

Research Article

Cite this article: Abd, F. K. & Shahada, Y. Y., (2025). Organizational Sustainability among Deans of Colleges at Anbar University from the Perspective of Department Heads. *Educational Process: International Journal*, 17, e2025382.
<https://doi.org/10.22521/edupij.2025.17.382>

Received May 7, 2025

Accepted June 26, 2025

Published Online August 15, 2025

Keywords: Organizational Sustainability, university, academic, department heads.

Author for correspondence:

Faissal Khamis Abd



faissal.abd2302@ircoedu.uobaghdad.edu.iq

✉ University of Baghdad, Educational and Psychological Sciences, Iraq.

Organizational Sustainability among Deans of Colleges at Anbar University from the Perspective of Department Heads

Faissal Khamis Abd , Yousef Yaqoub Shahada

Abstract

Background/purpose. This research aims to assess the level of organizational sustainability among deans of colleges at Anbar University from the perspective of academic department heads.

Materials/methods. The current study sample consisted of 50 department heads, representing 50% of the total population of 101 academic department heads. The research followed a descriptive-analytical method. A questionnaire comprising three dimensions (economic, social, and environmental) was prepared and distributed to 50 heads of academic departments from various colleges at Anbar University between January 1 and February 6, 2025. The collected data were scrutinized statistically to evaluate the level of organizational sustainability.

Results. The research findings demonstrated that the level of organizational sustainability among deans of colleges at Anbar University was good, as perceived by the heads of academic departments. With an arithmetic mean of (4.69) and a standard deviation of (0.827), this echoes embracing a participatory approach in the administrative work environment, which enriches sustainability in all its facets within the workflow. The result correspondingly reveals that organizational sustainability among deans lies in developing a positive organizational climate that prioritizes collective interests over personal interests. It fosters a sense of shared identity and promotes constant cooperation among college members, thereby providing the college and university with a competitive advantage over other academic institutions.

Conclusion. It is vital to concentrate on contemporary administrative approaches, incorporating organizational sustainability within college administrations. This can be achieved by adopting a teamwork approach, motivating employees to take initiative outside the scope of formal instructions, and allowing them the freedom to select the most suitable approach for completing tasks. This can also be accomplished by publicizing democratic methods in colleges and granting employees the freedom to convey their opinions and suggestions when developing administrative development approaches. Ultimately, the research finalizes with a set of recommendations to enhance the organizational sustainability of academic department heads.



OPEN ACCESS

© The Author(s), 2025. This is an Open Access article, distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>), which permits unrestricted re-use, distribution, and reproduction, provided the original article is properly cited.

1. Introduction

The development and rapid progress that were witnessed worldwide, particularly in developed countries, coincided with the evolving international direction toward openness, globalization, and the integration of production processes across countries and market interconnectedness, on the one hand, and integration into massive economic blocs, on the other. Undoubtedly, the emphasis of these particular developments lies in the extent of interest in the administrative process, with its multifaceted components, in line with the essence of the consequences and transformations that are unfolding on the scene. Consequently, these developments have directly impacted all educational institutions, prompting a reassessment of their various approaches and efforts to evolve them sustainably.

The perspective of educational institutions, in general, and universities and colleges in particular, is no longer that of stable institutions, but rather as dynamic, learning institutions that are continually changing, as the state of stability is a relative, unstable one. Similarly, the view of universities and colleges as stable institutions is no longer compatible with the external environment and the forces of change and continuous development. However, this situation requires universities and colleges to rise above isolation and reinforce their ties with society, while also working on organizational sustainability in all aspects.

The outgrowth achieved by developed countries was not incidental, but rather the outcome of sound planning based on scientific foundations and standards, awareness, sincerity, and a sense of responsibility, without favoritism or personal relationships. Accordingly, it is crucial to reconsider how institutions are managed in general, and educational institutions in particular, because they represent the essence of the present time (Shehada, 2019).

The organizational sustainability approach is considered one of the management approaches that helps universities and colleges address challenges they face in achieving their objectives. Furthermore, it enables them to prepare and qualify specialized human resources, generate knowledge, and prepare researchers in various fields of work. The colleges' adoption of the organizational sustainability approach enables them to keep pace with innovation and development. This is reflected in the quality of educational outcomes achieved by these colleges, which enable efficient and effective scientific progress that is compatible with the internal environment's requirements and in harmony with the external environment's findings (Marzouq, 2024).

The value of the current research lies in its emphasis on organizational sustainability. It plays a distinct role in the sustainability and continuity of college operations within the university, thanks to its flexibility and ability to adapt to changes in the external environment. It invests in everything that contributes to enhancing its progress and instills confidence among employees by involving them in the administrative process, utilizing their energies, and developing their talents. Moreover, it seeks to prepare a second line of qualified personnel to lead the administrative process. All of these aspects fulfilled by organizational sustainability are difficult to achieve in an authoritarian, bureaucratic environment that does not respect the opinions of others. Hence, a vibrant and active incubator is essential, far from the monopoly of decision-making and the issuance of orders without discussion or participation. The importance of this research derives from the importance of educational institutions (represented by colleges) and their pioneering and significant role in preparing and qualifying future youth and protecting them from external trends. College programs demand modern administrative approaches that keep pace with developments in the external world. Among these approaches are organizational sustainability and the various management styles that impact it, primarily centralized management.

2. Literature Review

Despite the significant increase in academic interest in the concept of organizational sustainability in educational institutions, the issue of organizational sustainability among college deans at the University of Anbar from the perspective of department heads remains a relatively unexplored area. A literature review reveals multiple investigations that have addressed organizational sustainability in various contexts, yet have overlooked this specific context.

Al-Ghamdi (2024) sought to identify the level of innovation management practice and organizational sustainability achievement at King Saud University and the relationship between them from the perspective of faculty members, and to determine whether there were statistically significant differences between their responses attributable to the variables (gender, years of experience, and academic degree). To achieve this, the descriptive correlational approach was used. The study sample consisted of 130 faculty members at King Saud University. A questionnaire was prepared consisting of two axes: the first axis: innovation management, and its paragraphs were divided into four dimensions (administrative, marketing, technical, and strategic dimensions), and the second axis: organizational sustainability, and its paragraphs were divided into three dimensions (economic, social, and environmental dimensions). The outcomes of the investigation revealed that the study sample's estimates of the level of innovation management practice and organizational sustainability achievement at King Saud University were high. There is a very strong relationship between innovation management practice and organizational sustainability achievement at King Saud University. The strongest and most positive correlations were between marketing innovation and organizational sustainability performance.

In this regard, organizational sustainability is considered a relatively new concept that has received significant attention in the field of management, as it seeks to preserve and develop organizational resources, both now and in the future, thus contributing to the achievement of the organization's current and future goals and ensuring its continuity and survival (Al-Rish, 2024). Whereas Ahmed (2024) sought to identify the intellectual framework governing organizational sustainability, as well as the intellectual framework governing competitive advantage in Egyptian universities, using the organizational sustainability approach.

Unlike previous investigations, this current study differs from previous studies in that it is a descriptive study that scrutinized the perspectives of academic department heads in the faculties of Anbar University regarding the deans' application of the concept of organizational sustainability and its role in eliminating routine administrative approaches in the administrative process. The advantages derived from previous studies were:

The research efforts consisted of two parts: first, writing the theoretical framework for the research, and second, defining the practical framework for the research.

3. Operational Definitions

3.1. Organizational Sustainability

Cella-De-Oliveira (2021) defined organizational sustainability as the process of organizations' continuous pursuit of survival for as long as possible is to achieve sustainable survival through creativity, innovation, strategic awareness, and wise management. Nicolas (2023) regarded it as the practices performed by an organization that maintain the continuity of its operations and enable it to conduct its activities efficiently and effectively at the economic, social, and environmental levels. Whereas Abu Zaid (2022) considered it as:

The organization's ability to withstand over time by balancing economic, social, and environmental responsibilities is crucial for achieving long-term success.

4. Theoretical Framework

4.1. *The Importance of Organizational Sustainability*

Sustainability means continuity. For an organization, it means having the necessary elements to continually continue and enhance its activities in pursuit of a specific mission. Thus, it has a defined mission and certain sets of goals and objectives, the achievement of which ensures the successful pursuit of the mission. Sustainability is not just about money. Money is necessary but not sufficient for sustainability. Sustainability is about long-term organizational direction, a clear vision and mission, dynamic leadership, a strong image, and committed staff (institutional aspects). It is about programmatic planning and response, providing services valued by the community, and building capacity at the community level (programmatic aspects). These are critical because they enable the organization to generate sufficient resources to support program benefits. A sustainable organization needs to be a strong institutionally, financially, and ethically. It requires all three equally (IMD, 2022).

Overall, whatever definition we follow, sustainability is a matter of degree, a matter of progress, rather than an endpoint. Organizational sustainability represents an ongoing process, not a state of perfection. Sustainability is not a final state, but an ongoing process of understanding and adapting to the changing needs of society. It is driven by a vision that leads to deliberate actions. Therefore, maintaining organizational sustainability requires continuous effort and a unified purpose focused on a single, overarching mission. Sustainability is more about process than plan. Sustainable organizations are proactive and flexible. The external environment as well as the organizational context is constantly changing. Opportunities as well as threats come and go. Sustainable organizations react to new realities and adjust their plans so they can be proactive in a new context. Sustainable organizations acknowledge and understand human error, and have a process in place to make adjustments, control damage, and regain strategic direction.

4.2. *Organizational Sustainability Goals*

Organizational sustainability refers to the approach and practices that organizations adopt to operate in an environmentally and socially responsible manner, ensuring long-term sustainability and success. Organizational sustainability encompasses reducing environmental impact, implementing ethical business practices, fostering community engagement, and ensuring economic viability. By focusing on these areas, organizations can make a positive contribution to society and the environment while also achieving their financial goals, ensuring they remain viable and competitive in a changing world. According to Wara (2021), the goals that organizations seek to achieve through adopting organizational sustainability are:

- Organizational sustainability aims to establish a well-defined sustainability approach that guides how to operate within a gradual strategic approach.
- Organizational sustainability aims to balance the organization's economic, environmental, and social needs while addressing its core systems, such as administrative processes, planning, distribution, teaching, and management, as well as monitoring and evaluating communication processes.
- Increase motivation to reduce errors and increase individuals' accountability for the work they accomplish.
- Support the process of continuous improvement of inputs, processes, and outputs, increase employee loyalty and reduce employee turnover rates.

4.3. Characteristics of Organizational Sustainability

Organizational sustainability is a dynamic concept that leads to social, economic, and environmental changes within an organization. It aims to enhance competitiveness within and outside the organization, and seeks change, growth, progress, and comprehensive development across all areas of the organization. It is an ongoing, non-stop process that cannot be undertaken once and for all. It is a cumulative process that requires ongoing efforts and continuous actions. Its characteristics include the following:

Comprehensiveness: It encompasses all administrative levels, all departments, divisions, units, and organizations. This necessitates the development of components, elements, activities, procedures, and instructions as subsystems within the overall system and organizational structure of the organization (Albareda-Tiana & Vidal-Raméntol, 2018).

Coherence and Clarity: The organizational sustainability model encompasses all elements of the administrative system and works to ensure consistency in the performance of various activities. Sustainability cannot be achieved if it is limited to a single aspect. Furthermore, the objectives sought by sustainability efforts must be clear, as must organizational programs and methods (Behringer, 2020).

Pursuit of Change: The defining characteristic of organizational sustainability is its central goal of social and economic change.

Pursuit of Results: Organizational sustainability aims to achieve results because it seeks to bring about rapid change within a specific timeframe. Its performance is directly linked to productivity, for example, achieving a high success rate of quality and excellence (Shehada & Hussein, 2023).

Commitment to Meeting Community Demands: Organizational sustainability positively aims to meet community demands. Its awareness of the civil service makes it committed to fulfilling community dreams and aspirations, as it recognizes that satisfying public desires impacts a country's political and administrative development.

Democratic Values: Organizational sustainability aims to bring democratic values to the forefront of administrative settings. Democratic values imply a sense of responsibility and aim to achieve public welfare and respect for human values and rights (Johnston, 2017).

4.4. Dimensions of Organizational Sustainability

Organizational sustainability aims to optimize the utilization of the organization's resources and achieve high-quality results that distinguish it from others. This is achieved by freeing it from the constraints of routine and allowing employees to present their ideas and proposals that are consistent with the nature of the needs of the era. This also breaks the constraints of administrative inertia and creates a sustainable administrative environment that takes into account its main dimensions, which the researcher adopted in measuring organizational sustainability:

4.4.1. Dimension of Environmental Sustainability

Environmental organizational sustainability addresses topics such as preserving biodiversity, resource renewal, reuse, and recycling, protecting non-renewable resources, and managing waste. The environmental dimension of organizational sustainability encompasses preventing damage caused by the organization to the natural system, which comprises living and non-living organisms (Houdhury, 2019).

Environmental sustainability of an organization refers to the organization's efforts to reduce its negative impact on the environment and contribute positively to environmental health. This dimension of sustainability focuses on reducing resource consumption, minimizing waste and

pollution, and protecting natural ecosystems, all while maintaining business operations. It is a fundamental component of the triple bottom line (society, nature, and benefit) and aligns with global efforts to address climate change, biodiversity loss, and environmental degradation (Gamage et al., 2022).

4.4.2. Beyond Economic Sustainability

Economic (financial) sustainability is the fuel that drives the institutional engine and is equally important as environmental sustainability. Without financial sustainability, it would be impossible to hire staff or purchase the necessary equipment and supplies for an organization to carry out its mission. A sustainable organization needs to know what financial resources it can generate through its income, what it has on hand at any given time, what it needs in the long, medium, and short term to carry out its activities, how it will raise the resources it needs from other funding sources, and what those other sources might be. This is organizational self-reliance. A self-reliant organization may need resources beyond its own to carry out its mission, but it does not compromise its mission by undertaking activities simply because a potential funder is looking for certain types of activities and will not fund anything else (Pislaru, 2019).

4.4.3. Social Sustainability Dimension

Organizational social sustainability refers to an organization's ability to create positive social value for its stakeholders, including employees, individuals, and society at large. It focuses on promoting justice, equality, inclusiveness, and well-being, ensuring that the organization contributes sustainably and meaningfully to the social fabric. This dimension of sustainability is crucial for establishing trust, cultivating loyalty, and ensuring long-term success (Mousa, 2019).

5. Practical Research Framework

5.1. Research Methodology

This study employed a descriptive-analytical approach to assess the level of organizational sustainability among the deans of the University of Anbar colleges, as perceived by the heads of academic departments. To achieve the study objectives, a questionnaire was distributed to the heads of academic departments at the University of Anbar colleges between January 1 and February 6, 2025.

The study is based on the following research hypotheses:

- Organizational sustainability is more effective than traditional administrative methods.
- Organizational sustainability contributes to improving the performance and sustainability of the administrative process.
- Adopting an organizational sustainability approach contributes to renewing, improving, and developing the administrative process.

5.2. Description of the Research Community

The research community consists of all heads of academic departments at the University of Anbar colleges exclusively for the academic year (2024-2025), totaling 101 department heads distributed across 18 colleges.

5.3. Research Sample (Simple of Research)

The research sample was randomly selected. The research sample consisted of 50 heads of academic departments, representing 50% of the total research population.

5.4. Research Tool

To achieve the research objective, a questionnaire was constructed consisting of three dimensions (economic dimension, social dimension, and environmental dimension). The tool was constructed using a set of sources and methods that defined the dimensions of organizational sustainability (Al-Ghamdi, 2024; Ahmed, 2024).

5.5. Validity of the Research Tool

- Apparent Validity of the Tool: The tool was presented in its initial form to 7 seven referees from administrative and educational disciplines, and the feedback received was utilized.
- Internal Consistency Validity of the Tool: The tool was applied to a pilot sample of 25 science department heads. The Pearson correlation coefficient was calculated between the score of each item in the dimension and the overall score of the organizational sustainability dimensions. The results are presented in Table 1.

Table 1. Correlation Coefficients Between the Score of each Item and the Total Dimension Score

Organizational Sustainability			
	Economic Dimension	Social Dimension	Environmental Dimension
	Correlation coefficient	Correlation coefficient	Correlation coefficient
1	0.622	0.676	0.822
2	0.432	0.742	0.644
3	0.641	0.423	0.761
4	0.533	0.776	0.533
5	0.766		

It is clear from Table 1 that all paragraphs of the organizational sustainability dimensions, with the total score of the dimension to which they belong, achieved positive and statistically significant correlation coefficients at a significance level of less than 0.05, which means that the organizational sustainability paragraphs enjoy a high degree of consistency.

5.6. Instrument Reliability

Reliability refers to the consistency of the scale's results when applied to the same sample of individuals over time. To verify the instrument's reliability, a sample of 12 individuals was taken, the scale was administered to them, and then it was reapplied two weeks later. Cronbach's alpha coefficient was calculated. Table 2 exhibits the results obtained.

Table 2. Reliability Coefficient

	Dimensions	Number of Paragraphs	Cronbach's Alpha
Dimensions of organizational sustainability	Economic dimension	5	0.902
	Social dimension	4	0.923
	Environmental dimension	4	0.891
	Overall stability of the tool	13	0.905

It is clear from Table 2 that the reliability coefficient for the tool as a whole reached 0.905, which indicates that the degree of reliability is high, making the tool suitable for study.

6. Presentation and Discussion of the Results of the Research Objective

This study intends to identify the level of organizational sustainability among the deans of the colleges of Anbar University from the standpoint of the academic department heads, and to achieve this objective, the organizational sustainability scale was applied, consisting of 13 paragraphs distributed over three dimensions (economic, social, and environmental dimensions). However, Appendix 1 explains this point, on the research sample of 50 individuals, using the arithmetic mean, standard deviation, and ranks, and Table 3 reveals the outcomes of the research objective.

Table 3. Arithmetic Mean and Standard Deviation of Sample Responses to the Level of Organizational Sustainability

	Dimensions of Organizational Sustainability	Arithmetic Mean	Standard Deviation	Verification Level	Rank
1	Economic dimension	4.75	0.871	High	1
2	Social dimension	4.62	0.796	High	3
3	Environmental dimension	4.71	0.814	High	2
		4.69	0.827		

The results in Table 3 indicate that the general arithmetic mean of the research sample's response to the level of achieving organizational sustainability was 4.69, and a standard deviation of 0.827. All averages of sustainability dimensions were classified as (high), as the economic dimension came in first place in achieving organizational sustainability, while the environmental dimension came in second place, and the social dimension came in third and last place. The results of the three dimensions as a whole indicate that the level of organizational sustainability has been achieved by the deans of the colleges of Anbar University from the point of view of the academic department heads.

This is explained by the deans of Anbar University's colleges' awareness of the importance of organizational sustainability and its impact on business continuity. They also invest in available resources and capabilities, work to preserve them, and find diverse alternatives to ensure the success of the administrative process within the colleges. This is particularly true given the nature of educational work, which deals with dynamic and changing events, requiring a high degree of freedom and flexibility from college members in decision-making. This finding also indicates that organizational sustainability among deans lies in developing a qualitative organizational climate based on collective, rather than personal, interests, encouraging a sense of shared identity and ongoing cooperation among college members, and providing a competitive advantage for the college over its competitors.

To further address the research objective, the responses of the research sample members to each dimension of organizational sustainability were analyzed, and the following results were obtained

A. The Economic Dimension

Table 4. Arithmetic Means and Standard Deviations of the Level of Achievement of the Economic Dimension of Organizational Sustainability

	Phrases	Arithmetic Mean	Standard Deviation	Verification Level	Rank
1	The dean works to simplify procedures that hinder workflow.	4.96	0.886	High	2
2	He adopts modern administrative methods to complete work effectively and efficiently.	4.93	0.889	High	3
3	He employs various technological methods to ensure speed and accuracy in work.	4.99	0.893	High	1
4	He encourages diversification of research funding sources.	4.11	0.832	High	5
5	He seeks to establish new academic departments.	4.87	0.855	High	4
		4.75	0.871		

Table 4 shows that the overall average of the research sample's responses to the level of organizational sustainability achieved in the economic dimension was high, with the economic dimension ranking first among the organizational sustainability dimensions. This result indicates the deans of Anbar University's colleges' awareness of the importance of the economic dimension as it represents the fuel that drives the wheel of work and maintains its sustainability and continuity towards progress.

B. The Social Dimension

Table 5. Arithmetic Means and Standard Deviations for the Level of Achievement of the Social Dimension of Organizational Sustainability

	Phrases	Arithmetic Mean	Standard Deviation	Verification Level	Rank
1	The dean works to mitigate tensions and conflicts among staff.	4.38	0.789	High	4
2	He is committed to ensuring organizational justice within the college.	4.45	0.791	High	3
3	He encourages teamwork.	4.79	0.795	High	2
4	He treats everyone with humanity, regardless of academic titles and positions.	4.88	0.811	High	1
		4.625	0.796		

Table 5 shows that the overall average of the research sample responses to the level of organizational sustainability achieved in the social dimension was high, as the social dimension ranked third among the dimensions of organizational sustainability. This result indicates the awareness of the deans of the colleges of Anbar University of the importance of the social dimension as it represents the social fabric of the college and enhances loyalty among employees.

C. The Environmental Dimension

Table 6. Arithmetic Means and Standard Deviations for the Level of Achievement of the Environmental Dimension of Organizational Sustainability

	Phrases	Arithmetic Mean	Standard Deviation	Verification Level	Rank
1	The Dean encourages the use of alternative energy in all fields.	4.71	0.794	High	2
2	He follows a green management approach in the college's work.	4.69	0.792	High	3
3	He takes into account the capacity of students in academic departments.	4.63	0.795	High	4
4	He directly monitors maintenance and cleaning work within the college.	4.81	0.875	High	1
		4.71	0.814		

Table 6 shows that the overall average of the research sample responses to the level of organizational sustainability achieved in the environmental dimension was high, as the environmental dimension ranked second among the dimensions of organizational sustainability. This result demonstrates the awareness of the deans of Anbar University's colleges of the importance of the environmental dimension, as it represents the organizational climate in which employees work and which makes them feel stable and comfortable within the college.

7. Conclusion

In light of the research findings, the following conclusion is achieved:

Organizational sustainability is accomplished at a good level in the work of the deans of colleges at Anbar University. The outcomes of this investigation are similar to those of Al-Ghamdi (2024) and Ahmed (2024). Consequently, this demonstrates the extent to which universities recognize the importance of organizational sustainability in their work.

8. Recommendations

College deans are required to focus on contemporary administrative methods, including organizational sustainability in college administrations. This is achieved by embracing a team-based approach, encouraging employees to take the initiative outside the framework of formal instructions, and allowing them the freedom to determine the most effective method for completing work. Employees should be given the freedom to express their opinions and suggestions regarding the development of administrative work methods. This can be achieved by redistributing employees according to their skills and abilities, so that they occupy positions that match their qualifications. It is necessary to employ administrative leaders who are aware of and cognizant of organizational sustainability to encourage employees to assume responsibility. Employees should be encouraged to

participate in defining the university's future vision and integrating the concept of organizational sustainability into daily work practices.

Declarations

Author Contributions: All the authors contributed to the research equally.

Conflicts of Interest: There is no personal, financial, or professional conflict of interest,

Funding: None.

Ethical Approval: Informed consent is given by research participants after they have been provided with adequate information about the nature, objectives, procedures, risks, and benefits of the research.

Data Availability Statement: The data are available upon reasonable request.

Acknowledgements. The researchers extend their thanks to all the heads of academic departments at the University of Anbar who responded to the research questionnaire.

References

- Abu Zaid, A. (2022). *Organizational Sustainability as an Approach to Developing School Administration*, 1st ed. Amman: Dar Al-Manahj for Publishing and Distribution.
- Ahmed, D. A. (2024, October 7). Organizational Sustainability: An Approach to Achieving Competitive Advantage in Egyptian Universities: A Future Vision. *Journal of University Performance Development (JUPD)*, pp. 286-312. https://journals.ekb.eg/article_394845_7ce31a5fe6c8eddd90197b861a6b2f25.pdf
- Albareda-Tiana, S., Vidal-Raméntol, S., & Fernández-Morilla, M. (2018). Implementing the sustainable development goals at University level. *International Journal of Sustainability in Higher Education*, p. 77. <https://doi.org/10.1108/ijshe-05-2017-0069>
- Al-Ghamdi, A. A. (2024, 5 3). The Reality of Innovation Management Practice and Its Relationship to Achieving Organizational Sustainability at King Saud University from the Perspective of Faculty Members. *Journal of Educational Sciences*, p. 421. https://ssj.journals.ekb.eg/article_392857_9b2ed2113de4f753eb8064846de49d66.pdf
- Al-Rish, S. A. (2024, April 5). Organizational Sustainability as an Approach to Developing School Administration, . *Arab Journal of Educational and Psychological Sciences, Arab League Educational, Scientific and Cultural Organization*, pp. 322-334. https://journals.ekb.eg/article_348309_3308ff41f0d9a664395cef7987cd04d6.pdf
- Behringer, K., & Szegedi, K. (2020, April 14). The Role Of CSR In Achieving Sustainable Development—Theoretical Approach. *Eur. Sci. J*, p. 10. <https://doi.org/10.19044/esj.2016.v12n22p10>
- Cella-De-Oliveira, F. A. (2021). Indicators of organizational sustainability: A proposition from organizational competences. . *International Review of Management and Business Research*, pp. 962-979.
- Gamage, K. A. A., Munguia, N., & Velazquez, L. (2022). Happy Sustainability: A Future Quest for More Sustainable Universities. *Social Sciences*, p. 4. <https://doi.org/10.3390/socsci11010024>
- Houdhury, D. P. (2019). Sustainable organization and operational impact. *International Journal of Management (IJM)*, 1–42.
- IMD. (2022). Organizational Sustainability Report. p. 721.
- Johnston, P., & E. M.-H. (2017). Reclaiming the definition of sustainability. *Environmental Science and Pollution Research International*, 60–66.

- Marzouq, M. A. (2024). *The learning organization according to the Maersk and Watkins model in private universities and colleges from the point of view of their employees* (Master's thesis). University of Baghdad, Iraq.
- Mousa, M., & Puhakka, V. (2019). Inspiring organizational commitment: responsible leadership and organizational inclusion in the Egyptian health care sector. . *Journal of Management Development* , p. 32. <https://doi.org/10.1108/jmd-11-2018-0338>
- Roos, N., Sassen, R., & Guenther, E. (2023). Sustainability Governance toward an Organizational Sustainability Culture at German Higher Education Institutions. *International Journal of Sustainability in Higher Education* , pp. 553-583. <https://doi.org/10.1108/ijshe-09-2021-0396>
- Pislaru, M., Herghiligiu, I. V., & Robu, I.-B. (2019). Corporate sustainable performance assessment based on fuzzy logic. *Journal of Cleaner Production* , pp. 998-1013. <https://doi.org/10.1016/j.jclepro.2019.03.130>
- Shehada, Y. Y., & Hussein, B. H. (2023). The Psychology and Administrative Inertia of the Deans of the Faculties from the Point of View of the Heads of the Scientific Departments. *Journal for Research in Therapy and Developmental Diversities* , pp. 657-665.
- Shehada, Y. (2019). Decision-making technology and its role in improving the quality of educational work in secondary schools. *Dirasat: Human and Social Sciences*, 241.
- Wara, H. U., Adeniji, A. A., Igbinoba, E. E., & Wara, S. T. (2021). Sustaining Competitive Advantage in Private Universities: A case study of Southern Region of Nigeria. *The Journal of Organizational Management Studies* , pp. 1- 11. <https://doi.org/10.5171/2021.675387>

About the Contributor(s)

Faissal Khamis Abd (Mr.), is an employee at the Ministry of Education, his research interests focus on educational administration.

Email: faissal.abd2302@ircoedu.uobaghdad.edu.iq

ORCID: <https://orcid.org/0009-0003-4028-9961>

Yousef Yaqoub Shahada (PhD), is a professor of educational administration at the University of Baghdad, Ibn Rushd College of Education for Humanities. His research interests focus on educational administration and learning management.

Email: yousif.jacob@ircoed.uobaghdad.edu.iq

ORCID: <https://orcid.org/0000-0002-1855-9510>

Publisher's Note: *The opinions, statements, and data presented in all publications are solely those of the individual author(s) and contributors and do not reflect the views of Universitepark, EDUPIJ, and/or the editor(s). Universitepark, the Journal, and/or the editor(s) accept no responsibility for any harm or damage to persons or property arising from the use of ideas, methods, instructions, or products mentioned in the content.*

Appendix I.

Organizational Sustainability Scale

Respected Professor, Head of Department.

Greetings.

The researcher intends to conduct his research entitled "Organizational Sustainability and Its Relationship to Central Administration among Deans of the Colleges of Anbar Universities." Given your experience and extensive knowledge, we would like to seek your sound opinions in determining the degree of application of each item of the scale. We hope you will answer the items accurately and objectively by placing a check mark (☑) in the field that you consider appropriate for the purpose of academic research.

Organizational Sustainability: The practices performed by an institution (college) that maintain the continuity of its work and enable it to continue carrying out its activities efficiently and effectively at the economic, social, and environmental levels.

With our sincere thanks and appreciation.

The First Area: Organizational Economic Sustainability

Using various strategies to invest and conserve material and human resources with the goal of creating a responsible, beneficial, and sustainable balance in the long term.

Paragraphs	It applies to him				
	Very much so	To a large extent	moderately	to a small extent	Very little
1 The dean works to simplify procedures that hinder workflow.					
2 He adopts modern administrative methods to complete work effectively and efficiently.					
3 He employs various technological methods to ensure speed and accuracy in work.					
4 He encourages diversification of research funding sources.					
5 He seeks to establish new academic departments.					

The Second Area: Social Organizational Sustainability

Developing human capital, achieving equality and ethical considerations, avoiding the exploitation of individuals, valuing democracy, expanding the scope of personal choices, and distributing resources fairly.

Paragraphs	It applies to him				
	Very much so	To a large extent	moderately	to a small extent	Very little
1	The dean works to mitigate tensions and conflicts among staff.				
2	He is committed to ensuring organizational justice within the college.				
3	He encourages teamwork.				
4	He treats everyone with humanity, regardless of academic titles and positions.				

The Third Area: Organizational Environmental Sustainability

This is a fundamental pillar for addressing environmental challenges by adopting sustainable policies and practices that reduce environmental impact and improve the quality of work life within the organization.

Paragraphs	It applies to him				
	Very much so	To a large extent	moderately	to a small extent	Very little
1	The Dean encourages the use of alternative energy in all fields.				
2	He follows a green management approach in the college's work.				
3	He takes into account the capacity of students in academic departments.				
4	He directly monitors maintenance and cleaning work within the college.				

