, and is therefore not included in the equation.

Therefore, the multivariate linear regression equation for the impact of each dimension of project management (leadership, risk-taking, government support) on efficiency is as follows:

Y=1.440+0.288x+0.208x1

That is, the more units promote applications, the higher the efficiency variable of Iraqi mobile phone companies is by 0.288, and the more units apply risk-taking, the higher the efficiency variable of Iraqi mobile phone companies is by 0.208.

The first sub-hypothesis states that "the success factors of project management in each dimension (leadership, risk-taking, government support) are positively correlated with the efficiency of Iraqi mobile phone companies, and its level is (0.05) ≥a)" was achieved.

Conclusions:

1- Project management plays a central role in achieving sustainable success for an organization. By effectively applying project management principles, an organization can develop new products and services, improve its operations, and outperform its human competitors. Political, economic, and legal conditions influence the strategic direction of human resources.

2- —Organizations must focus on sustainability in all aspects of their work, and project management plays a vital role.

3- Organizations that strive for excellence and competitiveness should develop their IT capabilities and integrate these technologies into their management processes.

Recommendations:

– Improve the application of leadership skills in project management at Iraqi Telecommunications Companies by providing intensive training programs on modern leadership skills.

– Encourage Iraqi Mobile Phone Company employees to develop new and innovative ideas.

– The government can allocate a sufficient budget to support research and development in the telecommunications industry.

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