Requirements for sustainable administrative development in the faculties of the University of Baghdad, from the point of view of its administrative leaders

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Abstract:

The research aimed to identify the requirements of sustainable administrative development in the colleges of the University of Baghdad from the point of view of its administrative leaders.

The descriptive analytical approach was used, and the research community was defined as the administrative leaders in the colleges of the University of Baghdad. The study sample amounted to (100) individuals.

To achieve the research results, a tool (questionnaire) was prepared from three axes (technology requirements / training requirements / financial requirements). Each axis included (6) paragraphs, so that the questionnaire consisted of (18) paragraphs. The tool was arbitrated by a number of specialists to ensure its validity and reliability.

Statistical processing:

After the field application of the research tool, the information and data were transcribed and statistically analyzed with the adoption of manual transcribing of open responses. "SPSS" was used using the frequencies, averages and standard deviations program to analyze the results.

The most important results reached by the research:

First objective:

The administrative leaderships in the colleges of the University of Baghdad have views that indicate the necessity of meeting and providing the requirements of administrative development.

The average score of the sample was (63,311) degrees with a standard deviation of (13,242) degrees, which is smaller than the theoretical average of the questionnaire of (54) degrees.

Keywords: (Sustainable administrative development, administrative leadership).

Research problem

It has become clear and known to everyone that change is a constant feature, but this change has begun to accelerate and change the paths of many countries, which has made many of these countries in a state of constant alert and vigilance for everything that could happen in order to control and dominate with the capabilities and abilities they possess that make them sit on the throne of progress, and since The basis behind all the developments that occur is the human element and what this element possesses of experiences, skills, and qualifications that make it capable of giving.

This is what made countries compete through their educational, teaching and service institutions to care for the human element and what it needs to be a source of production, as the wealth that this element possesses can be employed and benefited from in various fields. Therefore, educational institutions (represented by colleges) sought to search for continuous development methods that meet the needs of the human element and are compatible with what the world needs, especially after artificial intelligence began to replace many individuals. What many educational and teaching institutions suffer from in terms of problems and negatives as a result of remaining for decades captive to extreme centralization, the hierarchy of administrative levels and their multiplicity, the length of official communication lines, the confidentiality of information, the limited powers granted to workers and the failure to provide the necessary development requirements that are consistent with what they need has become an obstacle to developmental and reform ambitions. Rather, it has become a burden whose costs and consequences can no longer be borne. Therefore, it was appropriate to build modern, capable institutions that rely on sustainable development. Philosophy and methodology in the management of educational and teaching institutions. (Al-Kubaisi, 2014: 66)

The importance of the research

It has become clear to everyone that employees, with their capabilities, are responsible for the failure or success of the administrative process. Whenever administrative leaders are able to provide the appropriate conditions to invest those capabilities optimally and direct

them towards the right path, the importance of the talents and capabilities that employees possess will become clear, contributing to the success of management. Therefore, the need has become urgent for administrative leaders to reconsider the policies followed in managing institutions and their methods of dealing with employees, and to work to provide the requirements for sustainable administrative development. There is no longer any doubt that human resources are the primary pillar of the national and regional economy, and organizing these forces and their efficiency and effectiveness has a great impact on increasing production capacity and raising the level of performance of the organization. From this standpoint, a new trend has emerged calling for expanding the framework of change, development and administrative development and completely abandoning old work procedures and thinking in new ways that help confront radical changes, due to the inappropriateness of traditional administrative solutions that most public sector institutions still follow. New advanced administrative concepts were sought to cooperate with complex environmental variables, which gave administrative development importance as the tool through which organizations can raise the efficiency of their administrative apparatuses in training and qualifying the human element with the presence of modern technical capabilities that ensure that they meet the requirements of their development plans and advance the administrative process (1993) Zuilff and Al-Lawz)

That is why institutions rushed to adopt administrative development as an administrative strategy that contributes to the development of human resources, and to enhance it to benefit from human development efforts and policies in the institution and to develop administrative intelligence as part of the human energies that must be taken care of, as well as to give development and training efforts a strategic dimension that meets the needs of developing innovation and institutional learning and the value of the knowledge capital of society and its institutions. (Al-Mufarji, et al., 2003:29)

The concept of administrative development was adopted in various ministries and state institutions, in order to bring about a qualitative shift in the performance of these ministries, and to push them to provide the best services to each other and improve their job performance in the most efficient and effective ways by providing the modern technology that organizations seek by reviewing the structures and departments of

institutions, their systems and duties, and developing and improving behavioral and human skills and searching for skills, abilities and competencies A new and innovative approach that suits the spirit of development and change and is in harmony with the nature of the complexity that accompanies the problems of tomorrow and the burdens of administrative development according to studied scientific foundations (Sa'aydeh and Al-Kharabsheh, 2003: 77)

Hence, public institutions are required more than ever to pay attention to what administrative development needs, establish regulatory and legal frameworks and practices, and provide ways to develop and advance them to achieve sustainable administrative development.

Research objectives:

The research aims to identify:

1. Requirements for sustainable administrative development in the colleges of the University of Baghdad from the point of view of its administrative leadership.

Research limits:

The research is determined by the administrative leadership represented by (Dean/Assistant Dean/Heads of Scientific Departments) in the colleges of the University of Baghdad

Defining terms

Sustainable administrative development

"Improving the capabilities and skills of individuals and those responsible for leading various activities in the organization, and the good use of material and human resources and directing this use towards the specified goals with the greatest possible efficiency" (Al-Sarna, 2002: 26)

A conscious, planned, organized, dynamic, comprehensive process aimed at change, including all the activities necessary to select and prepare administrative leadership and managers and acquire the skills, capabilities and attitudes that qualify them to perform their work in a better way, in order to transfer the organization to an advanced future position that achieves development, success and competitive performance in globalization" (Khattab, et al., 2007: 177)

The importance of administrative development

The existence of successful organizations depends on the availability of competent administrative leadership, and this represents the main motive behind preparing the administrative leaders who assume positions. The interest in developing and supervising leadership in the organization reflects the extent of its success and excellence, and based on this basis the importance of administrative development is determined:

1_Optimal use of available resources to ensure production, provision and services capable of achieving the satisfaction of consumers' needs and fulfilling their various and renewed desires

2_Achieving balance, harmony and compatibility in economic activities and increasing the ability of management to achieve compatibility and proportionality between the different types of administrative development programs systematically, and striving to achieve these programs on the other hand, which results in an increase in national income and the well-being of society.

3_Scientific, technical and cognitive progress, and the increasing need for high and advanced organizational levels, commensurate with the increase in individuals in the organization, especially in the administrative field, which reflects an increase in administrative levels and the accompanying complications in implementing administrative activities and tasks.

4_Lack of effectiveness of administrative studies, as the role of schools and universities does not teach students administrative functions and principles, concepts, knowledge and skills in applying administrative methods and systems in a scientific and applied manner, where the burden then falls when preparing administrative leadership on learning during practice.

5_Research and attempt to reach advanced and modern training methods and techniques, to train administrative leaders, especially focusing on administrative development and self-development programs, which put the administrative leader in the actual position of

.6_Lack or absence of financial resources allocated to administrative development in organizations, which is due either to uncertainty about the future needs and requirements of this administrative leadership, which is also due to uncertainty about rapid changes in the nature and circumstances of the organization or to work pressures.

. 7_Uncertainty about the seriousness of current administrative training programs, and the difficulty and slowness of evaluating the successive returns from it. (Afifi, 2003: 32)

Sustainable Administrative Development Goals

Sustainability in the workplace is an approach that requires leadership and reaching goals that go beyond superficial rules and regulations. Many organizations around the world have adopted this way of thinking about sustainability, for the purpose of using it to display the organization's values, weigh impacts and results, differentiate themselves competitively, and improve their business. Integrating sustainability into organizations provides managers and employees with the opportunity to improve their work, protect their employees, and achieve sustainability for their entire organization. Sustainable management of natural resources is also essential because it supports the conscious and cautious use of resources without misuse. Therefore, the administrative development process seeks to achieve a set of goals, including:

– Directing the various resources and capabilities of the organization towards achieving integrated economic and social development.

_Developing the organizational structure of the organization and its various organizational, service and production units.

_Developing administrative, financial and functional systems and methods and establishing them on scientific foundations to serve economic and social development.

_Developing and rationalizing the legislation, regulations and policies governing administrative work and organizing economic and social activities, ensuring their adaptation to serve national goals.

 – Providing specialized administrative competencies in various branches of administrative work, at various levels, and supporting them with preparation, training, and developing skills and capabilities according to specific plans and programs.

_Providing the material and technological requirements for advanced administrative work, which contributes to raising its efficiency and enabling it to (keep pace with the times and keep pace with the superior administrative capabilities of advanced countries(Al-Ghazawi, 2006: 109)

Characteristics of sustainable administrative development

The concepts of administrative development constitute organizationally

emergent and chronic management problems in harmony and consistency with the requirements of achieving the organization's goals with the highest possible efficiency, which means that the contemporary management strategy is based on the principle of continuing to introduce amendments

and update advanced methods, technologies and approaches in the work of public administration agencies and their various structures, which reflects

a new modern administrative culture that relies on experimentation, as there are no absolute facts in the administrative process, but rather there is

an infinite set of assumptions that must be constantly subjected to testing to demonstrate their suitability, effectiveness

and validity in field application. This means that contemporary administrative thought is based on the principle of trial and error, so any program for administrative reform must be subject to experimentation and evaluation through various political, legislative and executive activities.

 The characteristics of sustainable administrative development include:

- Comprehensiveness: Administrative development is comprehensive for all aspects of administrative development and for all organizations and sectors in society.

- Everyone's contribution to administrative development: i.e. involving all levels and sectors in activating administrative development, with the role of higher authorities being distinguished by their authoritative impact on the rest of the levels and sectors.

- Its necessity in all countries: All countries, whether developed or developing, need administrative development.

− Continuity and renewal: Administrative development is not a temporary, circumstantial reform related to a specific stage, and social and administrative issues and circumstances are part of it, constantly evolving and changing, and what is new and appropriate today will become old and inappropriate at a later stage and needs to be reconsidered. Administrative development must accompany and coordinate developments and changes in society and abroad.

− Integration and balance: This means that administrative development includes its three axes simultaneously and continuously, so that there is no focus on some aspects and negligence in others.

− Close connection with comprehensive development by activities: in all levels and fields. Rather, administrative development must precede comprehensive development, as a preliminary introduction to provide it with sound management that helps it carry out its duties. (Yaghi, 2009: 45)

Components of administrative development

It is often rewarding, however, Managing institutions can be one of the most challenging aspects of work As it is necessary to ask whether there is a great need to create a suitable work environment, and that a sustainable workplace is necessary today more than ever, especially in light of the many crises that the world is exposed to, which affect work productivity, so trying to find the right balance between all workers in institutions has become a negative

an urgent need in developing capabilities, to face difficulties of all kinds, as most recent studies in the most enthusiastic and more

sustainable development indicate that a sustainable workplace is a healthy place that results in happiness , which increases the

employee's permanent productivity, so if institutions want to be successful in the long term, the barriers that hinder the implementation of sustainable development must be removed, and this should start in the workplace. Therefore, the components of sustainable administrative development are:

1_Doctrine: which is what the general framework of values, behavior, and transactions believes in.

2_Administrative theory: which constitutes the intellectual framework that contributes to the method of dealing between management and employees and how to achieve the greatest possible return.

3_Developing laws, regulations, and systems: as they must be modified, developed, and provided with flexibility, to suit the conditions of the constantly changing society, so that they help meet the requirements of work in making appropriate decisions quickly.

4_Developing and growing the manager and employees: It is considered one of the most important elements of administrative development, because the employees and the manager are responsible for implementing the tasks and functions of the organization, and the benefit of administrative development is linked to the extent of the success of the process of developing the skills of employees and the manager.

5_Developing organizational structures: The organization needs to develop the organizational structure in order to carry out its work efficiently and effectively to avoid its obsolescence over time or with changing circumstances. It is an essential element in administrative development. The development of the organizational structure must be accompanied by the development of procedures, the development of the manager, and the development of laws and regulations

6_Developing work procedures: One of the requirements of administrative development is developing and simplifying work procedures and designing modern models that help complete work quickly and perfectly. (Asfour, 2011: 321)

Obstacles to the implementation of sustainable administrative development

Administration is a basic means of change and development, so it must be developed to keep pace with the requirements of change and development and be able to deal with the challenges and emergency circumstances it faces and work to invest its energies and capabilities, but there are some obstacles that stand in the way of implementing administrative development, including:

1. The problem of administrative leadership. The problem of administrative leadership appears in:

– The members of the administrative leadership are unqualified and unspecialized individuals

– The lack of harmony of administrative leadership with the requirements and characteristics of the established administrative development

– Weak qualifications, skills and leadership capabilities, which reflects its impact on administrative development.

2. Loss of originality, loss of innovation and renewal, and failure to generate new things in light of the developments of the changing environment

3. Loss of a comprehensive plan, as each department works individually with a loss of coherence between the parts of administrative development.

4. Random growth and an increase in the number of employees in the institution.

5. The spread of bureaucracy and the hierarchy of extreme centralization in decision-making, which reduces the effectiveness of the decisions taken and limits the efficiency of their implementation.

6. Routine, lengthy procedures, and the spread of favoritism.

7. Failure to adopt modern technology due to the lack of a suitable environment and the lack of institutes specialized in preparing and implementing administrative development plans.

8. Absence of human relations and loss of trust between the administration and its human resources

9. Resistance to change and refusal to accept everything new

10. Lack of compatibility between human resources specializations and administrative development requirements

11. Lack of qualified and competent trainers capable of shouldering the burdens of administrative development. (Al-Lawzi, 2001: 74)

The administrative development process is interconnected and aims to develop capabilities and increase the effectiveness of administrative agencies in order to achieve

comprehensive development, and this naturally requires the combined efforts of administrative institutions, especially those concerned with administrative development. It can be said that the requirements of comprehensive development are so complex and numerous that they require effective administrative apparatuses to bear their burdens and demands, the most important of which are:

A – Effectiveness in preparing and implementing plans.

B – Effectiveness in providing financial resources and managing them well technically and behaviorally.

C – Achieving the effectiveness of the workforce in terms of preparation and qualification.

D – The ability to develop organizationally and break the resistance to change to meet the requirements of development.

E – Developing modern systems, methods and technology, and making them tools to serve development goals.

G – Openness to the outcome of knowledge, thought and scientific research and using the useful ones for development purposes.

Research methodology and procedures

First: Research methodology

The descriptive approach was used, and the most important thing that distinguishes this approach is that it provides detailed data about the phenomenon and provides an explanation of the factors associated with it, which helps in predicting the future

Second: Research community

The research community consists of all administrative leaders in the colleges of the University of Baghdad for the academic year (2023–2024), numbering (326) deans, assistant deans and heads of scientific departments distributed over (24) colleges affiliated to the University of Baghdad

Research sample:

 The research sample consisted of (100) individuals from university administrative leaders, representing (30%)

Research Tool

The questionnaire was used as a tool to achieve the research objectives. This questionnaire includes a set of paragraphs and is applied to the sample individuals in order to obtain data. The questionnaire was prepared based on the following steps:

Determining the content of the questionnaire (the concepts of the research – reviewing a number of similar studies – reviewing the requirements of sustainable administrative development for university administrative leaderships – consulting a number of specialized experts – preparing the questionnaire paragraphs). According to the previous steps, the administrative development requirements questionnaire consists of three axes (technology requirements / training requirements / financial requirements). Each axis included (6) paragraphs, so the questionnaire consists of (18) paragraphs.

. Answer alternatives and their degrees: The five-point scale was adopted, as it gives the respondent greater freedom to choose the appropriate alternative from his point of view and more accurately. The alternatives are: (I agree to a very large extent – to a large extent – to a medium extent – to a small extent – to a very small extent) and the weights were given respectively (5, 4, 3, 2, 1).

Apparent validity

The research tool was presented to a group of inexperienced arbitrators, numbering (9) arbitrators, to express their opinion on the extent of the paragraphs for the variable to be researched, but with approval, modification or deletion, and a percentage of (80%) or more of the expert opinions was adopted. Experts and specialists agree that if the percentage between the arbitrators or experts is (75%) or more, one can feel comfortable in terms of the validity of the questionnaire.

Stability of the tool

For the purpose of verifying the reliability indicators, a sample consisting of 20 individuals was selected from outside the research sample. The researcher used the re-application of the test on the stability sample and the duration was The second application was 14 days. The answers were analyzed and the questionnaire scores were calculated as a whole, Days after completing the applications, The first and second applications, the degrees of

the applications, By using Pearson's correlation coefficient, the values of the correlation coefficients were extracted For this method The values of the reliability coefficient reached (0.84)

Application of the tool:

After the researcher verified the validity and reliability of the tool, he began distributing the questionnaire to the basic individuals during the period (12/2/2024) until (15, 3, 2024).

Chapter Four

This chapter includes a presentation of the results reached according to the data and statistical treatments, and then their interpretation and discussion in light of the research objectives.

First Objective:

To achieve the research objective, which is to identify (the requirements of sustainable administrative development in the colleges of the University of Baghdad from the point of view of its administrative leaders) through the tool for measuring administrative development and what it includes of paragraphs. After applying it to the research sample and calculating the frequencies of the sample's answers for the questionnaire as a whole. The theoretical average of the tool or questionnaire was adopted to judge the arithmetic average of the sample individuals.

Total score of the questionnaire

The average score of the sample individuals, numbering (100) individuals responding to the administrative development questionnaire, was (63,311) degrees, with a standard deviation of (13,242) degrees, which is smaller than the theoretical average of the questionnaire, which is (54) degrees. To know the significance of the difference between the two averages, the T-test was used for one sample. The calculated T-value was (4.142), which is greater than the tabular T-value of (1.96) at a significance level of (0.05) and with a degree of freedom of (99), as shown in Table (1). Accordingly, the difference between the two averages is statistically significant in favor of the sample

average. This result indicates that the administrative leaders in the colleges of the University of Baghdad have points of view that indicate the necessity of meeting and providing the requirements of administrative development.

Table (1)

Results of the one-sample t-test for the sample members' scores on the requirements of sustainable administrative development

signifcance level	T-value		Hypothetical medium	Standard deviation	Arithmetic mean	Number of sample members	sustainable administrative development
	Tabular	Calculated					
Function	1,96	4,142	54	13,242	63,311	10	

Table (1) shows that administrative leaderships emphasize the need to provide the requirements for sustainable administrative development.

Results and recommendations:

Among the results reached by the research regarding the concept of sustainable development, it is of great interest to all countries without exception, but some countries, especially advanced ones, have worked hard and mobilized all energies to find alternative means for natural resources. They have also worked to recycle many products to benefit from them in various fields and have worked to educate their individuals about the importance of preserving and protecting the environment and that each individual should bear responsibility towards natural resources as they are a trustworthy source of energy for future generations. As for developing countries, the issue of adopting and working on sustainable development is still just slogans that have not been applied on the ground and they still suffer from an increase in population and a large number of consumption and imports. Achieving it requires the political will of countries as well as the readiness of societies and individuals to achieve it. Sustainable development is a societal process in which all categories, sectors and groups must contribute in a harmonious manner, and it is not permissible to rely on a small group and a single resource. Without participation and

basic freedoms, it is impossible to imagine society accepting the full commitment to the goals of development and its burdens and the sacrifices required for it.

Based on these results, the research recommended a set of recommendations:

1. That administrative leaders take into account the importance of sustainable development to help society develop processes that allow them to create their desired future.

2. Decision-makers should work to help educational institutions develop skills and practical programs to effectively engage faculty members and students and enable them to become more effective leaders in bearing the responsibility of preserving natural resources.

3. That administrative leadership work jointly with members of educational institutions and help them develop and implement methods, approaches and practices to successfully engage groups and organizations in community development that allow them to create and implement meaningful community change, form effective relationships and maintain community vitality.

4. Adopting a national strategy for sustainable development in which all parties, institutions and community members concerned with sustainable development and affected by its outcomes in the short and long term participate in building and preparing it.

5. Working to raise awareness and guide all employees in educational institutions and urging the media to shed light on the importance of sustainable development and its benefits in preserving natural resources.

6. Educational and teaching institutions are the cornerstone and the basis on which decision-making is based, which requires intensifying research, expanding the involvement of scientific circles and increasing scientific cooperation in addressing emerging environmental issues, in addition to developing means of communication between scientific circles, decision-makers and other stakeholders.

7. Expanding the field of reliance on clean renewable energy such as solar energy, hydropower and wind energy.

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