



THE ROLE OF SUCCESSFUL MANAGEMENT IN QUALIFYING GRADUATE STUDENTS AND THEIR EXCELLENCE IN THE LABOR MARKET

Lect. Dr. Janat Reda Mohammed Al-Yasiri

Al-Furat Al-Awsat Technical University / Karbala Technical Institute

Jannat.mohammed@atu.edu.iq

Natheer Mahdi fadil

Assist. Lecturer. Nadhir Mahdi Fadel

Al-Furat Al-Awsat Technical University / Karbala Technical Institute

Natheer.al-ghurabi@atu.edu.iq

Article history:

Received: 30th June 2025

Accepted: 28th July 2025

Abstract:

Successful management in educational institutions, including universities, plays an important role in raising cognitive awareness by directly managing various service sectors and exerting efforts to technically, cognitively, and intellectually train graduates. Educational institutions serve as a key source for preparing and training young graduates and qualifying them for employment by understanding the challenges and difficulties they face in the workplace and how to develop solutions. The focus on youth has become one of the essential foundations of university education and successful management. Skills have become a fundamental factor for success as they are the only means to educate, distinguish, and enable graduates. These skills are acquired through years of training and work guided by successful management. The labor market can be considered a mental, intellectual, and neurological solution based on the efforts exerted by individuals to create material benefit for themselves and their families. This requires an educational system that prepares graduates capable of quickly adapting to the technical and technological changes witnessed worldwide.

Keywords: successful management, labor market, job qualification, integration of graduates into the labor market

CHAPTER ONE

FUNDAMENTAL THEORETICAL FRAMEWORK: CONCEPTS AND TERMINOLOGY

INTRODUCTION:

A recent graduate may face significant challenges in the labor market after graduating from university. These challenges include the difficulty of finding a suitable job opportunity and strong competition with peers who have also recently graduated. In such situations, the graduate needs to demonstrate a high level of motivation and a strong interest in keeping up with labor market changes to achieve professional success. Among the most prominent difficulties are understanding workplace culture, lack of training, anxiety, and the ability to deal with and understand others. Students spend many years within educational institutions and their administrations, which are responsible for preparing adequate programs to train them to overcome the difficulties and hardships they may face in the future. Effective management is considered the fundamental pillar upon which any company is built, serving as the driving force for its advancement and growth. Through efficient management of human and financial

resources, companies can achieve their strategic goals and enhance their competitive position in the market. One of the keys to successful management is the ability to adapt to the continuous changes in the economic and social environment and to innovate in proposing creative solutions to the challenges institutions face. Despite efforts made to develop and align higher education outcomes with the labor market and societal needs, and despite the significant increase in the number of universities, there remains a noticeable decline in the quality of graduates and a lack of alignment with labor market demands and societal needs. This is due to several factors, including the inefficiency of the production system and the general economic situation of the country, which is unable to absorb the large number of graduates, in addition to the lack of planning by the relevant authorities to accommodate these numbers. Unemployment and the employment of the national workforce represent one of the most critical issues with social, economic, and political implications in Iraq.

One important explanation for the unemployment crisis is the mismatch between higher education outcomes and labor market needs. This also



involves identifying some key indicators of higher education in Iraq with the aim of planning for the future based on realistic foundations. These practices align with the organization's general strategy, circumstances, and future vision it aspires to achieve in the coming years. The strategy in this context is a long-term plan composed of a set of programs and policies that guide the functions and roles of management. This plan includes a series of decisions related to the future employment of workers, and its objective is to build a qualified, efficient human resource base capable of meeting the strategic requirements of the organization. The strategy of human resource management is part of the organization's overall strategy, as it is one of the key functional strategies that directly impact the overall performance of the organization. It also complements strategic directions in other functional areas such as marketing, production, finance, and other organizational activities. (Zaki, 1993)

RESEARCH PROBLEM:

1. Does the education system align with the labor market?
2. To what extent does management contribute to preparing and qualifying young graduates for the labor market?
3. What is the impact of management on the development of cognitive abilities among young graduates and their qualification for the labor market?
4. To what degree do psychological and educational counseling and guidance affect the preparation and skill development of young graduates for the labor market?

RESEARCH HYPOTHESES:

1. There is a decline in the internal qualitative efficiency of higher education institutions, indicated by low academic achievement, insufficient specialized training, weak analytical, innovative, and practical abilities, and a shortfall in reinforcing productive values and attitudes.
2. There are only limited efforts to design programs aimed at job qualification for young graduates to integrate into the labor market.
3. There are notable efforts and contributions toward the cognitive development of graduates to facilitate their integration into the labor market.
4. There are counseling, psychological, and support campaigns that help solve personal issues faced by graduates, which contributes to their job integration.

RESEARCH OBJECTIVES:

1. The current study aims to highlight the importance of the research topic, as it represents a significant social phenomenon that requires organization and

effort to prepare qualified cadres and ensure their integration into the labor market.

2. To ensure the cognitive contribution of universities and educational institutions in the preparation and vocational qualification of young graduates.
3. It also aims to address a topic that demands accuracy and invites academic discussion.
4. To focus exclusively on the category of young graduates.

RESEARCH CONCEPTS AND TERMINOLOGY:

- **Management** is defined as all the modern methods that determine how an organization handles its long-term relationship with the human element and matters related to the individual's professional life at the workplace. It involves understanding the concept, importance, and fields of management.
- **Successful Management** can be described as the execution of various procedures and steps aimed at achieving the core goals of the organization, in addition to meeting employee needs, ensuring their job satisfaction and loyalty, and enabling the company to succeed through proper management in dealing with different scenarios.
- The labor market is defined as the entity responsible for the distribution of work across jobs and professions, and for coordinating employment decisions. Through it, predictions can be made regarding the expected demand for labor by business owners and enterprises.
- The labor market plays an important role due to the various functions it performs in the economic life. Work is considered the main driver of the production process, and without it, production cannot exist. For this reason, the labor market has been one of the most important issues studied by thinkers, as it is both a social and economic challenge. The emergence of new specializations has made it essential to coordinate between the labor market and universities.
- **Job qualification** refers to a set of activities and programs offered to university students and graduates to help them acquire the skills needed to search for suitable jobs and gain the fundamentals for job success and stability. These efforts also include forming partnerships with employment agencies.
- Job qualification is a process aimed at helping individuals restore or improve their physical, mental, psychological, and social abilities in order to enable them to participate effectively in daily and professional activities. This includes restoring motor skills, cognitive abilities, social



skills, and the ability to adapt to the work environment.

- The research includes a definition of the role of job qualification in educational institutions, which are considered the key to bridging the gap between labor market demands and the educational output of young graduates. It is one of the strongest pillars for reducing unemployment and among the most effective means for supporting sustainable economic development. This is achieved by preparing students and graduates, using the most efficient methods and systems to enhance their knowledge, develop their capabilities, and improve their skills so that they align with the nature of work and are consistent with the developments of the modern business world. Additionally, it aims to increase employment opportunities, monitor their job performance and task accomplishment, promote the culture of establishing small private enterprises and supporting their success, and instill the values of entrepreneurship and the role of freelancing in empowering students, graduates, and the broader community.

Section Two: The Relationship Among Education, Its Effective Management, Graduates, and the Labor Market

Important questions are constantly raised about the relationship between education, its outcomes, and the labor market, specifically, the extent of the connection between them. Education plays a key role in increasing employment opportunities on one hand and contributes to income growth on the other. Moreover, it enhances and improves productivity levels. Most scientific studies address this topic from three main perspectives:

The Relationship Among Effective Management of Educational Institutions and Economic Development:

Most scientific studies concerning the relationship between effective management and economic development have concluded that this relationship is strongly and positively correlated. Education is considered the primary tool for improving, developing, and enhancing human capital, commonly referred to as "investment in human capital." On the other hand, economic development refers to a shift toward improvement in the structure of the economy by diversifying its productive and service activities and increasing the integration and coherence between them. The core of this relationship is illustrated through education's contribution to the process of economic development by increasing both national and individual income. Furthermore, education helps create a

conducive environment for investing in human potential, which leads to the overall development of society. While the economy ensures the provision of financial resources for education, economic development is the main source of those resources, as it involves the expansion and diversification of national economic activities. Therefore, increasing investment rates in education contributes to raising competitiveness across all aspects of economic development.

Education Outcomes and the Labor Market:

One of the most critical aspects concerning the quality of education outcomes is the extent to which they align with the requirements of the labor market, and their ability to evolve and adapt in response to the dynamic variables and correlations within that market. The *external efficiency* of any educational institution is determined by how well its outputs match the labor market's needs and how strong that alignment is. This external efficiency is a part of *overall productive efficiency*, which includes: **internal efficiency**: concerned with the quality of the educational process itself, and **external efficiency, which is** concerned with how well graduates' skills and qualifications meet labor market demands. Comprehensive efficiency must therefore address both **quantitative efficiency** (number of graduates) and **qualitative efficiency** (graduates' skills and how well these match job market requirements).

To begin addressing this point, it's important to define the **rate of return on education**, which is defined as *"the relative increase in an individual's income derived from employment in a competitive labor market as a result of one additional year of education."* Rates of return on education can be used to assess productivity levels within the economy. When estimating the benefits of education, one important economic analysis method is the **Cost-Benefit Analysis (CBA)**, which helps evaluate whether the investments in education translate into tangible economic advantages for individuals and society. (Murad, n.d.)

When launching any project, the decision involves both costs and returns, often referred to as costs and benefits. Therefore, it is essential to incorporate the concept of social costs and benefits instead of merely focusing on private costs and benefits. The term "social" is used in economic literature to indicate two important dimensions in cost-benefit analysis. The first involves evaluating the project's impact on individuals specifically and on society as a whole. The second includes distributional effects as well as impacts on productive efficiency across all its dimensions. This brief introduction to the relationship between education, its returns, and the labor market provides a simplified



explanation of the changes and developments in university specializations in the Kingdom. It also explains the process of reducing admissions in certain colleges or even canceling some, and likewise, the expansion and increase in admissions in other colleges. Sometimes, it even necessitates the establishment of new colleges or specializations that are aligned with the demands of the modern and ever-evolving labor market. Successful management is considered the cornerstone of any company, it is the driving force behind its progress and growth. Through effective management of human and financial resources, companies can achieve their strategic goals and strengthen their competitive position in the market. One of the keys to successful management is the ability to adapt to the ongoing changes in the economic and social environment and to innovate by offering creative solutions to the challenges institutions face. So, what are the qualities of successful management and its impact on employees? And what traits should be avoided? These are the questions we will address in the following lines to highlight the difference between successful and unsuccessful management.

Principles of Successful Management

Successful management can be defined as the execution of various specific procedures and steps aimed at achieving the core goals and objectives of the company. In addition, it includes meeting the needs of employees, ensuring their job satisfaction and loyalty, achieving overall success for the company, and managing every scenario appropriately through sound managerial practices. There are several key fundamentals that anyone seeking information on business management and aiming to master the art of management and employee relations should be aware of. Among the most important skills are:

The art of management and leadership involves strong cooperation with various individuals, employees, and workers, as well as the company's clients. It also means fostering collaboration and creating a positive impact with every member of the team. One of the fundamentals of successful management is **flexibility in dealing with various scenarios**, especially those that require quick intervention. This flexibility is considered one of the most crucial skills for any successful manager. (Al-Assadi, 2010)

Modern management principles also include a strong ability to plan and organize, acquire management skills, manage and organize time, set priorities, and determine how and when to initiate one step before or after another. One of the arts of management is possessing a high level of analytical skills, which enable a person to connect different elements together in order to achieve desired outcomes

by analyzing the current situation. The art of successfully managing companies also involves taking responsibility for various changes that occur and being accountable for finding appropriate solutions. It requires a good ability to control emotions and suppress anger, as well as the ability to handle difficult scenarios calmly. Flexibility in accepting suggestions from employees and other departments, if available, is also essential, as long as these suggestions contribute to the company's development. Successful management must have clearly defined goals that it seeks to achieve, along with a strategic plan to follow in order to reach those goals. One of the key responsibilities of successful management is to ensure the provision of a suitable work environment for employees, an environment that enables them to perform their tasks with the highest possible quality. A strong ability to develop employees professionally and invest in their growth is vital, as this ensures more successes in the long run. Effective management must also possess a comprehensive vision for the organization in order to achieve success, set strategic plans, and guide the company's overall direction.

When the necessary plans are established, certain strategies are followed in implementation, and only successful management can ensure that these plans proceed smoothly and effectively. Recent research indicates that successful management requires a combination of leadership skills and effective strategic planning. According to a study conducted by the Harvard Business Institute, 70% of companies that adopt flexible leadership styles responsive to market changes are more likely to succeed in facing challenges. Furthermore, studies have shown that teams with strong leadership guidance perform 20% better than teams lacking clear direction. Successful business management also depends on creating a collaborative work environment, where 65% of employees who feel appreciated by peers and supervisors demonstrate higher motivation and better performance. The above section presented a set of key principles for successful management. In the following parts of the article, we will continue to explore more details about effective management and other important insights.

READ ALSO: IDEAS FOR INCREASING LOYALTY AND ENGAGEMENT OF NEW EMPLOYEES

What Sets Successful Management Apart?

Successful management requires a blend of skills, knowledge, and personal capabilities. One of the most important managerial skills for a successful manager is the ability to translate the company's strategic vision into concrete reality, build cohesive work teams, and motivate employees to achieve the



highest levels of productivity and creativity. (Abbas, 2010)

Here are the most important traits of successful management, so one can recognize the difference between effective and ineffective leadership, and understand how to make management truly successful:

Ethics and Values

One of the secrets to successful leadership in the workplace is the presence of ethics and values that act as a compass guiding the leader's behavior and actions. One of the foundations of strategic management is that it is built on solid ethical principles that earn the trust of employees, customers, and partners, and help establish a strong reputation for the organization. Ethical values such as fairness, integrity, transparency, and social responsibility strengthen employee loyalty and accountability, enhance the company's competitive position in the market, and contribute to achieving long-term sustainability. In addition, the principle of leading by example is one of the core principles of business management. For instance, if a manager expects the team to be punctual for meetings, the manager must also be punctual. Leadership starts with setting the standard.

Motivation and Inspiration

Successful management relies heavily on motivation and inspiration as two essential pillars of team leadership. A manager who can effectively motivate employees knows how to leverage each individual's strengths and foster a sense of achievement and appreciation. By encouraging personal growth, recognizing accomplishments, and creating a positive work atmosphere, such leaders unlock the full potential of their teams and drive them toward excellence. Also, among modern management techniques, inspiration comes from presenting a clear and shared vision that ignites employees' desire to work hard toward achieving goals. When the team feels that they are part of something bigger and that their work has value, their dedication and creativity increase, leading to improved performance and higher productivity.

Clear Strategic Vision

The approach of successful management depends on a clear strategic vision that provides the direction and ambition necessary to achieve the company's long-term goals. A manager with a clear strategic vision is capable of precisely defining future objectives and developing effective plans to achieve them. This vision not only guides management decisions but also inspires employees and connects their efforts to the overall success of the company. Through continuous communication and clarifying the importance of the company's vision, the manager can unify the team around common goals, fostering

harmony among members and increasing their ability to overcome any challenges they may face.

Efficiency in Time and Resource Management

One of the most important traits of successful management is the ability to efficiently manage time and resources. This involves organizing work in a way that maximizes the use of available resources while maintaining high-quality performance. ((Birdsall, 2020)

A manager who masters this skill clearly sets priorities and allocates time and resources according to the importance of each task. This approach helps reduce waste, increase productivity, and achieve goals on time and within the allocated budget, while also easing pressure on the team and improving the overall work environment. Moreover, there are additional considerations that align with this advice. For example, if there are five employees, they should be utilized effectively and provided with a suitable work environment that enhances both their productivity and loyalty to the company, by avoiding undue pressure while still obtaining the highest possible efficiency from them. This advice is extremely important because, in some cases, a company might have ten employees but, due to poor management, fails to achieve quality work or could only produce half the productivity that could be achieved if resources were properly managed.

Ability to Make the Right Decisions at the Right Time

This trait requires the manager to be both decisive and flexible simultaneously, capable of quickly and accurately analyzing available information and making well-considered decisions without hesitation. Making the right decisions depends not only on knowledge and experience but also requires the manager to possess critical thinking skills and be able to bear responsibility, taking into account the long-term effects of any decision made.

Flexibility and Adaptability:

In general, the market and work environment may experience rapid changes that require the manager to be able to adapt quickly and flexibly. The ability to switch from one strategy to another without losing focus on the core objectives of successful management, adopting new techniques, and responding swiftly and efficiently to unexpected challenges are among the secrets of successful management. A flexible manager encourages innovation and experimentation, seizes available opportunities, handles crises competently, and instills confidence in their team to face these transformations.

Focus on HR Development:

A successful manager recognizes that employees are the greatest asset the company possesses. Investing time and effort in training and developing the skills of the workforce leads to improved



individual and team performance and attracts top talents and competencies. Successful management encourages continuous learning and provides opportunities for career development, creating a motivating work environment where employees feel valued and supported. This development not only contributes to achieving organizational goals but also enhances job satisfaction and commitment, thereby reducing employee turnover and attrition rates. (Murad, n.d.)

Higher Education, Its Successful Management, and Labor Market Requirements

Some may view the concept of university education merely as the educational processes that take place inside university classrooms, through delivering curricula and courses according to their theoretical and practical components. However, university education, in its broader sense, encompasses much more than that, it includes human skills and knowledge.

1. University Education

The concept of quality in higher education represents a comprehensive system within the educational process, starting from inputs, through processes, to outputs that meet the needs, demands, and desires of society and learners. Therefore, achieving quality is linked to the optimal use of all available resources within universities. The implementation of quality management requirements within university education is influenced by several factors, including:

1. The adoption of a quality management philosophy by university administration.
2. Clear definition of quality management objectives.
3. Directing these objectives toward the needs of society and the labor market.
4. Establishing integration and coordination among scientific disciplines in colleges and departments as it relates to the quality of outputs.
5. Providing databases and information related to university decisions.
6. Autonomy of university leadership.
7. Continuous improvement of educational outcomes.

2. The Crisis of University Education:

Today, labor market demands impose considerable pressures, as preparing and qualifying human resources across various branches of science and knowledge, capable of covering the professional fields necessary for development and labor market requirements, has become an essential demand placed on universities. This necessitates rapid dynamism in formulating future plans to narrow the gap between the quality of graduates and the actual needs of the labor market, as well as the ability to absorb surrounding changes. In this context, educational institutions face challenges

that require making radical and difficult decisions to reform and elevate the quality of work. The goal is to provide graduates with scientific and practical competencies that meet the aspirations of students and the labor market, after equipping them with intellectual, diagnostic, and human skills capable of fulfilling the needs of both the public and private sectors to enhance administrative and productive efficiency. We can summarize the education crisis as a set of quantitative and qualitative internal and external challenges that lead to the necessity of reconsidering the education system and seeking alternatives capable of overcoming this crisis and improving performance effectiveness. These challenges can be outlined as follows:

1. **Achieving a quantitative and qualitative balance between the outputs of the educational process and the demand for them in the labor market across various specialties.** This is because the educational process is subject to planning as part of the general developmental plans. Among the objectives of educational planning is determining the number of students who can be admitted to different specializations and scientific fields in light of the labor market's need for the outputs of educational institutions. (Murad, n.d.)
2. **Updating and Developing Curricula** in line with the continuous and rapid developments in various fields of work, as well as achieving both quantitative and qualitative alignment with labor market needs.
3. **Addressing the Gap in Graduate Preparation and Skill Qualification** and improving their quality, as the educational process is still dominated by theoretical and academic aspects, with a decline in practical and applied training. This issue not only concerns the students as outputs but also includes teaching staff and researchers.
4. **Enhancing the Capabilities of Teaching Staff** to keep up with developments in their fields of specialization, aiming to apply these locally in community service and applied research that supports the labor market, thus advancing the scientific departments towards higher standards.
5. **Strengthening Reform Measures** in the legislative and financial systems of educational institutions to achieve their goals related to community development and advancement.
6. **Focusing on the Philosophy of Quality in University Education**, defining specifications and ways to measure academic service outputs. This involves two directions: first, the specifications desired by the student, the



productive labor market, and society within a comprehensive framework benefiting from the outputs; second, determining the attributes delivered to the student through the educational process according to the goals and philosophies reinforced in the specialization.

7. **Conducting Research and Studies** related to the labor market and its needs for specialization and required skills, taking these into consideration in admissions and curricula design.
8. **Reviewing Experiences of Other Countries** with comparable faculties to continue scientific modernization.
9. **Conducting Continuous Training Courses** at universities for graduates and employees working in production and service institutions, according to the needs of the labor field.

3. Graduate Specifications within the Framework of Labor Market Orientation

One of the philosophical and cognitive foundations of educational institutions is focused on preparing and qualifying effective and specialized human resources that meet the needs of society and its various work sectors. This vision differs in its criteria for achieving objectives compared to other societal sectors, where profit is often a common measure. In the educational sector, achieving objectives is contingent upon educational outputs and development opportunities, which are generally defined by four fundamental pillars:

- Acquiring knowledge
- Acquiring skills
- Acquiring wisdom
- Obtaining an academic qualification (Jouartini, & Strob, 1988)

Studies and research link the gap between higher education outputs and labor market needs to the following:

1. **Decline in the internal qualitative efficiency of higher education institutions**, indicated by

Table (1): Unemployment Rate by Educational Level and Gender for the Year 2008 (%)

Academic qualification	No Formal Education	Primary School	Intermediate School	High school	Diploma	Master's Degree	Doctorate Degree	Other
Male	17.0	14.7	12.0	12.3	12.5	8.1	1.9	25.0
Female	14.6	17.3	34.1	30.1	18.5	9.2	6.2	9.7
Total	16.4	15.0	14.2	15.2	14.6	8.4	2.7	21.4

Source: The researcher based on the Ministry of Planning and Development Cooperation, "National Strategy for Poverty Reduction," 2009, p. 8

Figure (5): Unemployment Rate by Educational Level and Gender for the Year 2008

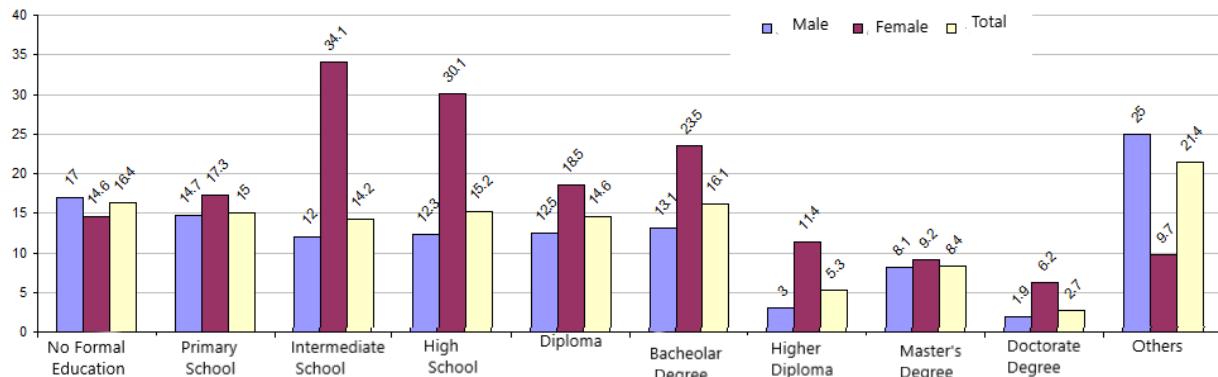
low levels of cognitive achievement, inadequate specialized qualification, weak analytical, innovative, and practical abilities, and shortcomings in promoting productive values and attitudes.

2. **Decline in external quantitative and qualitative efficiency**, manifested by the graduation of large numbers of students in specialties that the labor market does not need, while there is a shortage and demand for graduates in other specialties.

4. The Reality of the Labor Market in Iraq

The labor market in Iraq up to the year 2017 is characterized by the following features:

1. The total population is 36 million people.
2. The percentage of the population in the age group 15-64, which is the working-age group, does not exceed 69%. This means that half of the working-age population is unemployed.
3. The population growth rate is 4.1%, which is much higher than many developed countries where it does not exceed 2.9%.
4. The economic activity rate of the population reached 30%, which is considered low and indicates a low participation rate in economic activities.
5. The contribution rate of males in economic activity is about 82%, while the contribution rate of females is only 18%.
6. Despite the inverse relationship between unemployment and educational level, unemployment remains high among holders of bachelor's degrees, reaching 16.1%, with females constituting 23.5% and males 13.1%, which is higher than the overall average. Compared to the unemployment rate for those without a degree, which reached 16.4% for both genders (females 14.6%, males 17%), the lowest rates were among doctorate holders, as shown below in Table 1 and Figure 1.



The figure was made by the researcher based on Table 1.

Universities and their successful management represent the highest scientific, academic, and educational institution within the series of educational stages. They complete the building and refinement of the student's personality, awareness, and level of thinking, alongside providing them with knowledge and information in their field of specialization. After the university completes the scientific and educational formation of the student by offering everything needed, from sciences, teaching, and education at the highest standards, using the latest scientific and research methods, and brings the student to the stage of qualification for entering professional life, it becomes part of its mission not to leave the student or graduate after the study period ends. Rather, it should focus part of its work and efforts, even during the study phase, on qualifying students to be effective members of society after graduation through the roles and tasks it must perform in this regard. The university's fundamental function, alongside providing knowledge, lies in responding to the active and essential needs of community development, which can be summarized as follows:

1. Higher education to elevate the community intellectually and scientifically.
2. Providing research and laboratory facilities to solve community and urbanization problems.
3. Public service to advance the community culturally and intellectually.
4. Artistic creativity, where the university's role is to build a distinctive personality and showcase students' cultural, artistic, and literary talents through extracurricular activities and awarding competitive prizes.
5. Disseminating knowledge and cultivating an aware mindset to solve community and environmental problems, learning technical methods, and keeping pace with scientific and technological progress.

6. Professional and spiritual development, developing skills such as leadership and communication, increasing specialization in professions, and raising the skill level required for various jobs and professions. (Jouartini, & Strob, 1988)

The importance of higher education is highlighted in its expected roles and contributions to community development. Countries and societies establish and invest in higher education institutions based on the anticipated roles in development, progress, and prosperity. Higher education matures minds, knowledge, decision-making skills, and the ability to manage life affairs effectively. Accordingly, higher education must achieve the following goals in this field:

1. Contributing to economic development, primarily by meeting the needs of the labor market across public and private sectors, including small and large agricultural, industrial, and service sectors. This requires recognizing that needs change and diversify, and preparing individuals capable of adapting to evolving labor market demands through continuous education and ongoing training. This implies constantly updating and diversifying higher education programs, offering short, long, and intensive courses as needed, covering both traditional and emerging specializations.
2. Strengthening mutual relations between higher education institutions and all societal sectors so that each becomes aware of the other's needs and collaborates in planning to meet those needs in the areas of workforce, information, and research.
3. Contributing to economic development through applied research, studies, and operational research based on direct relationships with production and service sectors, understanding their problems, working to solve them, and helping make them more efficient, profitable,



capable of growth, development, and competition.

4. The ability of higher education to create a new resource base as an alternative to traditional sources of wealth, based on the density of scientific information, knowledge, and comprehensive human development, ensuring its continuity and development through ongoing education.
5. Contributing to comprehensive social development by providing workers in education, health, and other fields that constitute human development and human capital capable of achieving and sustaining comprehensive development. This includes conducting research and studies and proposing solutions to societal problems such as illiteracy, poor education, diseases, poverty, backwardness, and environmental degradation.

Methods for Qualifying Young Graduates for the Labor Market

The widespread unemployment and lack of job opportunities for many is due to various reasons, including that many young graduates leave universities without being able to define their goals or having sufficient experience to help them succeed in the labor market. Therefore, there are several methods to help qualify young graduates for the labor market, which are as follows:

1. Understanding the extent of responsibility: Trying to convey the magnitude of responsibility resting on the shoulders of these young people. The better they understand this responsibility, the better they can qualify for the labor market, as they will be able to comprehend the responsibilities expected of them at work. (Birdsall, 2007)

• Trying to connect work with social status: There are mistaken social ideas instilled by parents, especially those from higher social classes and university graduates, that hard labor jobs are beneath those who do them. Therefore, after finishing their education, many young people reject jobs they consider unfit for their status or level, even though these jobs provide valuable life experience and skills. Some view these jobs as shameful, not realizing that gaining such experience can prepare them for better jobs in the future.

Hence, we can say that the continuous and increasing number of graduates, due to growing university enrollment, coupled with rising unemployment rates, means that successful management in state educational institutions must align youth education with labor

market requirements. This alignment will help prepare and qualify them for employment.

CONCLUSIONS:

1. Job satisfaction has great importance on the physical and psychological well-being of employees and plays a significant role in other aspects.
2. Successful management in educational institutions have a major impact on qualifying graduates for employment and integrating them into the labor market.
3. A successful manager should possess a strong personality and distinctive leadership skills to properly manage students.
4. Leadership styles vary from authoritarian to democratic, but their main goal should always be the benefit of the graduate.

RECOMMENDATIONS:

1. Based on the research results, several recommendations were reached, including providing adequate training programs for graduating students to qualify them for employment.
2. Efforts should be made to provide educational and psychological guidance for students and their trainers, along with providing financial incentives.
3. Attention should be given to quality committees within departments and striving to achieve good educational outcomes.

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