

**THE IMPACT OF STRATEGIC PLANNING ON ORGANIZATIONAL SUSTAINABILITY ACCORDING TO THE OPINIONS OF MANAGERS OF ENTREPRENEURIAL LEADERSHIP AT THE TECHNICAL INSTITUTE- MUSAIB
THE ROLE OF STRATEGIC PLANNING IN ACHIEVING ORGANIZATIONAL SUSTAINABILITY FOR IRAQI UNIVERSITIES**

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ABSTRACT

The research targeted the relationship between strategic planning and achieving organizational sustainability.

The first section of the research dealt with some concepts and terminology related to organizational sustainability and how the new concept associated with the name sustainable development crystallized. Based on that, the goals, mechanisms, and components of sustainable development were studied, reaching their various dimensions.

The second part of the research dealt with some concepts from the term strategic planning, what strategic planning is, and the foundations and principles of planning, leading to the responsibility of strategic planning.

The study was not limited to theoretical concepts only. In the third section, it was applied to the context of Iraqi universities, demonstrating the role of strategic planning as the basic pillar of the strategy, leading to the vision of organizational sustainability.

Keywords: Strategic Planning, Organizational Sustainability, Iraqi Universities.

1. INTRODUCTION

There is an increasing interest nowadays in supporting organizational sustainability in the industrial business sector, not only because of its importance in terms of creating new jobs, maintaining market share, and creating added value to it (Docekalova (Kocmanova & Docekalova, 2011:35), as many organizations have changed their products, reduced cases of environmental pollution, and improved Relationships between the Indigenous community and stakeholders. The concept of organizational sustainability: The organization can possess global visions, unique leadership styles, skills to attract managerial talent, and the necessary organizational structures to rise to the level of the required challenges it faces within global organizations, which leads to increased performance, profitability, and the ability to Competition and enhancing self-confidence. In its highest sense, strategic planning means the organization's ability to possess comprehensive power and create the conditions required to achieve strategic interests. In that case, strategic planning is the process that includes analyzing the current situation of any organization to achieve long-term strategic goals and developing detailed plans to achieve the goals in the future. Strategic planning is characterized by shaping a distant future, dealing with what the state will be in the near and distant future, and achieving long-term goals and objectives.

The first axis / scientific methodology for research:

First: The research problem: The subject of strategic planning, thought, and philosophy has saturated a lot of strategic information in business organizations and is still considered a stand-alone problem, especially in Iraq, where planning activities have declined due to the abolition of some higher planning bodies and reliance on political improvisation for guidance. The research problem is in the relationship between strategic planning and organizational sustainability. Despite the challenges facing the educational development process, strategic planning represents a peaceful starting point to build a clear development vision and keep pace with the current development that Iraqi universities are experiencing in its international and local dimensions. Then, the main question becomes: What is the role of strategic planning in achieving organizational sustainability? The research problem can be framed through the following questions:

1 What are the concepts, objectives, and dimensions of strategic planning?

2-What are the concepts, sources, and principles of organizational sustainability?

3-How does strategic planning affect organizational sustainability from the point of view of the managers of entrepreneurial leadership at the Musayyib Technical Institute?

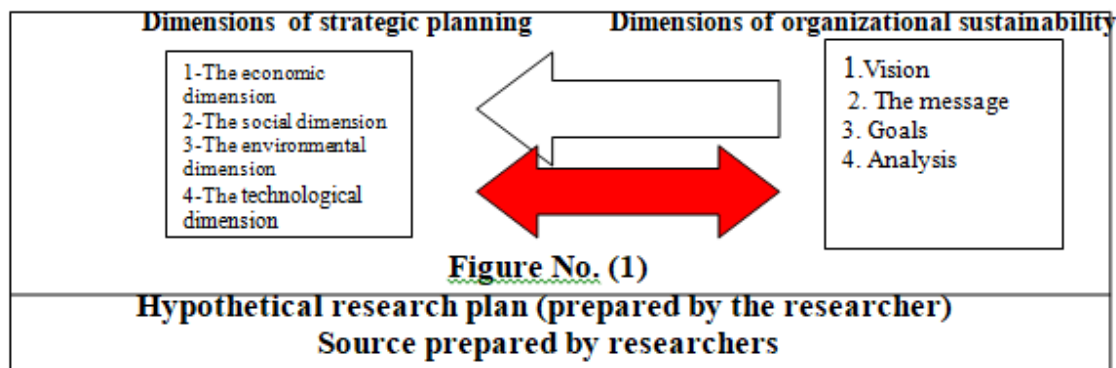
Strategy for managers is the focus of many researchers during the twentieth and twenty-first centuries, and this interest has focused on the distinction of leaders from others in terms of their characteristics. However, there needed to be complete agreement between them due to the large number of studies and the different viewpoints of researchers. The characteristics of leaders play an essential role in the strategic vision through the traits that leaders possess (intelligence, knowledge related to work, integrity, etc.) (Al-Wadi, 201216). The researchers will measure the extent to which the characteristics of leaders influence the strategic vision by achieving Suitable productivity as follows:

Second: The importance of the research: The importance of the research topic comes from the current conditions that we live in in Iraq, with their local and international dimensions, which require reconsidering the development vision to keep pace with the development surrounding it, developing the best ways and methods to deal with it and enabling Iraqi society to advance towards progress and sophistication, which necessitated Developing a strategic plan to be followed in establishing scientific rules for long-term strategic planning.

Third: Research objectives: The research aims to identify and monitor the relationship between strategic planning as a science and art, which is based on scientific foundations to achieve the state's strategy, goals, and objectives, and the scientific method of Iraqi universities to achieve an integrated balance that meets the requirements and needs of the present without compromising the ability of future generations to meet their needs of Through organizational sustainability.

Fourth: Hypothetical research plan:

The procedural plan for the research was built according to the variables of the current study, which included the independent variable (strategic planning) and the dependent variable (organizational sustainability). The independent variable included dimensions (vision, mission, analysis, goals) and the dependent variable with its dimensions (environmental dimension, social dimension, and economic dimension). , the technological dimension). As shown in the following figure:



Fifth: Research hypotheses

The first primary hypothesis: (There is a statistically significant relationship between the strategic planning variable and organizational sustainability), as the following sub-hypotheses emerge from this hypothesis:

- 1-There is a significant correlation between the vision and the economic dimension.
- 2-There is a significant correlation between the message and the social dimension.
- 3-There is a statistically significant relationship between the analysis and the environmental dimension.
- 4- There is a significant correlation between the goals and the technological dimension.

The second primary hypothesis: (There is a statistically significant relationship between strategic planning and its dimensions of organizational sustainability. From this hypothesis emerge the following sub-hypotheses:

- 1- The vision dimension has a significant effect on organizational sustainability.
- 2- The mission dimension has a significant effect on organizational sustainability.
- 3- The analysis dimension has a significant effect on organizational sustainability.
- 4- The goals dimension has a significant effect on organizational sustainability.

Seventh: Data collection methods:

1. Regarding the theoretical aspect, reliance was placed on Arabic and foreign books, various periodicals, and the World Wide Web.
2. Regarding the applied aspect, the researcher relied on a questionnaire submitted to a group of directors, their assistants, department heads, and divisional directors at the Technical Institute - Al-Musayyib.

Eighth: Limitations of the study:

- 1- Spatial boundaries: The choice fell on the Musayyib Technical Institute.
- 2-Cognitive limits: Knowing the role of strategic planning in achieving organizational sustainability
- 3- Time limits: The time limits for this research are from the month of (January) 2023.

Chapter Two: The theoretical framework

The concept of strategic planning

First: The concept of strategic planning:

Strategic planning: It is an integrated process to identify what is in the mind of the organization's owners regarding the justifications for its establishment and survival, and what they want to achieve by when and how. It is one of the main functions of managers and an unconscious activity

for every person (Sweeny, Gardner & Rachlin, 1986:47) and is known as an organized process. It helps the educational institution develop strategic plans to formulate its vision, mission, future directions, and goals and choose the best alternatives to analyze the internal and external environment and predict the future (Nawishi et al.: 2024). Both Naraynan & Nath, 2015:30 emphasized that strategic planning is a type of planning for the process of choosing the environment for the organization. With the increasing competition among business organizations today, the importance of strategy in increasing organizational performance is clearly evident through its compatibility with the opportunities and risks in its external environment and the organization's strengths and weaknesses.

Strategy is a set of ideas and principles that address a field of human activity in a comprehensive and integrated manner and are indicative of the means of action, its requirements, and the directions of its path to reach specific goals related to the future (United Nations, 2002:3-4). Strategy is also the organization's ability to build its future based on its vision and strategic goals (Abu Saleh, 2016, p. 14)

Between (Al-Faouri and others, 2000, 1-32), it can be said that planning is a strategy, which is an essential element despite its other concerns (organization, direction, control). In order for the institution to achieve its desired goals, attention must be paid to the administrative stages, especially planning, which considers anticipating the situation. The future and readiness to face change and thus achieve the main goals

It also includes examples, exercises, problems, and methods that lead to achieving goals, as well as the organization of the lesson session and student responses resulting from stimuli organized and planned by the teacher. The strategy in teaching, in general, consists of methods arranged to facilitate the attainment of specific goals, which are activities carried out by the teacher. (Hitt, 2001, 27).

This is what Muhammad Mamdouh said in his book *The Impact of Teaching Strategies*, that it is a set of teacher movements within the classroom that occur regularly and sequentially, aiming to achieve the previously prepared teaching objectives; that is, the teacher proceeds according to his style of teaching to implement the desired teaching method to be followed. (Barnard,1977:55)

Second: Strategy levels:

Although researchers and authors differ in determining the number of strategy levels, we find agreement among a number of them that there are three levels of strategy, which are as follows:

A - Strategy at the company level:

It is concerned with determining what businesses the organization will compete in. What work or tasks is the organization currently performing? What new business will you enter into? Which ongoing businesses will you withdraw from? And how to allocate the resources the organization possesses for the work in which it competes, in light of its mission, and to achieve its long-term goals. Among the types of strategies at the macro level are strategies of stability, growth, decline or contraction, and complex or mixed strategies. (Jacobus A. 2006:83).

- Business strategy or competitive strategy:

It focuses on how each business (product/service or group of products/services for a specific product/service line) competes in the particular market or market segment (part) it serves in the industry. It is thus linked to the Strategic Business Unit (SBU), which is the part of the organization that has the authority to develop its own strategy in light of its strategy and objectives. It should include functional activities (such as human resources activities, operations, marketing, finance,

etc.) in order to achieve its goals of building and increasing its ability to compete and achieve higher organizational performance (Al-Marhadi, Sinan Ghaleb Radwan, 1996, 31-32). (Al-Ghamdi: 2021) believes that it is the strategy that organizations adopt with the intention of competing and adapting to changing environmental conditions, and the leadership strategy is developed by individuals who focus on opportunities with the aim of growing the organization.

Third, strategic planning is essential, as it helps organizations establish a standard for monitoring and evaluating performance. As for (Iyad Bashir Abdul Qadir Al-Chalabi, 2003: 22), he defined it as "relating to the fate of the organization and its future. It deals with its internal resources and harmonizes them with the conditions of the external environment by developing a strategy." It is broad and forms the basis on which the organization's plans, programs, and policies depend."

Schermerhorn (1996:63) emphasized that it is "the process that includes setting a set of goals that can be implemented in light of the influence of various factors for the project or organization," and Hitt (2001:20) finds it to be "all procedures aimed at setting goals that can be implemented in terms of environmental variables." In light of the available financial and human resources and within the established priorities." The strategic vision usually begins with a detailed analysis of the organization's strengths and weaknesses and diagnosing opportunities and threats within the marketing environment. When the organization relies on this analysis, it can evaluate its mission and goals and then develop its strategies in order to achieve these goals. Accordingly, the strategic vision process includes two main stages (Daft, 1992:52-54).

The first. This includes a group of major or general strategic decisions in the field of several marketing topics, namely:

1. The main objectives of marketing activity.
2. Target markets and strategies to reach them.

Numerous studies have shown that organizations that adopt a strategic vision have achieved greater chances of success, which included a comparison of (181) medium- and large-sized American companies in various fields, using several criteria such as growth rate, return on investment, and sales by dividing them into two groups:

First, it depends on the strategy.

The second group did not need to practice it, as it demonstrated better performance than the first group. It also demonstrated the improvement in the organizations' performance after adopting the strategic marketing vision systems. (Jacobus A. Du Pisani, (2006,:93)

The importance of the strategic vision lies in the following:

1. It helps in thinking about the future and the way in which the organization will compete in that future.

2. Developing ideas and concepts that need to be thought out.

3. The importance of strategic planning appears clearly in organizations with a changing environment, and the globalization of business makes this process more acceptable to managers.

(Ibrahim Al-Issawi, 1994, 23) Specifies that the characteristics of strategic planning lie in the following:

- 1- The complexity of the environment surrounding the modern organization on the one hand, and the increasing degree of competition prevailing between those organizations within a single industry on the other hand.

- 2- Differences in the tastes and desires of consumers in the target markets.

3- Technical and technological progress leads, to different degrees, to a relative change in consumer tastes on the one hand, and to the multiplicity of uses of goods brought about by prevailing development on the other hand.

(Al-Zaanin, 2002, 28) Identified the importance of strategic vision and its benefits by defining what happens in its absence with the following points:

1. Setting goals unrealistically, such that they are more significant than or less than the organization's capabilities.

2. The organization's weak ability to confront environmental changes and need more information about them. Al-Sumaidaie (2004, 34) pointed out that the strategic vision brings many advantages to the organization, the most important of which are:

3- It helps the organization describe expected growth, as essential goals in the organization's future can be evaluated.

4-The strategic vision achieves an effective atmosphere for managing the change process by forcing decision-makers to consider what they will do if certain incidents occur.

5-The strategic vision is indispensable for senior management to carry out its responsibilities effectively. (Al-Sumaidai, 2004: 34).

Fourth: Dimensions of strategic planning: Strategic planning has multiple dimensions, and despite the differences among researchers on this subject, now the most famous studies have classified strategic planning into the following basic dimensions (Al-Karkhi and Muhammad, 2009, 30).

They are:

1- The strategic vision: through which the future path of the organization is determined to reach, the position it wishes to attain, the goals it intends to achieve, in addition to the capabilities and capabilities it plans to develop, and the vision should not conflict with its image, what it wants to achieve, and what the organization will look like when achieving its goals (Hilal,2008, 28)(Gutterman,2021, 29).

2- Strategic message: The existence of any organization is linked to a specific message that it seeks to achieve. The message derives its essential components from the values held by its founders and the environment that works within the organization and the society to which it belongs. The message is the purpose for which the organization exists in a specific environment, and the importance of the message lies in its being. The cohesion and clarity of purpose for every organization is also a reference point for decision-makers, and the message must be brief (Al-Khafaji, Nima Abbas Khudair, 2002, 23).

3- Strategic goals: These goals and objectives reflect the organization's ability to interact with its environment. The goals have a major role in issuing strategic decisions and clarifying their priorities and importance. The goals contribute to evaluating the organization's goals and identifying its growth rates. Al-Qatamin defined them as the final results of activities carried out in a Highly organized manner. It is considered the planner's intention to move from the current situation to the targeted situation, and the goals determine what he should do. And when did this act occur? (Al-Amiri, Abbas Ali Zahir. 2017,: 20)

4- Strategic analysis: It is the process through which the strategic analysis of the environment is carried out by reviewing all the external environment for the purpose of identifying the most important challenges facing the organization, in addition to analyzing the internal environment for the purpose of identifying the most important strengths and weaknesses of the organization. (Hussein, 2009,: 126) .

5-Values: They are actions or standards that determine from a person everything that is desirable, good, or undesirable. They shape the behaviors of people within organizations and guide them in the work they do within their organizations (Ertem & Kilinc:2019, 29).

The second topic

The concept of organizational sustainability and its dimensions

First: The idea of organizational sustainability:

The concept of organizational sustainability, which relates to the ability of institutions to survive and thrive in the long term, came between the economic, social, and environmental dimensions of the organization's performance. Organizational sustainability focuses on the balance between calculating needs and our need to use technology. Through that, it means meeting the needs of the present without compromising the ability of future generations to meet their own needs. (Sustainable strategy) is the economic strategy that thoroughly considers the environmental consequences resulting from economic activity and is based on using resources that can be replaced or renewed and thus are not depleted (BroekhuIs, 2003, p. 14). You see (Al-Rish: 2024). Organizational sustainability is the ability of organizations to achieve their current and future goals by managing available resources efficiently and effectively.

1. To determine the possibility of integrating the relationships between individuals, resources, environment, and strategy into national and global policies.

The committee included representatives from developed and developing countries and held general meetings in various countries worldwide. This committee demonstrated that organizational sustainability contains two main concepts:

- Needs, especially the needs of the poor in the world, and poverty is considered pollution of human beings.

- The constraints created by technology and social organization regarding the environment's ability to meet all current and future needs. (Garza, 2013.p., 23:36,)

Third - The theoretical ideas that came regarding organizational sustainability:

By reading some of the indicators reviewed by Davis, Peter S., Allen, in their book, multiple interpretations of the idea of sustainability can be created, including Davis, Peter S. Allen(2011:322-3421):

A- It is the case in which the benefits do not decrease over time.

B- It is the case in which consumption does not decrease over time.

(Dyllick & Hockerts, 2002, Bekele, 2013) Fourth: Dimensions of organizational sustainability:

Define each of the following:

(Baumgartner & Ebner, 2010) (Cella-De-Oliveira, 2013)(Basiago, 1999), which the research will adopt because it is compatible with the objectives of the research as well as compatible with the directions of the work being investigated.

1- Economic sustainability: It is the critical part within the scope of what is included in the reorganization of daily life and the restructuring of the economy at all levels and in all sectors, that is, in all countries of production, distribution, and consumption, and its conviction to export its industrial development model globally (Bekele, 2013: 15). In order to achieve economic sustainability, the organization must carry out its activities in a responsible and recognized manner while achieving social and economic benefits for those involved. (Cella-De-Oliveira, 2013:964)

There are two approaches to evaluating economic sustainability. The first begins by asking how a business can survive. And continue. The second is the economic impact that the organization has

on the economic system or society. The economic impact may involve providing job opportunities for the unemployed and employee benefits (Cella-De-Oliveira, 2013, p. 964).

2- Social sustainability: The social dimension can be addressed through organizational sustainability, which is an awareness of the organization's responsibility and long-term functional commitment. Its actions increase social welfare while maintaining the stability of the population growth rate because rapid and unstable growth creates severe pressures on natural resources and the ability of governments to provide services, and this is inversely proportional to social welfare rates and the rapid growth of population in regional countries limits the strategy. It reduces the natural resource base available to support all residents, in addition to the fact that the increasing population growth constitutes a pressure factor on the destruction of green spaces, soil degradation, and over-exploitation of wildlife and other natural resources because the growth of the population leads them to marginal lands and they have to over-use the resources. Therefore, organizational sustainability means redirecting resources to fulfill basic human needs such as learning to read and providing primary health care and clean water (Baumgartner & Ebner, 2010, p. 30).

3- Environmental sustainability:

Environmental sustainability is defined as preserving factors and practices that contribute to environmental quality in the long term (Attah, 2010, p. 6). The philosophy of organizational sustainability is centered on the fact that the depletion of natural environmental resources necessary for any agricultural or industrial activity will have harmful effects. Strategy and the economy, in general, are why the first item in the concept of organizational sustainability was an attempt to balance the economic and environmental systems without depleting natural resources while considering environmental security. Environmental sustainability includes the safety of ecosystems, their resilience and diversity, and the effects of biological diversity, environmental issues, and the life cycle. Product (Ebner, 2010:79) (Baumgartner&

4- Technological sustainability:

Using clean technology means sustainable development here, shifting to a cleaner environment and reducing the consumption of energy and other natural materials to a minimum. Technological cooperation would use cleaner technology that suits local needs, bridging the gap between developed and developing countries from the deterioration of environmental quality and increasing economic production. In developing countries, the waste flowing in many of them is not subject to control to a large extent. However, pollution is not an inevitable result of industrial activity, and such flowing waste is the result of inefficient technology or wasteful processes and is also the result of neglect and lack of Imposing economic sanctions. and organizational sustainability here means switching to cleaner and more efficient technology (Al-Salem et al. 1991. 28)

Fifth: Levels of organizational sustainability

Organizational sustainability has three basic levels, including:

1- Achieving the organization's current goals.

1. Ensuring that the organization continues to achieve its future goals.

2. Manage the organization's available resources efficiently and effectively. (Al-Khalidi: 2021) and (Abu Zaid: 2022)

2. THE PRACTICAL SIDE OF RESEARCH

The first requirement testing the measurement tool

First: The stability and validity of the research measurement tool

The scale's stability means it is stable and does not contradict itself. Therefore, it will give the same results if it is re-applied to the same sample, meaning that stability means the stability and consistency of the scale (Sekrana, 2003, p. 203). One of the most famous scales used to measure the reliability of questionnaire questions is the Cronbach's Alpha scale. (Sekrana, 2003:311) indicates that if the value of the test above is less than (0.60), this indicates the weakness of the stability of the scale used, while the stability of the scale is acceptable if it exceeds (0.70). In contrast, its stability ratio is considered good if it reaches (0.80) or more.

Validity means that the scale measures what it was designed to measure. In other words, does the established scale measure the phenomenon under research rather than something else (Sekrana, 2003, p. 206). There are types of honesty that the researcher used, including Content Validity, which is a judgmental measure that depends on the researcher's precise identification of the variables of the research topic, and this certainly depends on the amount of information he studied regarding the topic (Cooper & Schindler, 2014, p. 257). The researcher used apparent honesty During the presentation of the questionnaire form to a group of arbitrators in the field of specialization, as shown in Appendix No. (1), the following table shows the reliability coefficients for the research variables.

Table (1) Results of Cronbach's Alpha test for the research variables	
Cronbach's Alpha	Variables And Dimensions
0.824	Strategic Planning
0.793	Vision
0.705	The Message
0.742	Objectives
0.762	Analysis
0.850	Organizational Sustainability
0.783	Economic Dimension
0.770	The Social Dimension
0.753	Environmental Dimension
0.784	The Technological Dimension

Independent variable

Source: Prepared by the researchers based on the results of the electronic calculator using the program (SPSS V.24)

It is unequivocally clear from Table (1) that all the values of the reliability coefficients for the research variables and their dimensions are within statistically acceptable limits, which means that the scale used to measure the research items has high stability, which enables the researcher to rely on the results that will be obtained to make a sound decision. This high reliability of the research variables instills confidence in the robustness of the results.

Second: Testing the normal distribution of data:

After the researcher verified the data collection tool after subjecting it to a reliability test, and because the testing of hypotheses in the current research depends on parametric statistics, which is based on a basic assumption that the data subject to analysis must be normally distributed, and if the Parametric methods for data that are not subject to a normal distribution, then the results obtained from these tests cannot be trusted (Field, 2009, p. 132).

Although statisticians indicate that if the researcher uses a large sample compared to the research population, there is no need to worry about the normal distribution of the data (Field, 2009:329), but the researcher, out of a steadfast commitment to the accuracy of the research results, subjected the data obtained from the questionnaire form to To one of the most important tests for the normal distribution of data, which is the Kolmogorov-Smirnov test. If the test significance (sig.) is greater or equal to (0.05), then it can be said that the data is normally distributed at the aforementioned level, and therefore parametric statistical analysis tools can be used. The results can be reassured, and if the data is not subject to a normal distribution, the researcher will use non-parametric analysis tools. Table (2) shows the results of the normal distribution test for the research variables

Table (2) Kolmogorov-Smirnov test results for the research variables				
		Strategic Planning	Organizational sustainability	
N		30	30	
Normal Parameters^{a,b}				
Mean		3.3890	3.3810	
Std. Deviation		.69982	.73888	
Most Extreme Differences	Absolute	.147	.103	
	Positive	.147	.098	
	Negative	-.133-	-.103-	
Test Statistic		.147	.103	
Asymp. Sig. (2-tailed)		.054 ^c	.050 ^c	
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				
d. This is a lower bound of the true significance.				

Source: Prepared by the researchers based on the results of the electronic calculator using the program (SPSS V.24)

Table (2) highlights the significance of our research results for the variables (strategic planning and organizational sustainability). The data is subject to a normal distribution, with a significance level greater than (0.05), underscoring the importance of our findings.

The second requirement description and diagnosis of the research variables

This paragraph aims to present, analyze, and interpret the results of the research sample members' answers regarding the paragraphs contained in the questionnaire form by reviewing the values of the weighted arithmetic means, relative importance, standard deviations, and coefficients of variation for each paragraph of the research variables.

The research determined the level of answers in light of the arithmetic averages by determining their belonging to any category, and because the research form relies on a five-point Likert scale (strongly agree - strongly disagree), there are five categories to which the arithmetic averages belong, and the category is determined by finding the length of the range (5 -1 = 4), and then divide the range by the number of categories (5) ($4 \div 5 = 0.80$). After that, (0.80) is added to the lower limit of the scale (1) or subtracted from the upper limit of the scale (5). The categories are shown In Table (3):

Table (3): Weighted Arithmetic Means and the

Response Levels	
Answer Level	Weighted average
Very Low	From 1 to 1.80
Low	From 1.81 to 2.60
Moderate	From 2.61 to 3.40
High	From 3.41 to 4.20
Very High	From 4.21 to 5

Source: Dewberry, Chris,(2004).Statistical Methods for Organizational Research:Theory and practice. First published, Published in the Taylor & Franci , p15.

First: Presenting, analyzing and interpreting the responses of the research sample members regarding strategic planning

The items for this variable will be addressed by calculating the values of the weighted means, relative importance, standard deviations, and calculated coefficients of variation, as shown in the following table (3):

Table (4) Descriptive statistics for the strategic planning variable

Relative Importance%	Coefficient Of Variation%	Standard Deviation	Weighted Arithmetic Mean	Dimensions	N.
73	33.98	1.23	Vision	Vision	1
72	36.47	1.31	The Message	The Message	2
69	35.49	1.21	Objectives	Objectives	3
69	33.68	1.15	Analysis	Analysis	4
70	36.11	Strategic Planning	Strategic Planning	Strategic Planning	

Source: Prepared by the researcher based on the results of the electronic calculator using the program (SPSS V.24)

It is clear to us from Table (4) that the strategic planning variable achieved a weighted arithmetic mean (3.50), as it falls within the category (high), with a standard deviation of (1.27) and a coefficient of variation (36.11%). This indicates the availability of this variable in the institution under study, and what reinforces this is that The relative importance reached (70%).

1. Vision: At the overall level, the vision dimension achieved a weighted arithmetic mean of (3.64), meaning that it falls within the category of (high), while the relative importance reached (73%), while the value of the standard deviation was (1.23), while the percentage of the coefficient of variation was (33.98%). From the above, it is clear to us that the organization is working on a vision to differentiate between the strategic alternatives that are best for it.

2. The message: At the overall level, the dimension achieved a weighted arithmetic mean of (3.61), meaning that it falls within the category of (high), while the relative importance was (6728%), and the value of the standard deviation was (1.31), while the percentage of the coefficient of variation was about (35.47%). From the above, it is clear that the message is available in the institution that is the research sample.

3. Objectives: At the overall level, the dimension achieved a weighted arithmetic mean of (3.43), meaning that it falls within the category of (high), while the relative importance was (68%), and the value of the standard deviation was (1.21), while the percentage of coefficient

of variation was (35.49%) From the above results, it is clearly clear to us that the goals are available in the organization sampled in the research.

4. Analysis: At the overall level, the dimension achieved a weighted arithmetic mean of (3.43), meaning that it falls within the category of (high), while the relative importance reached (69%), while the value of the standard deviation was (1.15), while the percentage of coefficient of variation was (33.68%) From the above, we conclude that the analysis received good attention from the sample members.

Second: Presenting, analyzing and interpreting the responses of the research sample members regarding organizational sustainability

The items for this variable will be addressed by calculating the values of the weighted means, relative importance, standard deviations, and calculated coefficients of variation, as shown in the following table (5):

Table (5) Descriptive statistics for dimensions of organizational sustainability

Relative Importance%	Coefficient Of Variation%	Standard Deviation	Weighted Arithmetic Mean	Dimensions	N.
70	34.19	1.19	3.48	Economic dimension	1
74	29.11	1.08	3.71	The social dimension	2
79	28.50	1.12	3.95	Environmental dimension	3
71	31.36	1.11	3.53	The technological dimension	4
73	30.67	1.13	3.66	Organizational sustainability	

Source: Prepared by the researcher based on the results of the electronic calculator using the program (SPSS V.24)

Table (5) clearly shows that the organizational sustainability variable achieved a weighted arithmetic mean (3.66), falling within the category (high), with a standard deviation of (1.13) and a coefficient of variation (30.675%). This indicates the availability of this variable in the institution under research, and what reinforces this is that the relative importance reached (73%).

1. The economic dimension: At the overall level, the dimension achieved a weighted arithmetic mean of (3.48), meaning that it falls within the category of (high), while the relative importance reached (70%), while the value of the standard deviation was (1.19), while the percentage of the coefficient of variation was (1.19) about (34.19%). From the above, it is clear that the economic dimension is present in the institution sampled in the research.

2. The social dimension: At the overall level, the dimension achieved a weighted arithmetic mean of (3.71), meaning that it falls within the category of (high). The relative importance reached (74%), the standard deviation was (1.08), and the coefficient of variation percentage was (1.08). (29.11%) From the above results, it is clear that the social dimension is present in the institution that is the research sample.

3. The environmental dimension: At the overall level, the dimension achieved a weighted

arithmetic mean of (3.95), meaning that it falls within the category of (high). The relative importance reached (79%), the standard deviation was (1.12), and the percentage of the coefficient Difference was (28.50%).

4. The technological dimension: At the overall level, the technological dimension achieved a weighted arithmetic mean of (3.53), meaning that it falls within the category of (high). The relative importance reached (71%), the standard deviation was (1.11), and the percentage of the coefficient Difference was (31.36%). From the above, it is clear that the technological dimension is present in the institution sampled in the research.

The third requirement is testing the hypotheses of the influence between the research variables

It aims to test the influence relationships between the research variables. The influence relationships will be tested at the level of the sub-hypotheses that emerged from the main hypotheses and at the overall level through the use of a simple linear regression coefficient.

Testing the hypothesis related to the influence relationship between strategic planning and organizational sustainability

(Strategic planning has planning has significant sustainability in all dimensions).

It has branched out into four sub-hypotheses, as shown below:

1. Vision significantly affects organizational sustainability in all its dimensions.
2. The message significantly impacts organizational sustainability in all its dimensions.
3. Goals have a significant effect on organizational sustainability in all its dimensions.
4. The analysis chassis has a significant national sustainability in its dimensions.

Table (6) Estimating the simple linear regression relationship between strategic planning and organizational sustainability

Organizational sustainability						Dependent variable
P-Value	F	P-Value	T	R ²	β	Independent variable
0.000	20.21	0.000	8.36	0.40	0.56	Strategic Planning
0.000	13.61	0.000	7.42	0.32	0.45	Vision
0.000	15.82	0.000	7.33	0.29	0.53	The Message
0.000	19.13	0.000	7.28	0.30	0.42	Objectives
0.000	17.73	0.000	8.63	0.31	0.35	Analysis

Source: Prepared by the researchers based on the results of the electronic calculator using the program (SPSS V.24)

It is clear from the results of Table (6) that the regression coefficient of the strategic planning variable on organizational sustainability was (0.56). This means that if strategic planning changes by one unit, organizational sustainability will increase by (56%). Note that the effect is moral because the calculated (t) value value of (8.36) is significant at the level of (0.000).

It is also noted that strategic planning explains (40%) of the changes occurring in organizational sustainability, while the remaining percentage (60%) is due to other variables outside the current research model. Note that the estimated model is significant overall because the value of (f) of (20.21) is significant at the level (0.000).

Therefore, based on the above, the second central hypothesis is accepted, which states (that strategic planning has a significant effect on organizational sustainability).

When referring to Table (6) to prove the validity of the sub-hypotheses emanating from the primary

hypothesis, the following becomes clear:

The first sub-hypothesis: There is a significant effect of vision on organizational sustainability in all its dimensions

It is evident from Table (6) that:

a. The regression coefficient was (0.45). This means that if the dimension changes by one unit, the organizational sustainability variable will increase by (45%). Note that the effect was significant because the calculated (t) value of (7.42) is significant at the (0.000) level.

B. The coefficient of determination (R²) value was about (0.32). This means that the dimension explains (32%) the changes in organizational sustainability. At the same time, the remaining percentage is due to factors other than what is included in the current model.

C. We find that the calculated (F) value of (13.61) is significant at the level of (0.000), and accordingly, we note that the estimated model is significant overall.

Therefore, the researcher concludes from analyzing the results of Table () that the alternative hypothesis is accepted, which states ((There is a significant effect of vision on organizational sustainability))

The second sub-hypothesis: There is a significant effect of the message on organizational sustainability in all its dimensions

It is evident from Table (6) that:

a. The regression coefficient was (0.53). This means that if the dimension changes by one unit, the organizational sustainability variable will increase by (53%). Note that the effect was significant because the calculated (t) value of (7.33) is significant at the (0.000) level.

B. The coefficient of determination (R²) value was about (0.29). This means that the dimension explains (29%) the changes in organizational sustainability. In comparison, the remaining percentage (71%) is due to factors other than what is included in the current model.

C. We find that the calculated (F) value of (15.82) is significant at the (0.000) level, and accordingly, we note that the estimated model is significant overall.

Accordingly, the researcher concludes from analyzing the results of Table () that the alternative hypothesis is accepted, which states ((There is a significant effect of the message on organizational sustainability in its dimensions))

The third sub-hypothesis: There is a significant effect of goals on organizational sustainability in all its dimensions

It is evident from Table (6) that:

a. The regression coefficient was (0.42). This means that if the dimension changes by one unit, the organizational sustainability variable will increase by (42%). Note that the effect was significant because the calculated (t) value of (7.22) is significant at the (0.000) level.

B. The coefficient of determination (R²) value was about (0.30). This means that the dimension explains (30%) of the changes in organizational sustainability, while the remaining percentage (70%) is due to factors other than those included in the current model.

C. We find that the calculated (F) value of (19.13) is significant at the level (0.000), and accordingly, we note that the estimated model is significant overall.

Accordingly, the researcher concludes from analyzing the results of Table () that the alternative hypothesis is accepted, which states ((There is a significant effect of goals on organizational sustainability in all its dimensions)).

The fourth sub-hypothesis: There is a significant effect of the analysis on organizational

sustainability in all its dimensions

The following is evident from Table (6):

a. The regression coefficient was (0.35). This means that if the dimension changes by one unit, the organizational sustainability variable will increase by (35%). Note that the effect was significant because the calculated (t) value of (8.63) is significant at the (0.000) level.

B. The coefficient of determination (R²) value was about (0.31). This means that the dimension explains (31%) the changes in organizational sustainability. In comparison, the remaining percentage (69%) is due to factors other than what is included in the current model.

C. We find that the calculated (F) value of (17.73) is significant at the (0.000) level, and accordingly, we note that the estimated model is significant overall.

Accordingly, the researchers infer from analyzing the results of Table (6) to accept the alternative hypothesis, which states ((There is a significant effect of the analysis on organizational sustainability in all its dimensions))

Statistical methods

1- Cronbach's alpha scale to measure reliability

2- Kolmogorov-Smirnov test to determine the extent to which the data is subject to a normal distribution

3- Weighted arithmetic mean

4- Relative importance is extracted through (weighted arithmetic mean x 20%).

5- Standard deviation

6- Coefficient of variation

7- Simple regression coefficient

8- T-test to show the significance of the effect

9- The coefficient of determination R² indicates the amount of effect explained by the independent variable on the dependent variable.

10- F-test to test the significance of the estimated model.

3. CONCLUSIONS

1. The factor analysis provided a logical classification of homogeneous groups of factors, resulting in four factors representing the foundations of strategic leadership that can be relied upon to achieve excellence for institutions.

2. The success of work team empowerment strategies depends on the foundations of the strategy's leadership, as it represents a new leadership style that helps organizations adopt critical ideas that maximize current untapped talent and direct human capital toward achieving organizational excellence.

3. The organization has the foundations of blue sustainability despite the need for more awareness among the leaders. It is also clear that there is awareness of the importance of blue sustainability, which embodied the enthusiasm among the leaders to view the blue sustainability map and translate it to transfer its contents into practice.

4. Focus on diagnosing priorities and preferences within the framework of the relationship pattern between the overall pillars of strategy leadership. This is a modern leadership approach that organizations must be aware of in light of the dynamic environment.

4. RECOMMENDATIONS

1. Striving to adopt a strategic leadership approach due to the critical role that its foundations play in crystallizing the idea towards formulating strategies that enable workers to perform their duties and achieve the desired goals.
2. Dynamism and innovation must be provided in the adopted leadership methods, and an appropriate framework must be established to ensure the preparation of the public forces in the researched institutions to have a high level of functional readiness to develop and keep pace with environmental developments.
3. The management of institutions aiming to adopt the blue sustainability method must work to provide support, the most important of which is providing enlightened and conscious leadership capable of creating the appropriate conditions to implement the principles of sustainability first and employing them to formulate strategies to empower work teams second.
- 4- Study the impact of the variables adopted within the current study on achieving cognitive leadership for business organizations operating in various industrial and service sectors.
- 5- There is a need to provide training curricula for the organization's pioneering leaders in the field of research to increase their knowledge about the concepts and types of sustainability and improve their skills in this field.
- 6- The leaders of the Technical Institute in the field of research must adopt technical and modern methods in strategic planning to achieve an organizationally safe and sustainable work environment and optimal use of available resources to achieve its goals efficiently and effectively.

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