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The Relationship between institutional performance quality and achieving sustainable development indicators: an analytical survey research / al-nahrain University - Iraq

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Abstract

This study aimed to analyze the ratio between public sectors and the main development outlook at Al-Nahrain University, through a study of the relativity between sectors (efficiency, effectiveness, work, success, budget) and dimensions of development (environmental, economic, social, and institutional). The researcher followed the descriptive-analytical approach, where data was collected from 321 professional faculty members at the colleges, institutes, and centers of Al-Nahrain University, using a reliable approved questionnaire with high reliability. The study sought to answer the questions derived from the problem, and whether it was able to identify the top indicators at Al-Nahrain University in Baghdad, regarding the impact of local performance quality on development indicators. Some statistical points were then used (AOMS.V.25, SPSS v25). No statistically significant results were found between (local performance quality and local development indicators). The results indicated that the knowledge of local performance quality had an impact, with its dimensions (efficiency, interactivity, effectiveness, and complete action) in following global development trends. The focus is on improving the quality of digital services, increasing access to these services, and enhancing the role of digital services in other educational institutions, as well as providing a research-friendly environment for innovation.

Keywords: Institutional performance quality, sustainable development, university of Al-Nahrain

1. Introduction

Institutional performance quality is a fundamental pillar in the world of modern business and management. It represents an integrated system of standards, policies, and processes aimed at enhancing the efficiency and effectiveness of an organization in achieving its goals. It means the relentless pursuit of excellence in all operational and administrative aspects, by focusing on improving processes, raising the level of products and services, and enhancing customer and employee satisfaction. Institutional performance quality is not an administrative luxury; rather, it is a strategic investment and an imperative necessity in our time. It is the practical mechanism that enables organizations—whether governmental, private, or non-profit—to operate effectively and responsibly. By improving operations, rationalizing resources, enhancing accountability and transparency, and caring for the human element and society, institutional performance quality contributes directly and powerfully to building a strong economy, a just society, and a clean and stable environment. Therefore, it becomes an essential and indispensable resource for achieving the ambitious sustainable development goals sought by nations. It is the bridge that connects the efficiency of the institution with the prosperity of society and the protection of the planet for future generations. The quality of performance has also contributed to raising the level of efficiency of the outputs (services) provided. Therefore, the tasks and functions of the institution no longer revolve around traditional processes that it has practiced for hundreds of years, but rather have gone beyond them to use modern and innovative methods for their needs. From this standpoint, the role of the quality of institutional performance in Iraq in light of the knowledge economy and its role in sustainable development indicators was highlighted. For the purpose of completing the research, the current research was divided into four axes. The first axis dealt with the research methodology, the second axis with the theoretical

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framework, the third axis with the practical framework, and the fourth axis with the conclusions and recommendations. Problem and Questions of the research Universities globally are facing growing pressure to adopt more sustainable operational and educational models. As incubators and transmitters of knowledge, they possess a unique ability to lead societal transformation toward sustainable development through their research, educational curricula, and administrative practices. However, the successful implementation of sustainability initiatives in higher education institutions is closely linked to the presence of competent performance capable of confronting complexities and overcoming institutional inertia. Within this framework, Al-Nahrain University, one of the most prominent Iraqi universities, has made sustainability a strategic priority in recent years. However, the nature of the relationship between the quality of institutional performance and the achievement of sustainable development goals still requires further research in this context. Accordingly, the research problem can be formulated with the following main question: (What is the role of the quality of institutional performance in achieving sustainable development in the educational sector under research?) In order to answer the primary question of the research, the following sub-questions were formulated:

1. To what extent is the quality of institutional performance available among employees in the institution under research?
2. What is the level of interest of senior leaders in sustainable development within the institution under research?
3. What is the relationship between the quality of institutional performance and sustainable development within the institution under research?
4. Does the quality of institutional performance affect sustainable development within the institution under research?

1.1 The Importance of the research

The importance of the research lies in its addressing a vital topic: institutional performance quality. This research is of paramount importance in light of the global challenges related to sustainable development. The research gains its importance through its variables, which are represented in the following points:

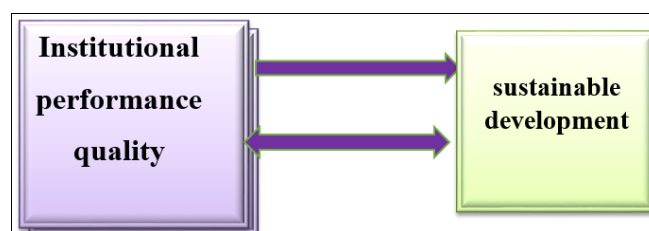
1. To the researcher's knowledge, there is a dearth of studies interested in understanding the nature of the relationship between institutional performance quality and sustainable development in the organization under research.
2. The importance of the research emerges in shedding greater light on the role of institutional performance quality possessed by senior leaders in organizations and the extent of its development and enhancement.
3. The research seeks to increase awareness among those responsible for the importance of institutional performance quality in the research community and how it impacts sustainable development indicators.
4. The current research helps guide and direct senior leaders toward the most important areas of improvement in their performance and guiding it toward sustainable development.

1.3 Objectives of the research

The current research seeks to achieve a set of main objectives, including:

1. Diagnose the level of institutional performance quality in the institution under research.
2. Clarify the level of availability of sustainable development indicators in the institution under research.
3. Analyze the impact of institutional performance quality on sustainable development.
4. Present a set of recommendations based on the research results that will develop the variables of the current research.

1.4 The hypothetical plan of the research



Source: elaborated by the author

Fig 1: Research model

1.5 Correlation & Regression Analysis

Through the questionnaire consisting of two interlocutors, we will analyze the correlation between the results of the questionnaire and the regression analysis to measure the impact of (quality of institutional performance), as an independent variable, on the dependent variable (sustainable development), according to the two hypotheses:

- **H₀**: There is no statistically significant relationship to the impact of the quality of institutional performance on Sustainable Development at the level of significance (0.05).
- **H₁**: There is a statistically significant relationship to the impact of the quality of institutional performance on Sustainable Development at the level of significance (0.05).

According to the equation: $\hat{Y} = \beta_0 + \beta_1 X$

Table (1) shows the correlation between the independent variable and the dependent variable, since the value of the correlation coefficient (0.884) was positive at a significant level (0.000).

Table 1: Correlation Matrix

Correlations			
Y		Y	X
	Pearson Correlation	1	0.884**
	Sig. (2-tailed)		0.000
X	N	321	321
	Pearson Correlation	0.884**	1
	Sig. (2-tailed)	0.000	
	N	321	321

Source: SPSS outputs, elaborated by the authors

2. Literature Review

2.1 The concept of institutional performance quality

Corporate performance is one of the most important topics in economic institutions and holds a prominent position in the business world. Performance represents the fundamental reality of the existence, survival, and continuity of any organization. Performance is one of the most important topics in economic institutions, given its prominent position in the business environment. This stems from the interaction of variables and the rapid spread of information, on the one hand, and the role of the performance evaluation process aimed at achieving efficient use of available resources and assessing the extent of their success in achieving planned objectives, on the other. Corporate performance is considered the common denominator for all efforts exerted by management and employees within the framework of institutions. Therefore, it is fundamental to organizations in general and is almost the comprehensive phenomenon of performance. It is an important concept for all branches and fields of administrative knowledge. (Drouzeh, 2021, p. 153)

2.2 Definition of Institutional Performance Quality

Institutional performance is considered the common denominator of all efforts exerted by management and employees within organizations. Therefore, performance is a fundamental and important concept for organizations in general, and it is almost a comprehensive phenomenon across all branches and fields of management knowledge. Numerous definitions of the concept of institutional performance have been offered, and we will discuss the most prominent of these definitions below:

- **Mullen defined organizational performance as:** "The measure by which organizations evaluate their effectiveness and efficiency, and deliver value to their customers and stakeholders." (Almarashi. 2019, p. 315) ^[11]
- **He defined performance as:** "Achieving the organization's goals using resources efficiently and effectively. Efficiency means maximizing results using the least amount of resources, while effectiveness relates to achieving the desired goals."
- **Al-Qahwi/Al-Tawami defined it as:** "An integrated system of business results within an organization, in light of its interaction with internal and external environmental elements, the work performed according to systems and standards, and the method of communicating this work to the customer to achieve the required service."
- **Shamat/Zamel defined it as:** "The cumulative results of all activities and processes within an organization."
- **Simon defined it as:** "The organization's ability to use its resources efficiently and produce outputs consistent with its objectives and appropriate for its users." (Habis. 2019, p. 270)

From the above, it can be said that organizational performance is the product of all final decisions made at the level of the organization as a whole. It is the product of the performance of individuals and organizational units, in addition to the influences of the social, economic, and cultural environment. It is a reflection of the extent of organizations' commitment to their goals and their ability to achieve them.

2.3 Characteristics of Institutional Performance

Institutional performance is characterized by a set of specifications and characteristics, the most important of which are:

- Ensuring business stability and continuity while preserving the accumulation of expertise, experience, and information, in addition to maintaining the administrative and financial stability of the institution.
- Enhancing loyalty and belonging among the institution's employees and its systems, considering that the institution belongs to everyone and requires good work to maintain it, promote its growth, and sustain it. (Tharp. 2021, p. 45) ^[22]
- Investing the efforts of all individuals working within the institution and collectively participating in achieving goals.
- Focusing on the human element, developing and training it on an ongoing basis, and attracting the best talent through the institution's recruitment policy.
- Relying on collective performance and participation in decision-making by specialists and experts to manage the institution.
- Selecting the best administrative methods and theories that achieve excellence for the institution in the level of services it provides.

2.4 The Importance of Institutional Performance

The concept of institutional performance is one of the most recent and important topics in the field of public administration of institutions, especially in light of global challenges and the increasing intensity of competition to provide high-quality services to beneficiaries. Therefore, excellence has become one of the goals pursued by many educational institutions in a rapidly changing and competitive environment, relying on accuracy, flexibility, and innovation. The importance of institutional performance stems from the stability and continuity of work, the preservation of accumulated expertise, experience, and information, and its resistance to changes in leadership. Institutional performance ensures that the leadership does not monopolize decisions related to the institution. Institutional performance contributes to administrative stability by adopting a set of work systems that work to achieve objectives and available means in line with the institution's vision and mission. Institutional performance also ensures the commitment of employees at the educational institution to the system of values and principles around which their performance, behavior, and professional and human relations revolve. (Al-Amoudi, 2020, p. 21) ^[13]

2.5 Dimensions of Institutional Performance Quality:

1. Efficiency: Efficiency refers to the ability to achieve objectives using the minimum possible resources. This includes the proper use of human, financial, and technological resources.

Efficiency is one of the fundamental criteria for measuring institutional performance. Highly efficient organizations can deliver their services and products with high quality and at low costs. They achieve the desired results without wasting any available resources. To achieve this, organizations must adopt effective strategies for resource management, planning, and organization. These strategies include improving processes, reducing waste, and increasing productivity. The use of modern technology and information

systems also helps maximize efficiency, as data and analysis can aid in making informed strategic decisions.

2 Effectiveness: Effectiveness reflects an organization's ability to achieve its main goals and objectives.

Effectiveness is a measure of success in achieving set objectives. Even if an organization operates efficiently, this does not necessarily guarantee that it is achieving its goals. Therefore, it is essential to establish clear performance standards and set measurable objectives. These objectives could include increasing market share, improving customer experience, or achieving a certain percentage of revenue. Effectiveness depends largely on the competitive environment and responding to consumer needs. Therefore, organizations must be flexible in their strategies and be ready to adapt to changes in the market or customer requirements. (Al-Amoudi, 2020, p. 46) ^[13].

3. Satisfaction: It refers to the degree of customer or beneficiary satisfaction with the services and products provided.

Satisfaction is a vital indicator of the quality of organizational performance. The more satisfied customers are, the more likely they are to repeat business with the organization and remain loyal. Many factors influence customer satisfaction, such as product and service quality, customer service, and the time taken to fulfill requests. To assess the level of satisfaction, surveys, marketing research, and post-purchase customer feedback research can be conducted. Positive customer interaction and effective complaint handling are essential parts of improving customer satisfaction.

4. Innovation: Innovation represents an organization's ability to develop and improve its services and products.

Innovation is a key element in maintaining market competitiveness. Organizations that embrace a culture of innovation and invest in research and development can deliver new solutions that meet changing customer needs. Innovation can take the form of new products, improved processes, or innovative services. Encouraging employees to think creatively and present new ideas can enhance the level of innovation within the organization. Supporting innovation also requires a flexible work environment that allows for experimentation and failure, as failure is part of the innovation process.

5. Transparency: Transparency refers to the clarity of information and procedures within an organization.

Transparency is essential for building trust between an organization, its customers, and society. When procedures and policies are clear, customers can easily understand how the organization operates, thus increasing their loyalty. Transparency requires regular reporting of performance and financial results, as well as clarifying policies and procedures related to the organization's risks. Transparency can be achieved through information technology and effective communication with all stakeholders, which opens channels for dialogue and discussion. (Habis. 2019, p. 324)

6. Social Responsibility: It refers to an organization's impact on society and its commitment to the principles of social responsibility.

Social responsibility goes beyond just making profits; it is

considered part of the corporate identity. Organizations that care about their social responsibility demonstrate their commitment to improving social, economic, and environmental conditions. This may include engaging with the community, supporting charitable projects, and developing sustainable programs. Data indicates that organizations that invest in social responsibility enjoy a better reputation and increase customer loyalty, which in turn leads to improved overall performance.

2.6 Sustainable Development: The meaning of sustainable development requires a comprehensive understanding of the economic, social, and environmental dimensions of development. It is a development model that aims to meet the needs of present generations without compromising the ability of future individuals to meet their own needs. The concept revolves around an alternative concept of economic growth that relies on the sustainable exploitation of resources and achieves a balance between economic growth, environmental protection, and social justice. In the context of sustainable development, the environmental dimension is one of the most important elements to consider. Societies must work to reduce pollutants, protect biodiversity, and conserve natural resources. This includes improving the efficiency of resource use, promoting renewable energy, and mitigating the effects of climate change (Al-Qaraji, 2021, p. 165) ^[12].

In addition to the environmental dimension, the concept focuses on economic and social dimensions. Sustainable development must contribute to sustainably and equitably strengthening the economy, providing job opportunities and economic growth for all segments of society. Sustainable development must also encompass social justice, gender equality, and improving the quality of life for all. A comprehensive and integrated approach to sustainable development is essential. Development decisions and policies must take into account the three dimensions of development. Governments, local communities, non-governmental organizations, and the private sector must work together to achieve sustainable development through partnerships and cooperation (United Nations, 2023, p. 217) ^[24].

2.7 Definition of Sustainable Development:

These sustainable development concepts are often referred to as individual concepts, although these definitions are similar in title and lack in-depth analysis and science. Sustainable development is constantly renewable development. (Al-Hamidawi, 2022, p. 38) ^[11]

- Sustainable development is development that does not conflict with the environment.
- Sustainable development is development that eliminates the idea of unlimited natural resources.
- Sustainable development is the process of developing and strengthening countries, communities, cities, and businesses, as long as they meet the needs of the present without compromising the ability of individuals to meet their future needs and desires.

2.8 Sustainable Development Goals: The Sustainable Development Goals aim to ensure a positive and inclusive transition to a prosperous world by 2030. These goals were set by the United Nations and constitute a global framework for action toward sustainable development in all countries.

Some of the most important goals of sustainable development are outlined below (Al-Shammari, 2023, p. 97) ^[3].

1. Eradicating poverty in all its manifestations and dimensions: This goal aims to eradicate extreme poverty and improve the standard of living of the poor worldwide.
2. Eradicating hunger and achieving food security: This goal aims to ensure the availability and sustainability of safe and nutritious food for all, improve nutrition, and increase agricultural productivity.
3. Ensuring good health and well-being for all: This goal aims to promote people's health, ensure access to essential healthcare services, and provide financial protection against health risks. (Hess & Kazanjian, 2024, p. 44).
4. Ensure quality education and sustainable learning opportunities for all: This goal aims to ensure access to quality education and learning outcomes for children and youth and to promote lifelong learning opportunities for all.
5. Achieve gender equality and empower women and girls: This goal aims to eliminate all forms of discrimination and violence against women and girls, and promote their participation in all spheres of life and decision-making.
6. Ensure access to clean water and sanitation for all: This goal aims to ensure the availability of clean water, adequate sanitation, and the sustainable management of water resources. (Edward. 2020, p. 52, p. 187)
7. Ensure universal access to affordable and sustainable energy: This goal aims to ensure access to affordable and sustainable energy for all and to promote energy efficiency and the use of renewable energy sources.
8. Promote inclusive and sustainable economic growth and decent work: This goal aims to promote inclusive and sustainable economic growth and decent work for all.
9. Building a Better Infrastructure and Promoting Industry and Innovation: This goal aims to create better and more sustainable infrastructure, promote industry, foster innovation, and strengthen environmental sustainability. (European. 2022. P33) ^[6].

2.9 Dimensions of Sustainable Development

Sustainable development is a development process that aims to provide comprehensive and sustainable development across various sectors. It includes multiple dimensions that work together to ensure sustainable development through collaboration. The following describes the criteria for sustainable development: (Al-Khalifa, 2022, p. 41)

1. Economic Growth: This category relates to ensuring sustainable economic growth in particular. This includes promoting investment and innovation, developing sustainable industries, creating decent jobs, and promoting fair trade and a green economy. (Rockström, 2021, p. 55) ^[20].
2. Community Growth: This measure aims to achieve sustainable and equitable social development. This includes providing education, healthcare, housing, clean water, and sanitation for all. It also aims to promote gender equality, women's rights, and minority rights.
3. Environmental Dimension: This dimension relates to protecting the environment and achieving

environmental sustainability. This includes protecting biodiversity, conserving natural resources, reducing pollution, mitigating the effects of climate change, and promoting environmental sustainability. (Al-Ghanim. 2023, p. 216)

4. Institutional Development: This stage aims to promote effective and efficient governance and improve cooperation between governments, non-governmental organizations, private companies, and civil society organizations. It also aims to develop the capacities necessary for planning, implementing, and monitoring sustainable development.
5. Cultural Dimension: This dimension includes recognizing literary tradition, strengthening cultural diversity, and protecting endangered cultural properties. It also aims to strengthen interconnectedness and mutual understanding between different cultures and enhance cultural identity.

These criteria are integrated within the context of sustainable development to achieve a comprehensive approach to inclusive sustainable development. By focusing on and addressing these dimensions collaboratively, we can build a sustainable future that ensures prosperity for present and future generations. (Griggs. 2021, p. 305) ^[9].

2.10 The Relationship between Institutional Performance Quality and Sustainable Development:

The relationship between institutional performance quality and sustainable development is an organic integration that reflects the essential interconnectedness between organizational efficiency and comprehensive development requirements. From a theoretical perspective, this interconnectedness is demonstrated through the conceptual framework that links corporate governance standards with the three dimensions of sustainability (economic, social, and environmental).

Academic literature indicates that effective institutional performance serves as a pivotal mechanism for achieving sustainable development goals through several interconnected pathways. First, at the economic level, efficient institutional management leads to improved resource allocation and maximized investment, which supports sustainable economic growth (OECD, 2021). Second, at the social level, sound institutional practices contribute to promoting justice and equal opportunities through fair employment policies and community development programs (UNDP, 2022).

From an environmental perspective, the transformative role of outstanding institutional performance is highlighted by adopting sustainable business models that integrate environmental considerations into core operational processes (Eccles *et al.*, 2020) ^[5]. Empirical studies indicate a statistically significant positive association between the application of comprehensive quality standards in organizational performance and the achievement of environmental sustainability indicators (ISO, 2018) ^[16].

At the institutional level, internal control mechanisms and continuous evaluation systems are important in ensuring alignment between organizations' strategic objectives and sustainable development requirements (GRI, 2021) ^[8]. Modern theories in strategic management also emphasize that the integration of enterprise risk management and sustainability risk management is a crucial factor in

achieving harmony between organizational performance and development outcomes (WEF, 2022) ^[26].

In a theoretical framework, this relationship can be explained through the lens of stakeholder theory, which emphasizes the need to balance different interests to achieve sustainable value (Freeman *et al.*, 2020) ^[7]. The resource-based view also provides an explanatory basis for how organizations can transform competitive advantages into sustainable development gains (Barney, 2018) ^[4].

3. Results

1. Statistical Analysis

3.1 Population and sample study, statistical measurements used

Al Nahrain University represents the research community of academics, numbering (1636), which contains nine faculties: Medicine, Pharmacy, Engineering, Political Science, Law, Science, Information Engineering, Science, Business Economics, and Biotechnology. It also contains two institutes, the Higher Institute of Infertility Diagnostics and Assisted Reproductive Technologies, and the Higher Institute of Forensic Sciences. There are also four centers: the Biotechnology Research Center, the Al-Nahrain Research Center for Renewable Energy, the Electronic Computing Center, and the Continuing Education Center. A random sample of (321) researchers from various colleges, institutes, and scientific centers with various scientific titles was selected. A questionnaire was distributed consisting of two interlocutors, namely, the quality of institutional performance, and sustainable development, each interlocutor consists of twenty questions, and five options according to the five-point Likert scale, (strongly agree, agree, neutral, disagree, strongly disagree), the data was analyzed according to the statistical program (SPSS), the following statistical measures were extracted:

- The Likert quintuple scale is a method of measuring behaviors and preferences used in tests to measure the respondents' response to their five choices.
- Standard deviation, to measure the dispersion of respondents' answers.
- Cronbach's Alpha test, to measure the truthfulness and consistency of the questionnaire and the accuracy of the readings taken from the respondents' answers.
- The (t) statistics is used to test the hypothesis that there is no statistically significant relationship at the level of (0.05).
- The normal distribution test, to identify the nature of the data and helps in deciding to determine the appropriate type of statistical analysis.

Multiple response.

- Correlation and linear regression, used to measure the strength of the relationship between the interlocutors, and to find out the estimated linear regression equation and the parameters of the model, the ANOVA table, and the coefficient of determination, testing the problems of autocorrelation and multicollinearity.

3.2 Questionnaire Analysis

A. Honesty and consistency of the questionnaire

Cronbach's Alpha test & Gutman Split - Half Coefficient

The stability of the questionnaire paragraphs was performed on the examined sample using the Cronbach's Alpha

coefficient, table (2) shows the values of the Cronbach's Alpha coefficient, which were all greater than the minimum (0.70) for the two interlocutors, this indicates the stability of the questionnaire and its dependence on measurement and analysis and applicable to the study sample. This suggests that the respondents' answers are valid for statistical analysis. The value of the Gutman Split - Half Coefficient was also high.

Table 2: Evaluate the stability of the questionnaire by the interlocutor

Interlocutor	Cronbach's Alpha	Gutman Split - Half Coefficient	No. Items
I	0.728	0.802	20
II	0.837	0.913	20

Source: SPSS outputs, elaborated by the authors

Sample sufficiency

Table (3) showed that all the results fit the required standards. Based on these results, it is possible to rely on the sample and the extracted statistical results to generalize the findings to the broader research community, thereby increasing the study's strength and reliability, as well as its practical applications.

Table 3: KMO & Bartlett Tests

Interlocutor	KMO	Bartlett	Sig.	No. Items
I	0.813	359.326	< 0.001	20
II	0.851	651.435	< 0.001	20

Source: SPSS outputs, elaborated by the authors

B. Weighted mean, standard deviation, t - t-statistics, normality test, weight percentage, and agreement level.

First Interlocutor

The results of the first interlocutor are normally distributed within the limits of the distribution, as determined using the Kolmogorov-Smirnov test. The values of the (t) test of the questionnaire were very high and with a morale of less than (0.001), this indicates a statistically significant relationship with the level of (0.000) for the impact of the quality of institutional performance on Sustainable Development, and these results indicate the agreement of the respondents on the paragraphs contained in the first interlocutor (quality of institutional performance). The results of the analysis in Table (4) indicate that all the respondents' answers were positive (>3), which is the basic measure of the weighted mean, the highest weighted mean was for seventh question (The University applies the principle of motivation to encourage competencies in the development and application of the quality of institutional performance, and encourages competition), with mean (4.76) and (95%) weight percentage, followed by eighth question (The strategic objectives are changed to apply the quality of institutional performance according to scientific and technological development), with mean (4.72) and (94%) weight percentage, then sixteenth question (The university works to provide specialized and competent teaching staff while encouraging scientific research for teachers and students) with mean (4.63) and (92%) weight percentage, the lowest mean was the first question (Provides full conviction to the senior management in adopting the concept of quality of institutional performance) with mean (4.4) and (88%) weight percentage. All questions have strong agreement levels, which indicates that the respondents' answers were in

strong agreement with what was stated in the questions of the first interlocutor. All standard deviations were within the

range, which indicates that the respondents' answers were not scattered.

Table 4: Quality of institutional performance Statistical Measurements

Question	Quality of institutional performance	Mean	S.D	T	Normality	%	Level
Q ₁	Provides full conviction to the senior management in adopting the concept of quality of institutional performance	4.40	0.79	99.02	0.037	0.88	strongly agree
Q ₂	The university is committed to implementing and improving the quality of institutional performance and preparing special programs	4.57	0.83	98.25	0.036	0.91	strongly agree
Q ₃	The university adopts scientific and modern methods in the application of the quality of institutional performance	4.49	0.75	107.31	0.033	0.89	strongly agree
Q ₄	The university is working to reduce wasted time and get rid of unnecessary activities	4.55	0.71	113.42	0.101	0.91	strongly agree
Q ₅	The university provided the required scientific specialties and training courses to improve the quality of institutional performance and obtain an advanced status	4.59	0.75	109.35	0.121	0.91	strongly agree
Q ₆	The University's goals are characterized by flexibility and adaptation to global changes and fluctuations	4.60	0.68	120.82	0.029	0.92	strongly agree
Q ₇	The University applies the principle of motivation to encourage competencies in the development and application of the quality of institutional performance, and encourages competition	4.76	0.90	29.38	0.035	0.95	strongly agree
Q ₈	The strategic objectives are changed to apply the quality of institutional performance according to scientific and technological development	4.72	0.34	36.09	0.061	0.94	strongly agree
Q ₉	The presence of a future vision of the University in the application of the quality of institutional performance	4.49	0.72	111.81	0.092	0.89	strongly agree
Q ₁₀	The University seeks to strengthen its relations with the external environment to develop the quality of institutional performance	4.55	0.81	100.04	0.067	0.91	strongly agree
Q ₁₁	The university prepares academic and scientific outputs within the framework of the quality of institutional performance	4.49	0.80	100.32	0.110	0.89	strongly agree
Q ₁₂	The university encourages scientific research, innovation, and patents as one of the pillars of the quality of institutional performance	4.58	0.89	91.78	0.081	0.91	strongly agree
Q ₁₃	The University's scientific objectives are characterized by programs and timetables set to achieve the quality of institutional performance	4.56	0.59	136.43	0.076	0.91	strongly agree
Q ₁₄	The university works according to a clear vision to develop and strengthen its strengths and reduce weaknesses	4.58	0.60	135.17	0.051	0.91	strongly agree
Q ₁₅	The university has the standards of quality of institutional performance, standing at its levels and making strategic decisions	4.55	0.80	100.99	0.045	0.91	strongly agree
Q ₁₆	The university works to provide specialized and competent teaching staff while encouraging scientific research for teachers and students	4.63	0.57	145.72	0.032	0.92	strongly agree
Q ₁₇	The University seeks to obtain modern scientific sources to prepare students at a level commensurate with the development of society	4.60	0.65	126.01	0.062	0.92	strongly agree
Q ₁₈	The university maintains the requirements for the Prevention of environmental pollution, assessment of possible environmental hazards and compliance with the environmental legislation in force	4.57	0.65	125.59	0.073	0.91	strongly agree
Q ₁₉	The University uses the available sustainable potentials and resources optimally	4.57	0.58	140.69	0.064	0.91	strongly agree
Q ₂₀	Providing an appropriate environment for the performance of employees to achieve the quality of institutional performance	4.60	0.58	141.74	0.094	0.92	strongly agree

Source: SPSS outputs, elaborated by the authors

Second Interlocutor

The results of the second interlocutor are normally distributed within the limits of the distribution, as determined using the Kolmogorov-Smirnov test. The values of the (t) test of the questionnaire were very high and with a morale of less than (0.001), this indicates a statistically significant relationship with the level of (0.000) for the impact of the quality of institutional performance on Sustainable Development, and these results indicate the agreement of the respondents on the paragraphs contained in the first axis (sustainable development). The results of the analysis in Table (5) indicate that all the respondents' answers were positive (>3), which is the basic measure of the weighted arithmetic mean, the highest weighted mean was for seventh question (The university allocates a sufficient budget to train academics and raise the level of institutional performance), with mean (4.66) and (93%) weight percentage, followed by sixteenth question (The

university promotes research on alternative energy, the Prevention of environmental pollution, and the provision of sustainable alternatives), with mean (4.63) and (92%) weight percentage, then twentieth question (The University's research centers contribute to providing solutions and treatments for Sustainable Development) with mean (4.61) and (92%) weight percentage, the lowest mean was the third question (Providing appropriate and modern means of education for students and academics) with mean (4.23) and (84%) weight percentage. All questions have strong agreement levels, which indicates that the respondents' answers were in strong agreement with what was stated in the questions of the second interlocutor. All standard deviations were within the range, which indicates that the respondents' answers were not scattered. Figure (2) shows the weighted mean for the two interlocutors; it seems that the first interlocutor was almost better than the second.

Table 5: Sustainable development statistical measurements

Question	Sustainable development	Mean	S.D	T	Normality	%	Level
Q ₁	The university is interested in sustainable development, conservation, and the development of available resources	4.34	0.56	137.38	0.076	0.86	strongly agree
Q ₂	Develop the skills of academics and encourage innovation	4.53	0.80	100.44	0.077	0.90	strongly agree
Q ₃	Providing appropriate and modern means of education for students and academics	4.23	1.07	70.59	0.081	0.84	strongly agree
Q ₄	Taking advantage of the possibilities and resources available in the development of sustainable development	4.51	0.96	83.44	0.085	0.90	strongly agree
Q ₅	The university provides communication channels between senior departments and academics to develop the educational process continuously	4.58	0.95	86.23	0.093	0.91	strongly agree
Q ₆	The University focuses on the use of educational technologies to achieve the Sustainable Development Goals	4.56	0.84	96.34	0.096	0.91	strongly agree
Q ₇	The university allocates a sufficient budget to train academics and raise the level of institutional performance	4.66	0.81	102.88	0.090	0.93	strongly agree
Q ₈	The university carries out twinning work with external organizations in the development of sustainable development of Higher Education	4.60	0.60	136.57	0.068	0.92	strongly agree
Q ₉	The university sets specific goals that contribute to sustainable development	4.55	0.68	119.59	0.059	0.91	strongly agree
Q ₁₀	The university is working on adding the concepts of sustainable development in the study programs	4.38	0.89	87.84	0.049	0.87	strongly agree
Q ₁₁	The University develops sustainable environmental programs and associated seminars	4.47	0.82	96.60	0.048	0.89	strongly agree
Q ₁₂	The University develops educational practices to keep pace with global developments	4.53	0.91	88.42	0.039	0.90	strongly agree
Q ₁₃	The university encourages graduate students to write research projects whose outputs are aimed at Sustainable Development	4.60	0.54	150.29	0.037	0.92	strongly agree
Q ₁₄	The University contributes to community participation in accordance with the paths of sustainable development	4.54	0.66	123.29	0.028	0.90	strongly agree
Q ₁₅	The university provides a stimulating environment for creativity and innovation that ensures sustainable development paths	4.57	0.66	123.49	0.102	0.91	strongly agree
Q ₁₆	The university promotes research on alternative energy, the Prevention of environmental pollution, and the provision of sustainable alternatives	4.63	0.57	145.72	0.019	0.92	strongly agree
Q ₁₇	The university is keen to conduct research derived from the problems of society and find solutions to them	4.59	0.64	127.71	0.096	0.91	strongly agree
Q ₁₈	The university prepares scientific conferences, workshops, and specialized seminars that focus on the Sustainable Development Goals	4.57	0.55	147.87	0.078	0.91	strongly agree
Q ₁₉	The curriculum vocabulary contributes to sustainable development paths and labor market needs	4.49	0.64	125.28	0.052	0.89	strongly agree
Q ₂₀	The University's research centers contribute to providing solutions and treatments for Sustainable Development	4.61	0.60	136.29	0.062	0.92	strongly agree

Source: SPSS outputs, elaborated by the authors

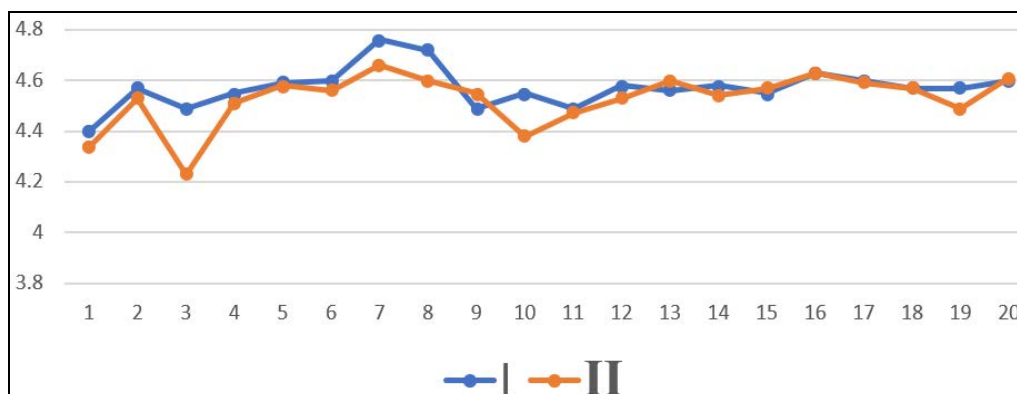


Fig 2: Interlocutor weighted mean

C. Multiple Response

Table (6) represents the multiple response for the first interlocutor, the option (not completely agree) got the lowest percentage (4%), the option (disagree) got (2.3%), the neutral option got (4.2%), the option (agree) got (26.8%), and the highest percentage (66.3%) was for the option (strongly agree), that is, the respondents' opinions were with the application of the quality of institutional performance.

Table 6: First interlocutor multiple response

	Responses		Percent of Cases
	N	Percent	
Strongly Disagree	24	0.4%	7.5%
Disagree	150	2.3%	46.7%
Neutral	269	4.2%	83.8%
Agree	1718	26.8%	535.2%
Strongly Agree	4257	66.3%	1326.2%
Total	6418	100.0%	1999.4%

Source: SPSS outputs, elaborated by the authors

Table (7) represents the multiple response for the second interlocutor, the option (not completely agree) got the lowest percentage (7%), the option (disagree) got (2.7%), the neutral option got (4.4%), the option (agree) got (27%), and the highest percentage (65.2%) was for the option (strongly agree), that is, the respondents' opinions were with the application of the quality of Sustainable development.

Figure (3) shows the comparison of the two multiple responses, which suggests that the first was better.

Table 7: Second interlocutor multiple response

	Responses		Percent of Cases
	N	Percent	
Strongly Disagree	47	0.7%	14.6%
Disagree	171	2.7%	53.3%
Neutral	284	4.4%	88.5%
Agree	1731	27.0%	539.3%
Strongly Agree	4187	65.2%	1304.4%
Total	6420	100.0%	2000.0%

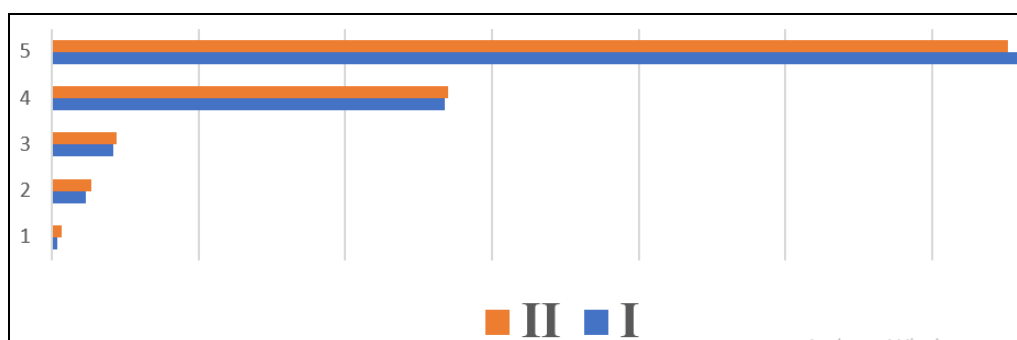


Fig 3: Interlocutor multiple response

Table (8) shows the value of the simple correlation coefficient of (0.884) as we indicated in Table (7), a determination coefficient of (0.781) was produced, which explains (78%) of the explanatory variable, and the

remaining percentage is due to external factors. The table also showed that there is no autocorrelation problem according to the Durbin-Watson Test value of (2.15), which is greater than the standard value of the test (1.3).

Table 8: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.884 ^a	0.781	0.776	11.21911	2.150
a. Predictors: (Constant), X					
b. Dependent Variable: Y					

Source: SPSS outputs, elaborated by the authors

The analysis proved that the model had a high morale (0.000) according to statistics ($F = 52.523$), and this

indicates that there is an impact of the quality of institutional performance on Sustainable Development.

Table 9: ANOVA Table

ANOVA ^a						
Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	982.761	1	982.761	52.523	0.000 ^b
	Residual	5969.110	319	18.711		
	Total	6951.871	320			
a. Dependent Variable: Y						
b. Predictors: (Constant), X						

Source: SPSS outputs, elaborated by the authors

Table (10) shows that the value of ($t = 7.247$) was at a high moral level (0.000), with no problem of multicollinearity according to the value of the coefficient of variation inflation ($VIF = 1.13$), which is lower than the standard value of the test of (3). The marginal slope of the model was uniform ($\beta_1 = 0.425$), as it indicates that an increase of one

unit in the independent variable leads to an increase in the mass of the dependent variable by the value of the marginal slope, the estimated linear regression equation:

$$\hat{Y} = 6.971 + 0.425 X$$

Table 10: Model Coefficients

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	6.971	1.952		3.623	0.001	
	X	0.425	0.064	0.818	7.247	0.000	1.130
a. Dependent Variable: Y							

Source: SPSS outputs, elaborated by the authors

From the foregoing, it is possible to reject the hypothesis of nothingness and accept the alternative hypothesis in the following form:

There is a statistically significant relationship to the impact of the quality of institutional performance on Sustainable Development at the level of significance (0.05).

4. Conclusion and Recommendations& Discussion

The summary of the analysis of the results of the questionnaire is as follows:

1. The respondents' answers were normally distributed according to the values of the Kolmogorov-Smirnov test for the two interlocutors, and the best interlocutor was for the first.
2. The Cronbach's Alpha test showed the stability of the questionnaire, where its value was more than (0.7), as well as the adequacy of the sample, according to the interlocutors of the study.
3. The respondents' answers were in strong agreement with what the questions of the two interlocutors were to, and the preference was for the first interlocutor.
4. The standard deviations were within the range, which indicates that the answers were not scattered.
5. The t-statistic was a morale booster for the two interlocutors.
5. The results of the compilation of multiple response options for the two interlocutors showed that the opinion (strongly agreed) got the highest percentage, not (agreed), (neutral), (disagree), and (completely disagree). The priority was the quality of institutional performance.
6. The statistical measures extracted using the simple linear regression model indicated the existence of an effect of the independent variable on the dependent variable. Considering this, the alternative hypothesis (H_1) was accepted and the hypothesis of nothingness

(H_1) was rejected.

In conclusion, the dialectical interrelationship between institutional performance quality and sustainable development emerges as a multidisciplinary field of research, combining modern management concepts with sustainable development frameworks. This conceptual and practical integration constitutes a comprehensive analytical model for understanding how to transform organizational efficiency into sustainable development value.

Conclusion and Recommendations

Discussions about the nature of the relationship between the quality of institutional performance in any organization and the issue of sustainable development do not stop at a specific point. Rather, it is a broad and complex relationship, characterized by multiple aspects and dimensions, and governed by many influential variables and factors. The Iraqi case represents a context rich in ideas and variables, and it deserves study and scrutiny, given the promising models and opportunities it provides for enhancing the returns of sustainable economic and social growth, preserving the rights of future generations to wealth and livelihood, and achieving the highest possible level of social justice and societal prosperity for current generations, despite the living difficulties experienced by large segments of the population, with hope for a better future. Nevertheless, the study concludes with a number of findings, as follows.

Although the state has made institutional efforts to enhance the quality of performance inputs aimed at achieving the Sustainable Development Goals (SDGs), significant weaknesses and challenges persist. These issues demand intensified administrative and institutional reforms to maximize outcomes and impact for all workforce segments, thereby improving quality of life and advancing social justice.

The study also revealed a strong link between the institutional roles influencing performance quality and the planning, execution, and assessment of sustainable development strategies.

The most important recommendations were to focus on improving the quality of digital services, increasing access to these services, and enhancing researchers' digital skills. Tangible results can be achieved by strengthening the role of researchers in other educational institutions and providing a research environment conducive to innovation that real reform begin with reforming local authorities and their institutional bodies, which implement sustainable development programs and goals at the local level. Anyone who imagines that administration can be limited to the institution and other institutions located in the capital without paying sufficient attention to the conditions of local citizens is mistaken. Any reform efforts are worthless without genuine community support from senior leaders.

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