



## Strategic Planning and its Impact on Sustainable Administrative Development:

An Applied Study on a Sample of Employees of the Baghdad University, Iraq

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### Abstract

The study investigates the impact of strategic planning in organizations on sustainable management development. It identifies the concepts of sustainable management development and strategic planning. The study further investigates the importance and efficiency of strategic planning and its dimensions (strategic vision, strategic goals, strategic analysis) and their contribution to sustainable management development. Additionally, it identifies the most appropriate ways for strategic planning and the fundamental problems management faces while applying them to achieve sustainable management development. The study uses the descriptive-analytical method. It poses several hypotheses suggesting a statistically significant role ( $\alpha \leq 0.05$ ) between strategic planning and its dimensions (strategic vision, strategic goals, strategic analysis) and achieving sustainable management development at Baghdad University. The study picks a sample of 89 administrators from the middle and high management at Baghdad University. A closed questionnaire was given to the sample, and the obtained data was analyzed through SPSS. The results showed that a strong positive effect exists between the dimensions of strategic planning (strategic vision, strategic goals, strategic analysis) and enhancing, developing, and improving management abilities to achieve sustainable management development.

### Keywords

Strategic planning, Sustainable management development, Strategic vision, Strategic goals, Strategic analysis

### INTRODUCTION

#### Study Problem

In the modern competitive arena, strategic planning is evident as a crucial tool aimed at guiding institutions towards success and sustainability. However, a problem arises in understanding how this planning is reflected in sustainable administrative development. This problem is evident in the challenges that may face the process of implementing strategic planning and how this implementation can be a catalyst for achieving sustainable administrative development. This question comes in the context of the urgent need to achieve an effective balance between achieving the main objectives of the institution and ensuring its continuity and development at the same time. The importance of solving this problem lies in understanding how strategic planning can be a major factor in building administrative systems based on flexibility and sustainability, and how it can contribute to the continuous development of institutions.

This problem takes us to the core of the obstacles and impediments that stand in the way of institutions in their quest to achieve a balance between setting strategic objectives and ensuring sustainable administrative development. In an era of rapid developments at various levels, officials in institutions find themselves facing challenges that require rapid and effective adaptation.

Based on the above, the study poses its basic problematic question: What is the impact of strategic planning in its dimensions (strategic vision, strategic objectives, strategic analysis) in achieving sustainable administrative development at the University of Baghdad in Iraq?

Strategic planning is based on the integration of strategic factors with sustainable considerations, which contributes to the development of administrative methods that take into account the environmental and social impact, and helps in identifying the types of investments necessary for the institution to achieve its goals, including those related to sustainable administrative development. Based on the study problem, the study questions are:

Main question: Is there a role for strategic planning in its dimensions (strategic vision, strategic objectives, strategic analysis) in sustainable administrative development?

The following sub-questions will branch out from it:

- Is there a statistically significant role for strategic vision in sustainable administrative development?
- Is there a statistically significant role for strategic objectives in sustainable administrative development?
- Is there a statistically significant role for strategic analysis in sustainable administrative development?

### **The Importance of the Study**

Strategic planning derives its great importance from addressing the planning process for the long and medium future, and works to benefit from all available resources in the organization with the least possible efforts and costs in order to achieve the organization's goals. Strategic planning based on sustainable development in organizations aims to increase the level of efficiency of the organization at various levels, and keep pace with the rapid changes in contemporary reality at the level of sustainable leadership, knowledge management, organizational culture, and electronic management (De Roo, 2020). Accordingly, the importance of this theoretical study is based on its selection of its variables, strategic management, and its reflection on sustainable administrative development, in addition to the following:

- Identifying the characteristics of strategic planning at the University of Baghdad.
- Clarifying the level of use of management at the University of Baghdad for strategic planning.
- Identifying the criteria used at the University of Baghdad during the strategic planning process for sustainable administrative development.
- Identifying the concept of sustainable administrative development.
- Clarifying the importance of sustainable administrative development in organizations.
- Knowing the extent of application of sustainable administrative development at the University of Baghdad.
- Providing a scientific study that addresses the concepts of strategic planning and sustainable administrative development, enriching the scientific library in Iraq and contributing to providing researchers interested in such studies.

In addition, the importance of the scientific study lies in its field study at the University of Baghdad and reaching results that touch reality, by distributing a questionnaire to the study sample members, then analyzing the data and information and presenting a final summary of the results in addition to presenting the observations and recommendations that will help the supervisors at the University of Baghdad to fill the gaps in the strategic planning process to achieve sustainable administrative development.

### **Study Objectives**

This study has many objectives, which we list:

- Demonstrating the reflection of strategic management in achieving the organizational transformation to sustainable administrative development.
- Knowing the importance of strategic planning in its dimensions (strategic vision, strategic goals, strategic analysis) in organizations and the extent of its reflection on achieving sustainable administrative development.
- Measuring the effectiveness of strategic planning in its dimensions (strategic vision, strategic goals, strategic analysis) at the University of Baghdad in achieving sustainable administrative development in its dimensions.
- Determining the appropriate methods for strategic planning in its dimensions (strategic vision, strategic goals, strategic analysis) in the process of achieving sustainable administrative development.
- Clarifying the concept of sustainable administrative development and its importance at the University of Baghdad.
- Clarifying the most important obstacles and impediments that stand in the way of management during strategic planning in its dimensions (strategic vision, strategic objectives, strategic analysis) to achieve sustainable administrative development.
- Providing many useful recommendations derived from the results of the practical study.

### **Hypotheses**

Main hypothesis: There is a statistically significant role at the significance level ( $\alpha \leq 0.05$ ) between strategic planning and achieving sustainable administrative development at the University of Baghdad in Iraq.

Three sub-hypotheses branch out from this hypothesis:

*First sub-hypothesis:* There is a statistically significant role at the significance level ( $\alpha \leq 0.05$ ) between strategic vision as a dimension of strategic planning and achieving sustainable administrative development at the University of Baghdad in Iraq.

*Second sub-hypothesis:* There is a statistically significant role at the significance level ( $\alpha \leq 0.05$ ) between strategic objectives as a dimension of strategic planning and achieving sustainable administrative development at the University of Baghdad in Iraq.

*The third sub-hypothesis:* There is a statistically significant role at the significance level ( $\alpha \leq 0.05$ ) between strategic analysis as a dimension of strategic planning and achieving sustainable administrative development at the University of Baghdad in Iraq.

### Study Community and Sample

The study community consists of senior and middle management at the University of Baghdad, totaling 89 administrative employees. The study sample consists of administrative managers and administrative employees at the University of Baghdad, as they will all be included in the study, considering that the study community is relatively small and is located in one place.

TABLE 1  
Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source (Morgan, Krejcie, 1970)

Its individuals, and according to the scale (Morgan, Krejcie, 1970), the total sample of the study compared to the number of the community 89, the sample will be 73, which is a number close to the number of the original community, so the study will include all individuals of the study community as a sample, and will adopt the intentional sample and the comprehensive survey method.

### STUDY METHODOLOGY

The method is the way and method used by the researcher to organize his ideas during the study of the phenomenon and work on it and analyzes its dimensions and characteristics. It is also considered an attempt to reach the detailed truth that led to the emergence of the phenomenon, with the aim of understanding it accurately and clearly, then working on analyzing this information and presenting the final results in numerical forms that explain the phenomenon and are credible (Al-Mahmoudi, 2019).

This study relies on descriptive and quantitative research studies, as it will adopt the descriptive analytical method with the aim of describing the dimensions of the phenomenon in a realistic description and analyzing the information and data to reach the desired results.

### Study Limits

The study limits are represented in the points mentioned below:

- Objective limits: Strategic planning and its reflection on sustainable administrative development.
- Spatial limits: University of Baghdad.
- Temporal limits: The study was conducted between 2023-2024.
- Human limits: All administrative employees at the University of Baghdad.

## Data Collection Methods

The study relied on the use of many tools in its theoretical and practical frameworks as follows:

- Theoretical framework: The study reviewed a number of different previous studies that deal with its concepts and variables, in addition to reviewing books, refereed scientific journals and periodicals that intersect with the concepts and variables of the study, with the aim of reaching a theoretical framework specific to this study.
- Practical framework: The study designed a closed questionnaire directed to the study sample members to learn about their tendencies and opinions on the study variables.

## PREVIOUS STUDIES

### Arab Studies

1- Hussein Najm's study, entitled "The Role of Strategic Planning in Achieving Sustainable Development, an Analytical Study of the Opinions of a Sample of Administrative Leaders at the University of Mosul." 2022.

The study aimed to determine the relationship and impact between strategic planning and sustainable development through its economic, social, and environmental dimensions. The study problem was identified by diagnosing the feasibility of strategic planning, and what are the capabilities and potentials that the organization under study possesses in order to be able to achieve sustainable development. A hypothetical model was formulated for the study in order to verify the validity of the main hypotheses. The data was collected using the questionnaire as the main research tool, and it was concluded that there is a significant correlation between strategic planning and sustainable development in the organization under study.

2- Mohamed Atallah's study, entitled "The Role of Strategic Planning in Achieving Sustainable Development in the Egyptian Agricultural Sector", 2021.

The study aimed to analyze the role of strategic planning in achieving sustainable development in the Egyptian agricultural sector, in addition to studying the dimensions of development. It also aimed to know the level of strategic planning in the agricultural sector. The study was applied to a sample of workers in this sector, and used the descriptive analytical approach and raised several problematic questions and reached several results, the most prominent of which is the major role played by strategic planning in achieving some dimensions of sustainable development while it had no role in other dimensions.

3- Mohamed Al-Bar's study, entitled "The Role of Strategic Planning in Achieving Sustainable Administrative Development", 2020.

The study aimed to identify the role of strategic planning in achieving sustainable administrative development, by analyzing the relationship between strategic planning through its dimensions (vision, mission, and goals) and sustainable administrative development through its dimensions (economic, social, and environmental), and used the descriptive analytical approach, and collected data through a questionnaire that was distributed to a sample of workers in companies Medicines in Egypt, and the sample size reached 300 individuals, and it was concluded that there is a significant correlation between strategic planning and sustainable administrative development in the companies studied, and that strategic planning contributes to achieving sustainable administrative development through its various dimensions.

4- Radwa's study, entitled "Strategic Planning and Its Relationship to the Degree of University Management Practice by Heads of Departments at Wasit University", 2020.

The study aimed to identify the level of strategic planning and the degree of university management practice by heads of departments at Wasit University from the point of view of lecturers and the relationship between them, and the descriptive correlational approach was adopted, and the study community consisted of 954 individuals, and the random sample was used to select the study sample, and the closed directed questionnaire was used in the study, and the study concluded that there is an average relationship between the strategic planning process and senior management at the university in addition to the absence of differences according to the variable (gender, specialization), in addition to an average degree in the management's practice of the strategic planning process.

5- Taha Al-Sayed's study, entitled "The Importance of National Strategic Planning in Achieving Sustainable Development", 2020. The study aimed to investigate the role and association of national strategic planning in achieving sustainable development. Some concepts and terms related to development were addressed, as well as the historical context of the concept of sustainable development, and how the new concept associated with the name sustainable development crystallized. Accordingly, its goals, mechanisms and components of the continuity of the sustainable development process were studied, reaching its various dimensions. Some concepts and terms were also addressed, including the term strategy, planning, the nature of national strategic planning, and the foundations, sources and principles of national strategic planning, reaching the responsibility of strategic planning. The study addressed the most important recommendations that would enhance and support the role of national strategic planning in achieving sustainable development.

## **Foreign Studies**

1- Oleg Dyachenko, 2021, entitled

Strategic planning institutionalization in sustainable development

The study aimed to know the relationship between strategic planning and sustainable administrative development, as the study studied the variables and the relationship between them, the study used the descriptive approach, and the problems were presented to the study sample and it was concluded that there is a relationship between strategic planning and sustainable development at its various administrative and legal levels.

2- John and Smith's study entitled

"The Role of Strategic Planning in Organizational Success"2019.

The study aimed to analyze the role of strategic planning in achieving institutional success. The study analyzes how to design and implement effective strategies that can support the growth and sustainability of institutions. The study addresses the importance of having a strategic vision and goals and how to analyze the competitive environment and develop executive plans. The study is based on case studies and previous research to explore practical examples of implementing strategic planning and achieving institutional success.

3- Kofi Obeng's study entitled "Strategic Planning As an Effective Tool of Strategic Management in Public Sector Organizations: Evidence From Public Transit Organizations".

The study aimed to know the effectiveness of strategic planning as an effective tool for senior management in public transportation organizations in the United States of America, where the descriptive analytical approach was used, and a questionnaire was conducted for senior management personnel in these organizations. The study showed that strategic planning by senior management requires cooperation and solidarity between managers in senior management, and that the strategic planning process requires good relations between senior management and middle management personnel. In addition, senior management is required during strategic planning to respond to the internal and external environmental variables and challenges of the organization, as it seeks to develop and integrate plans and re-divide the plan at several levels in order to make the most of this strategic planning that serves the organization's goals.

## **Comment on Previous Studies**

This study adopts the descriptive analytical approach and uses a closed questionnaire directed to employees and administrators as a tool for collecting data, in line with the methodology followed in previous relevant studies. Reviewing these studies contributed to enriching the theoretical aspect of the research and expanding the study literature. The researcher also benefited from these studies in formulating the study problem and its hypotheses, by reviewing the methods of presenting the main and sub-problems, and extracting hypotheses in a sound scientific manner. This enhanced the researcher's ability to crystallize the problem of his study and formulate its hypotheses in an accurate and precise manner. In addition, reviewing previous studies contributed to identifying how to prepare the questionnaire in a manner consistent with the study's objectives and hypotheses. This was useful in formulating the questionnaire questions in a scientific manner that ensures obtaining the necessary data to answer the study's questions and test its hypotheses. In general, previous studies formed a solid knowledge base from which the researcher set out in designing and implementing his study, which contributes to enhancing the reliability of its results and their generalizability in light of the study's limits and community.

## **ADVANTAGES OF THE CURRENT STUDY OVER ITS PREDECESSORS**

This study comes as a continuation of previous research efforts in the field of strategic planning and sustainable administrative development, and seeks to build on and develop what those studies have reached. What distinguishes this study and makes it a qualitative addition to scientific knowledge in this field is its focus on exploring the relationship between strategic planning and the dimensions of sustainable administrative development. These dimensions are sustainable leadership, sustainable organizational culture, sustainable knowledge management, and sustainable e-management. The study seeks to bridge the research gap in this aspect, as previous studies have not addressed this relationship in a comprehensive and in-depth manner

## **Definition of Planning**

(Ibrahim, 2020) defines planning as a systematic process of setting goals, identifying actions to achieve those goals, and allocating resources to implement the actions. This definition emphasizes the organized and goal-oriented nature of planning.

According to the study by (Klijn and Koppenjan, 2018), planning involves formulating strategies and policies to guide the processes in which decisions are made and resources are allocated. It highlights the strategic aspect of planning in shaping the direction of organizations and projects.

Healey (2017) conceptualized planning as a social and collaborative process that involves negotiation and interaction between various stakeholders. This definition reinforces the concept of the importance of community participation and a participatory approach in the planning process.

In addition, Pelling et al. (2017) view planning as a dynamic and adaptable process, emphasizing the need for flexibility in responding to changing circumstances and uncertainties. Their definition recognizes the evolving nature of planning in the face of complex and unpredictable challenges.

Flyvbjerg (2018) offers a critical perspective, defining planning as a political activity that involves power struggles and conflicting interests. This definition draws attention to the political dimensions inherent in planning processes, and highlights the role of power dynamics and negotiations. Innes and Booher (2018) define planning as a communicative and discursive process, where dialogue and discourse shape the decision-making process. They stress the importance of communication and language in creating shared understanding and fostering collaboration in planning. Campbell (2016) proposes a holistic view, defining planning as a multidimensional process that integrates economic, social, and environmental considerations. This comprehensive definition reflects the interconnected nature of planning in addressing diverse aspects of development. According to Forester (2017), planning is a reflective and contemplative activity that involves continuous learning and adaptation. This definition emphasizes the importance of feedback loops and continuous reflection to improve the effectiveness of planning over time. In their study (Leinbach and Brunn, 2020), they presented a global perspective, defining planning as a cross-border and transnational process that takes into account the interconnectedness between regions and nations. This definition recognizes the paramount importance of international cooperation to address various difficulties and challenges worldwide through planning.

Also, Allmendinger (2017) views planning as a process of spatial organization and design, focusing on the role of physical space in shaping human activities. This definition highlights the spatial dimensions of planning and its impact on the built environment.

These definitions collectively illustrate the diverse aspects of planning, which include strategic, social, political, adaptive, communicative, inclusive, reflective, global, and spatial dimensions. Understanding planning in this multifaceted way provides a nuanced perspective that recognizes the complexity of contemporary planning processes.

### **Definition of Strategic Planning**

Strategic planning, as conceptualized by (Ibrahim, 2020), involves a formal process that envisions a desired future and translates it into broadly defined goals with a series of steps to achieve them. (Ansoff, 2017) describes it as a systematic approach to determining the direction of an organization and making resource allocation decisions to pursue that direction in response to external changes. (Ibn Khalifa et al., 2019) describe strategic planning as translating the organization's mission into specific goals, initiatives, and performance measures, highlighting the need for alignment. (Grant, 2019) defines it as a systematic process that involves environmental assessment, strategy formulation, and alignment of internal capabilities with chosen strategies, with an emphasis on adaptability. Strategic planning is described as the process of selecting a unique and valuable position in the market through various activities, aimed at delivering a distinct mix of value for competitive advantage (Porter, 2017), and (Wheelen and Hunger, 2017) describe it as a set of managerial decisions that determine the organization's long-term performance by aligning resources with external opportunities and threats. In addition, (Johnson, Whittington, and Scholes, 2019) define strategic planning as a dynamic process of setting organizational direction, creating strategies, and allocating resources to implement them, while recognizing the complexity of strategic management. According to (David Teece, 2018), strategic planning is an integral part of the dynamic capabilities within an organization. Teece emphasizes the importance of strategic flexibility, as organizations continually adapt to changing environments by developing and reshaping their resources and capabilities. From this perspective, strategic planning becomes an ongoing and adaptive process that enables organizations to seize new opportunities and respond effectively to emerging challenges.

### **Objectives of Strategic Planning**

Strategic planning serves various purposes as identified by prominent scholars in this field. (Mintzberg et al., 2019) emphasize that strategic planning involves establishing formal processes to envision the desired future and translate it into broadly defined goals with a series of steps to achieve them.

Ansoff (2017) describes strategic planning as a systematic approach to determining the direction of an organization and making resource allocation decisions in response to external changes.

According to Kaplan and Norton (2018), the primary goal of strategic planning is to translate the organization's mission into specific goals, initiatives, and performance measures, with an emphasis on the need for alignment. (Grant, 2019) defines strategic planning as a systematic process aimed at assessing the environment, formulating strategies, and aligning internal capabilities with the chosen strategies, highlighting the importance of adaptability.

Strategic planning, as suggested by (Porter, 2017), involves the process of selecting a unique and valuable position in the market through various activities with the aim of delivering a distinct mix of value for competitive advantage.

Wheelen and Hunger (2017) described it as a set of managerial decisions that determine the organization's long-term performance by aligning resources with external opportunities and threats.

The researcher David Teece (2018) confirmed in his study that strategic planning is an integral part of the dynamic capabilities within the organization, with a focus on strategic flexibility and continuous adaptation to changing environments. (Richard Rumelt, 2020) also emphasizes the need for a clear and coherent policy that determines how the organization's resources are used to achieve its goals.

The concept of strategic innovation was introduced by (Gary Hamel, 2018), indicating that strategic planning should enhance the culture of innovation within the organization. Hamel calls for continuous experimentation and the pursuit of pioneering ideas as part of the strategic planning process.

In addition, Kotler and Keller (2018) presented strategic planning in the context of marketing, highlighting its pivotal role in achieving the organization's marketing objectives by aligning marketing strategies with overall business objectives and market conditions. Strategic planning, according to Mintzberg et al., 2019, goes beyond envisioning a desired future and serves as a mechanism for communication and coordination within an organization. Formal processes enable stakeholders to align their efforts toward common goals and foster a shared understanding of organizational direction. This aspect of communication is crucial, as it ensures that different departments and individuals work cohesively to achieve overall goals. In this way, strategic planning acts as a unifying force, fostering a sense of purpose and direction throughout the organization.

### **Future Trends in Strategic Planning**

Navigating the future of strategic planning requires a deep understanding of emerging trends and innovations. Researchers have explored the dynamic landscape of strategic planning, providing insight into potential future trends for this critical organizational process. References that contribute to understanding future trends in strategic planning include (Smith and Turner, 2018) who explored the integration of artificial intelligence (AI) and machine learning. Their research highlights the potential of these technologies to enhance data analysis, scenario planning, and decision-making, paving the way for more agile and adaptive strategic processes. (Garcia and Patel, 2019) addressed the growing influence of sustainability considerations in strategic planning, emphasizing the importance of integrating environmental, social, and governance factors into the decision-making process. (Chen and Kim, 2020) explored the growing role of big data analytics in shaping strategic plans, focusing on how organizations can harness the power of big data to gain valuable insights and make data-driven decisions. (Johnson et al., 2017) explored the rise of strategic foresight as a key component of future-oriented planning, highlighting the importance of adopting a proactive approach to anticipating and responding to potential challenges. (Wang and Chang, 2019) contributed to the literature by exploring the impact of geopolitical trends on strategic planning, emphasizing the need for organizations to consider global geopolitical shifts, trade dynamics, and political uncertainties. (Brown and Murphy, 2016) explored the evolving role of organizational culture in shaping future strategic planning processes, emphasizing that fostering a culture of innovation, adaptability, and inclusiveness is critical for organizations aiming to successfully navigate future uncertainties.

### **Definition of Development**

Development, a multifaceted concept, has been approached from different perspectives by scholars. (Mohammed, 2016) defines development as the expansion of freedoms and capabilities, with an emphasis on well-being through access to education, health care, economic opportunities and political participation. (Martha Nussbaum, 2018) expands this through her capabilities approach, focusing on human performance and central capacities such as life, physical health, knowledge and social participation.

The researcher contributes and confirms in his study (Mahbub ul Haq, 2019) through the Human Development Index (HDI), where development is viewed as the expansion of choices and the improvement of the quality of life, particularly in the areas of health, education and income.

Arturo Escobar (2017) also challenges traditional Western concepts, calling for a “pluralistic” approach that respects diverse ways of knowing and being, rooted in local realities.

In their study, Daron Acemoglu and James A. Robinson (2019) argue for the centrality of political and economic institutions in development, positing that inclusive institutions facilitate sustainable progress, while extractive institutions hinder it. The stages of economic growth theory provide a historical perspective on development, outlining a linear path from traditional society to an era of high mass consumption (Walt Rostow's, 2016).

Collectively, these diverse perspectives highlight the multidimensional nature of development, which includes economic, social, political, and cultural dimensions. The ongoing discourse reflects efforts to understand the complexities of development and address challenges such as inequality, sustainability, and cultural diversity.

### **Defining Sustainable Development**

Sustainable development, a concept that gained significant prominence in the latter half of the twentieth century, has been defined and redefined by scholars and practitioners. The term generally refers to an approach that seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland, 2016).

In the years since the Brundtland Report, many scholars have contributed to this discourse, offering different perspectives on the definition of sustainable development. (Sachs, 2015) emphasizes the interconnectedness of economic, social and environmental dimensions, and suggests that true sustainability requires an integrated approach that simultaneously addresses poverty, inequality and environmental degradation. (Raworth, 2017) similarly introduces the concept of the “doughnut economy,” calling for a balance between social foundations and environmental ceilings. Their framework envisions a space between internal boundaries (social needs) and external boundaries (environmental boundaries), where sustainable development can flourish.

## **Sustainable Administrative Development Goals**

Sustainable administrative development includes a set of goals that aim to create governance structures that are consistent with long-term social, economic and environmental well-being.

Sotarauta (2016) highlights the goal of promoting environmental stewardship within administrative development. This includes integrating sustainable practices and policies that reduce the environmental footprint of government activities, thus contributing to the preservation of the environment in general and the conservation of resources.

The focus on social justice is evident in the work of Arral (2017), with an emphasis on the goal of ensuring that administrative development addresses social disparities. This involves designing and implementing policies that promote inclusiveness, social justice and equal access to public services, thus contributing to the enhancement of societal well-being.

In the field of global cooperation, researchers Luetz & Huitema (2019) emphasize the goal of global cooperation in sustainable administrative development. This involves strengthening international partnerships, coordination and information exchange to collectively address global sustainability challenges. The goal is to create administrative structures that transcend national borders and contribute to global efforts to achieve sustainable development goals.

## **STUDY METHODOLOGY**

Practical methods are used by researchers to complete their studies of the phenomena they study, as they enable them to organize their thinking processes and coordinate them logically and push them towards extracting the results that contributed to the emergence of these phenomena. These methods are based on a principle that enables them to reduce the waste of time and exploit intellectual potential and correct it in a way that enhances the process of saving energy. They also enable them to develop plans that allow them to access data and information by using appropriate means with the nature of the phenomena they are working on. These methods also give them the ability to analyze data in a scientific and systematic manner and interpret it logically and methodically. This adds a realistic dimension far from fanaticism or their own opinions, as they adhere to the results they have reached. Through these methods, researchers are able to describe the dimensions of the phenomenon in a simplified, accurate and profound manner, which contributes to their reaching answers to the hypotheses that were put forward to analyze the dimensions on which the phenomenon was based, which enables them to provide logical and realistic solutions to the dimensions of the phenomenon, and seek to avoid them in the future and reduce their future risks (Xia, 2018).

### **3.3 Study community:**

The study community consists of all administrative leaders in the upper and middle administrations at the University of Baghdad, as the members of the study community are academics and specialists in management and various administrative sciences, and the community represents only the upper and middle administrations in a number of colleges at the University of Baghdad, and this community was chosen exclusively for the nature of the study variables related to strategic planning and sustainable development, as this variable is confined to these two departments, and the total study community consists of 89 administrative employees according to the administrative hierarchy stipulated in the organizational and functional structure in the colleges of the University of Baghdad.

### **Study Sample**

The study sample is relied upon by researchers in field studies to collect information and data that explain the phenomenon they want, as the sample is considered an integral and essential part of the overall study complex, representing it in all its categories, dimensions, characteristics, values, literature and culture, and the opinions and orientations of this sample express the original community of the study, which enables researchers to generalize the results of their study to the entire study community for the homogeneity of characteristics and properties. The use of the sample in field studies is due to when researchers lack the appropriate financial funding to conduct the study on the entire original community, and also in the event that they are unable to conduct the study on all members of the community due to its large size and long distances, as well as to the urgent and rapid need for results and conclusions about the phenomenon (Al-Qahtani, Al-Dhahian, 2020). The study relied on the comprehensive survey method in selecting its sample due to the small size of the original study community, which numbered 89 administrative employees from the middle and upper management at the University of Baghdad, as the sample is identical to its community in terms of characteristics, properties and values, completely matching the study to include all members of its community as a sample for the study.

### **5.3 Study Tool**

The study tool is considered a basic and primary means through which researchers can obtain primary data related to the phenomenon they are studying. Through this tool, the respondents can give their opinions, tendencies and orientations towards the study variables and the hypotheses put forward by the study, which enables them to reach the most accurate possible facts when they analyze the information they obtained. This study used the questionnaire as a tool and therefore will provide a detailed explanation of its tool and the purpose of its use:

### **Questionnaire**

Researchers use the questionnaire in quantitative research studies, and therefore it is easy to design and distribute it to the sample intended for the study. The questionnaire is characterized by many features that allow the sample being studied to choose appropriate answers away from psychological or intellectual pressures. The questionnaire has phrases and questions that are directed directly to the individual, in an easy way that is far from complexity and does not allow for

more than one answer, but rather clear and specific. In addition, the questionnaire allows the individual to choose the answer closest to his inclination or that reflects his opinion towards the variables of the phenomenon on which he gives his opinion. In addition, the questionnaire phrases are well-formulated and address the individual in a way that urges the individual being surveyed to extract the answers closest to the real reality by stimulating him psychologically and intellectually and provoking his cognitive and behavioral abilities. Thus, the questions directed in the questionnaire are far from routine, boredom, repetition, and pushing the respondent to tension and indifference towards choosing the appropriate answer. Therefore, researchers divide the questionnaire into several sections, each section has a specific task that gives the respondents the ability to understand the questionnaire in a clear and easy way. The questionnaire is divided into three sections. In the first section, a message is sent to the respondent that includes the title of the study and its purpose, in addition to the purpose of the questionnaire and the method of choosing the appropriate phrase. In the second section, questions are directed to the respondent related to his personal and demographic information that he must answer transparently due to its relation to the study. In the third section, there are tables that include a set of phrases or questions directed precisely to serve reaching answers about the hypotheses of the proposed study (Boudawoud, 2021).

The following tables show the stability values of the study variables through Cronbach's alpha coefficient:

Table 2 Cronbach's alpha.

Cronbach's alpha	Phrases	riables
0.928	8	Strategic Planning: First Dimension: Strategic Vision
0.933	8	Strategic Planning: Second Dimension: Strategic Objectives
0.908	8	Strategic Planning: Third Dimension: Strategic Analysis
0.886	5	Sustainable Administrative Development: First Dimension: Sustainable Leadership
0.939	5	Sustainable Administrative Development: Second Dimension: Sustainable Organizational Culture
0.936	5	Sustainable Administrative Development: Third Dimension: Sustainable Knowledge Management
0.979	<b>Cronbach's alpha final total</b>	

It can be concluded that the research conducted to derive these values is reliable and confirmed, and that the scale used is effective in measuring these different aspects in the context of strategic planning and sustainable administrative development.

Table 3 Strategic Planning: Dimension One: Strategic Vision

Cronbach's alpha coefficient after item deletion	Corrected item-to-total correlation coefficient	Scale variance after item removal	Average scale after item removal	
.909	.812	25.099	9.83	The organization is working to develop its strategy in a way that is consistent with its future ambition
.912	.767	24.948	9.81	The organization has a clear vision of its goals, needs and future
.910	.784	24.654	9.78	The organization is working to reconcile its vision with its future goals
.936	.525	25.294	9.46	The organization deliberately explains and clarifies its vision to its working staff to ensure that they respond to it continuously
.909	.791	23.950	9.78	The organization is working to bring together different opinions among the organization's members in order to achieve its vision
.907	.822	24.487	9.86	The organization is working to transform its strategic vision into effective and influential work programs in achieving the goals
.909	.802	24.894	9.92	The organization aims to make its strategic vision transparent, clear and realistic
.915	.721	25.746	9.83	The organization encourages employees to diagnose the challenges that affect its future and propose appropriate solutions

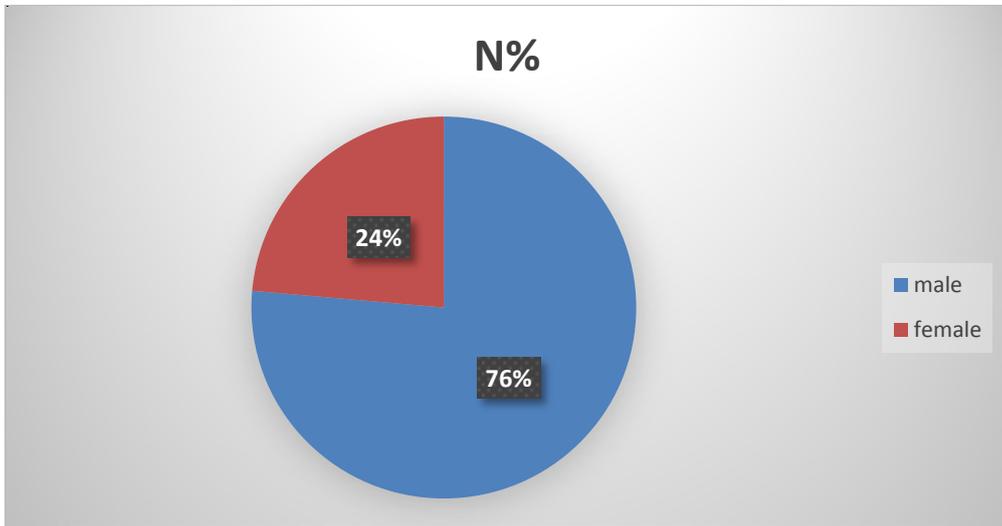
## Descriptive Study Variables

### Gender

Table 9 Study sample percentages according to gender variable

N%	Num		
76.4%	68	Male	Sex
23.6%	21	Female	
100 %	89	Total	

Source: Prepared by the researcher based on the results of the analysis



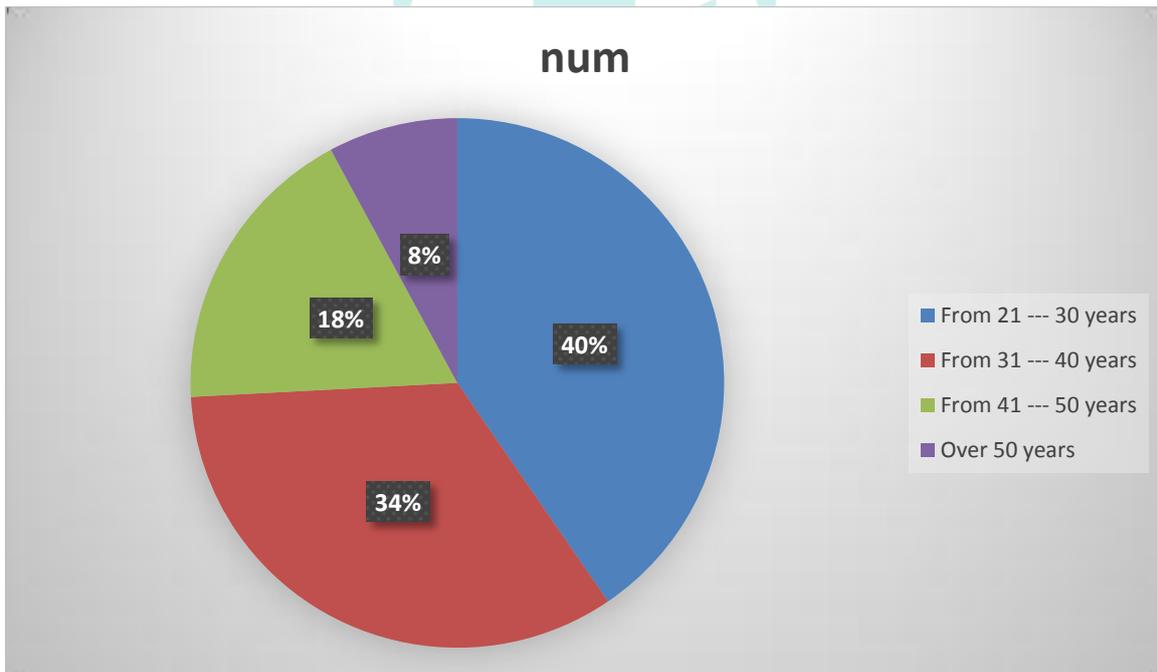
**Fig. 1** Distribution by gender

### Age Group

Table 10 shows the age group percentage

N %	num		
40.3%	36	From 21 --- 30 years	age
33.3%	30	From 31 --- 40 years	
18.1%	16	From 41 --- 50 years	
8.3%	7	Over 50 years	
100 %	89	Total	

*Source:* Prepared by the researcher based on the results of the analysis.



**Fig. 2** Distribution by age group

### Academic Qualification (Scientific)

Table 11 shows the academic level

N %	num		
28.08%	25	B.Sc	Academic qualification
47.20%	42	M.Sc	
24.72%	22	PhD	
100 %	89	Total	

*Source:* Prepared by the researcher based on the results of the analysis

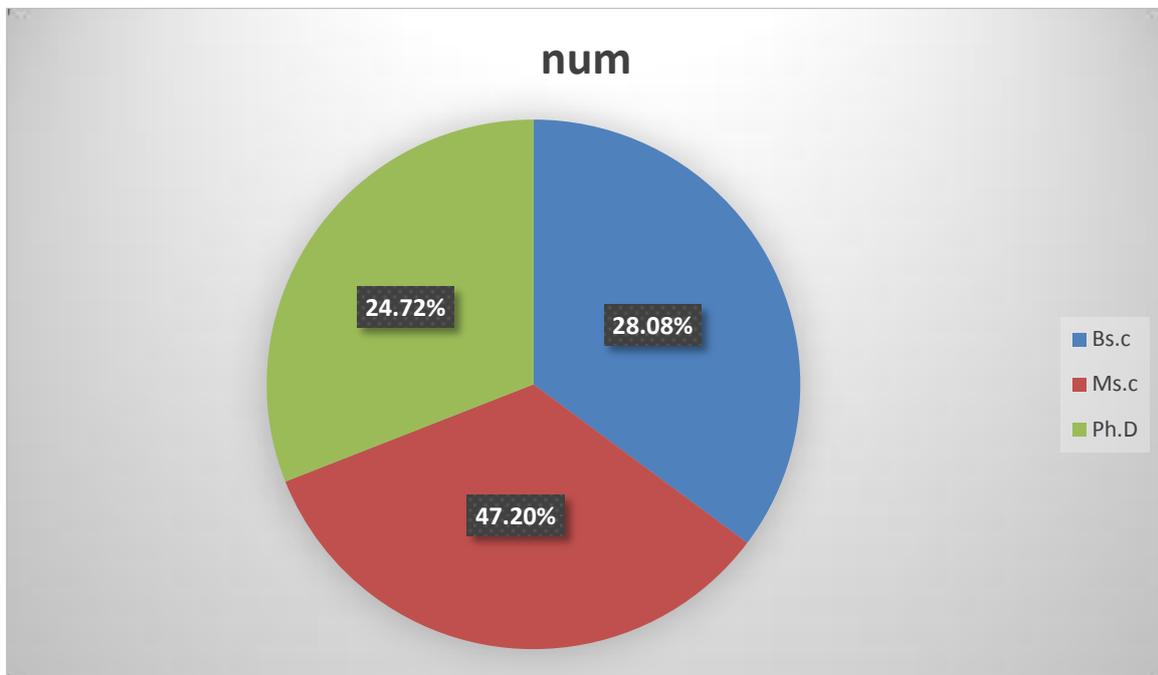


Fig. 3 Distribution by academic level

This table shows the distribution of the study sample according to academic qualification. It shows that 28% of the sample members hold a bachelor's degree. 47% have a master's degree, and 25% have a doctorate degree. This distribution can be used to understand the composition of the sample in terms of educational level and to measure the level of education and related analyses in the study.

#### Years of Service (Experience)

Table 12 shows the years of service (experience)

N %	num	Years of experience
23.59%	21	Under 5 years
32.59%	29	6-10
15.73%	14	11-15
12.36%	11	16-20
10.11%	9	21-25
5.62%	5	Over 25 years old
100 %	89	Total

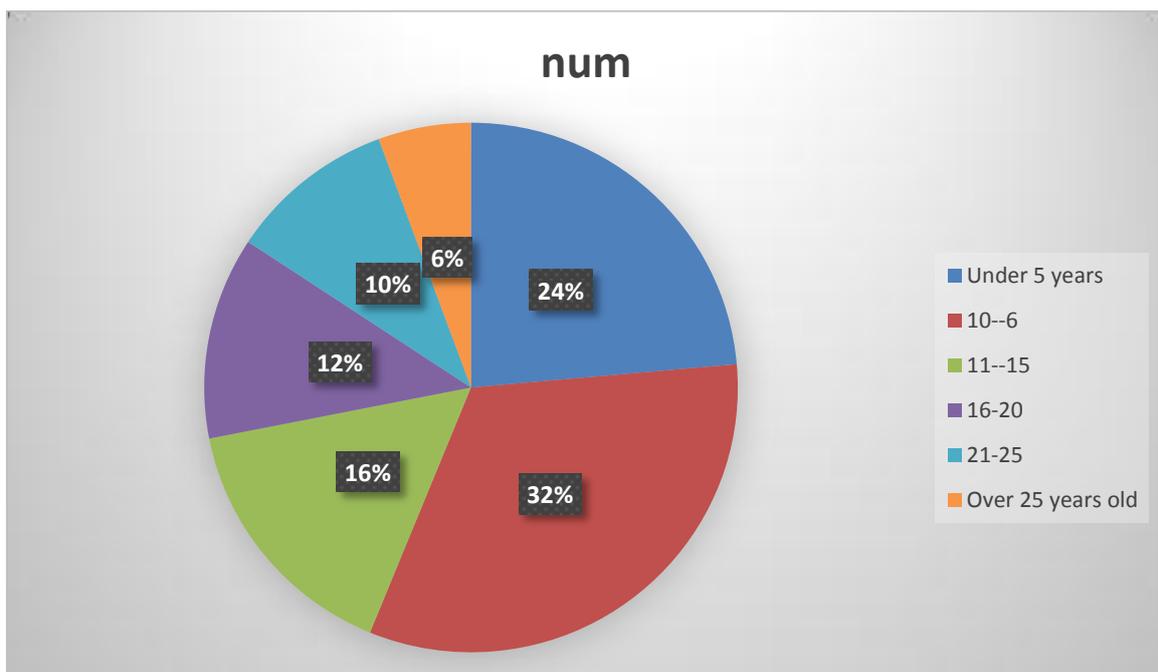


Fig. 4 Distribution by years of experience

## GENERAL DISCUSSION

Strategic planning is the process of identifying the goals and priorities of the organization, and determining the procedures and resources required to achieve these goals. Strategic planning is an essential tool for sustainable administrative development, as it helps in achieving stability and continuous development of organizations as it can clearly identify future directions, goals and priorities, which helps in achieving sustainable administrative development, as the desired goals are achieved and administrative performance is improved. It also contributes to achieving sustainable administrative development by improving the ability to adapt to changes in the external environment. Organizations that follow strategic planning can better adapt to changes in the market, technology, laws and other external factors. The study addressed the importance of the additional topic and its objectives, in addition to the tools used. It is a closed questionnaire system that was used in a sample that included all members of the study community, who were selected using a comprehensive survey method. The theoretical framework discussed the general idea of strategic planning, its concept, characteristics, objectives, and its reflection on sustainable administrative development in organizations, after a general description of its concept. To achieve the goal that led to this research, the importance of strategic planning with its dimensions (strategic vision, strategic objectives, strategic analysis) in organizations and the extent of its reflection on achieving sustainable administrative development were addressed, and investigative inquiries were raised and the answers were evaluated. In conjunction with previous studies that addressed the subject of the study and the role of strategic planning, the study (Najm, 2022) showed the definition of the relationship and impact between strategic planning and sustainable development through its economic, social, and environmental dimensions. The study (Atta Allah, 2021) also discussed the role of strategic planning in achieving sustainable development in the Egyptian agricultural sector, and was linked to our study through the results it reached. The study (Al-Bar, 2020) also sought to identify the role of strategic planning in achieving sustainable administrative development, by analyzing the relationship between strategic planning through its dimensions (vision, mission, and goals) and sustainable administrative development through its dimensions (economic, social, and environmental). This study intersects with many previous studies in several methodological and objective aspects, which enhances its importance and scientific value. From a methodological point of view, this study adopts the descriptive approach and uses the quantitative method in collecting and analyzing data, which is consistent with the methodology followed in many previous studies in this field. This study is similar to others in the way the research problem is presented and the sub-questions are formulated, indicating the existence of methodological consistency between it and previous research efforts. This consistency contributes to the accumulation of scientific knowledge and its integration in this cognitive field.

To address the basic question related to the impact of strategic planning in its dimensions (strategic vision, strategic objectives, strategic analysis) in achieving sustainable administrative development at the University of Baghdad in Iraq, the field study was used as a means to test these hypotheses, and the descriptive analytical approach was relied upon. Therefore, this study was conducted to examine the role played by strategic planning in sustainable administrative development.

## CONCLUSIONS

Institutions that follow strategic planning can achieve stability and continuous development, improve administrative performance, and achieve the ability to adapt to changes in the external environment. Through strategic planning, institutions can identify future trends and clearly define goals and priorities. This helps in achieving the desired goals and improving administrative performance. Institutions that follow strategic planning can better adapt to changes in the market, technology, laws, and other external factors. Strategic planning helps in defining the future vision of the institutions and identifying the necessary steps to achieve this vision. Enhancing efforts in developing and implementing clear and integrated strategies aimed at achieving the university's sustainable administrative goals. Enhancing the balance between strategic goals and the changing needs of university employees through continuous updating and adaptation to environmental and organizational changes. Enhancing the culture of strategic analysis and continuous evaluation at all levels of management to ensure that efforts are directed towards achieving sustainable administrative development. Encouraging continuous learning and knowledge exchange between various departments and individuals in the university to enhance effectiveness and efficiency in achieving sustainable administrative goals. Enhancing the effective use of technology and information in analyzing data and strategic information to enhance strategic planning decisions and achieve sustainable administrative development. Through the study, we can confidently say that strategic planning plays a crucial role in achieving sustainable administrative development, as it helps institutions to clearly define goals and priorities, improve administrative performance, and develop the ability to adapt to changes in the external environment. Based on the results obtained, it was found that there is a positive and significant relationship between the elements of strategic planning and achieving sustainable administrative development at the University of Baghdad in Iraq. The results reflect the importance of strategic planning as an essential tool in achieving sustainable administrative goals and enhancing the sustainability of institutional performance. However, institutions must be aware that strategic planning is not necessarily a magic solution to all challenges. Effective strategic planning requires a set of factors, including strong leadership, management commitment, and active participation from all members of the institution. Based on the results obtained from this research, it can be said that there is a positive and significant relationship between the elements of strategic planning and achieving sustainable administrative development at the University of Baghdad in Iraq. The results

reflect the importance of strategic planning as an essential tool in achieving sustainable administrative goals and enhancing the sustainability of institutional performance.

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