



The Impact of Government Strategic Integration on the Effectiveness of Sustainable Strategies: An Analytical Study of the Opinions of a Sample of Leaders from the University of Mosul

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Abstract

Redundancies can interfere with reaching important objectives. It is essential to have organizational plans that are combined and used in a sustainable way. This study was carried out using both numbers and opinions to examine how government strategy affects the success of sustainable practices. In the number-based part, the views of leaders from the University of Mosul were collected. The target group for this part included managers at the University of Mosul, and after extensive outreach, ten people agreed to take part in interviews. Following the interview analysis, a survey was created and sent out to all university staff, resulting in 100 completed surveys. Four key elements were found: 1. Coordination, which includes appointments, announcements, instructions, and communication; 2. Economic, which covers communication speed, budget matters, removing obstacles, and lobbying efforts; 3. Support, which involves long-term strategies, customs, rules, and tackling basic issues; and 4. Legal, which includes keeping promises, proper interactions, parliamentary collaboration, and strategic involvement.

Keywords: Strategy, Sustainability, University of Mosul, Strategy Coordination

1. Introduction

The subject of strategy is one of the most important topics in managerial sciences. According to the majority of experts, the main reason for the failure of most projects is the neglect of general strategy (Wu et al., 2020). In fact, focusing on details and failing to emphasize long-term issues and the lack of planning for them ultimately leads to the failure of projects.

If a strategy is properly formulated and encompasses comprehensive goals, it can remain unchanged for a long time. Incomplete strategies fail to accurately predict the future, and for this reason, they are only useful for short periods. In fact, one of the conditions for a sustainable strategy is its long-term predictability, a factor often overlooked (Wu & Ho, 2020).

The sustainability of a strategy ensures that the executive plans prepared within the framework of these strategies are more comprehensive and contribute to strengthening the position of the strategy. However, it should not be forgotten that a sustainable strategy must be chosen with great care, as discovering its flaws can weaken its sustainability.

The main factor that weakens the sustainability of a strategy is the external elements beyond the control of strategists, which create challenges for its execution and impose significant costs for altering certain aspects (Trinh et al., 2021).

Given the superior power of governments within their borders, the general strategies formulated by governments typically have a direct impact on specific strategies. However, it cannot be expected that these macro-policies will always align with the interests of internal strategies. Nevertheless, there is an expectation that governments will adopt a general strategy and avoid taking parallel actions in these cases. Only then can one be confident that internal strategies will not face unnecessary challenges.

This study examines the impact of government strategic integration on the effectiveness of sustainable strategies, based on the opinions of several officials from the University of Mosul in Iraq.

The research methodology is a mixed-method approach, combining quantitative and qualitative elements. First, theoretical studies on the topic were conducted, and the researcher's questions were designed in the form of interviews. These were then distributed among the second population. Ultimately, after analyzing the results, the relevant factors were extracted and presented as the findings of the study.

This research is innovative, as no similar study has been conducted thus far .

2. Literature Review and Theoretical Framework

This section provides an explanation of the scientific and theoretical foundations related to sustainable strategy and integrated strategy.

2.1. Preventive Sustainability Strategy

The theory of dynamic capabilities of a firm suggests that the organization's ability to develop, enhance, support, and maintain alignment with its unique assets is just as important as the development of essential capabilities for gaining competitive advantages (Sun & Razak, 2022). According to this theory, an organization's dynamic capabilities enable it to quickly and effectively adapt to shifting technologies and markets, learn from the process, evolve, and eventually regain its competencies over time .

Companies are rethinking their role in protecting resources as a result of the natural environment's transformation of the global competitive landscape over the past few decades. Companies now have a greater responsibility to lessen their impact on the environment due to new environmental regulations and rising demands from various stakeholders like customers and non-profits. Nevertheless, not every organization responds in the same manner (Srisathan et al., 2020).

Management approaches to environmental issues are heterogeneous, as they depend on a multitude of determining factors, such as managerial values, organizational resources, or market and industrial conditions. These approaches are often categorized in a linear fashion along a spectrum of reactive (passive to active) behaviors. Reactive behaviors are short-term solutions that primarily aim to align the organization's strategy with environmental regulations (e.g., installing water pollution control pipes) .

In contrast, non-passive (active) approaches require businesses to voluntarily and actively comply with regulations and take part in actions to reduce waste, water and energy consumption, and pollution in the environment (such as conducting an environmental life cycle assessment). An organization's total commitment to finding creative solutions to environmental issues is referred to as an "environmental sustainability strategy." This demonstrates that businesses gain competitive advantages through the development of rare, one-of-a-kind, and complex capabilities through an "environmental sustainability strategy."

2.2 The Sustainable Development Approach

The environmental movement of the 1990s focused on air and water pollution as well as herbicides. It addressed the dangers of atomic radiation, overpopulation, and excessive energy consumption in the 1970s. In the 1980s, the movement focused on the dangers posed by toxic waste, the depletion of the ozone layer, and the devastation caused by tropical

rainforests and their effects. Additionally, some of the most pressing environmental issues that emerged in the 1990s include global warming, biodiversity loss, and reconsideration of the explosive population growth problem (Aftab et al., 2022).

These are issues that may take half a century, or even two generations or more, to resolve. If humanity fails to address these crises in a timely manner, environmental degradation and economic decline are likely to intensify in tandem, leading to a complex downward spiral of social decay and uncontrollable political divergence. In this context, it is worth mentioning that scientists, authors, and environmental specialists unanimously agree that in the 21st century, conflicts will largely center around who controls the increasingly scarce and therefore more valuable natural resources (Song et al., 2021).

Although the concept and operational implications of a pathologic condition related to sustainable development vary in interpretation and definition, particularly among leaders of industrialized nations who often equate sustainability solely with the alignment of economic growth with secondary objectives such as environmental protection, the need to focus on the dimensions and components of sustainable development has led to significant efforts to clarify the operational implications of this concept and to harmonize perceptions around it (Retnandari, 2022).

2.3 .Sustainable Development

The discussion on sustainable development must clarify the inconsistencies and incompatibilities in the implications, particularly in relation to poverty reduction, elimination of discrimination, and prevention of environmental degradation, to achieve societal stability and environmental sustainability. However, this is not a simple or trivial task that can be accomplished easily or quickly. It requires building a bridge that brings environmentalists and industrial advocates together. This approach will have specific political impacts, and it seems that the activities of non-governmental organizations, alongside strengthening environmental movements like the Green Movement, as well as promoting modern development processes, particularly empowering and ensuring public participation, are the most beneficial and inevitable approaches in this regard. In fact, sustainable development, with an emphasis on environmental protection, is an effort to save and maintain economic growth from environmental crises. In summary, this approach emphasizes the need for the union of environmental advocates, which is best achieved within the framework of non-governmental organizations. The essential discourse ahead is that environmental issues must engage industrial advocates, essentially incorporating environmentalists into a discussion rooted in commercial and industrial interests. In this

regard, conceptualizing sustainable development, particularly through the clear and consensual definition of legal objectives, is a priority. This concept also forms the basis of the methodology for planning the management of a sustainable industry in the future (Negin et al., 2021).

Sustainable development subtly frames the environmental crisis as a specific issue that inclines toward the acceptance of risk assessments and technical solutions. This framework has led to the emergence of technical experts and relevant organizations in the field of environmental protection, aligned with sustainable development. This organizational framework helps experts and local communities to calculate and plan for the current capacities of local ecosystems.

Although human knowledge has advanced to the point where it can organize the safe use of natural resources in a technically feasible way, economic choices and the social organization of this process play a key role in creating and resolving environmental issues. This is more influenced by the need for special organizational structures to achieve this than by the essential conditions of daily life for diverse communities. Prioritizing long-term benefits over short-term gains by local communities and villages, as key areas of population concentration and environments for agricultural activity where humans have direct and immediate interaction with nature, is of great importance. In other words, technical limitations should not lead to the neglect of the foundational impacts of formulating an appropriate sustainable environmental strategy by decision-makers. This strategy must primarily align with the requirements of achieving sustainable agricultural development in developing regions that rely heavily on resource utilization (Negri et al., 2021).

Regional agreements, such as NAFTA, demonstrate that the complex issues of international political economy, particularly those related to development, lead to the violation of environmental protection principles. For example, an issue like global warming is directly linked to overconsumption and population explosion. Such issues prompt industrialized northern countries to address poverty in the global south and underdeveloped nations. International efforts to reduce the growth of greenhouse gases often face dissatisfaction from poor southern countries, given the necessity of industrialization for their survival, all in the name of a sustainable future. The often hypocritical stance of northern countries merely perpetuates the historical cycle of colonial exploitation and domination. Poor countries, facing the need to seriously fight for the improvement of living standards and population growth, argue that it is now their turn to develop. In this context, for instance, China's recent

decision to increase automobile production as a major driver of industrialization is a significant move against the challenge of reducing greenhouse gas emissions.

In this theory, An organization can quickly and effectively adapt to changing technologies and markets, learn from this process, grow, and eventually regain its competence over time thanks to dynamic capabilities. The natural environment of the global competitive landscape has changed over the past few decades, and businesses need to rethink their role in protecting resources. The company's responsibility to reduce its ecological impacts has increased as a result of new environmental regulations and growing demands from various stakeholders like customers and non-profit organizations. However, not every organization's response has been the same.

Wang (2007) points out that management approaches to environmental issues are heterogeneous because they depend on numerous determining factors, such as managerial values, organizational resources, market conditions, and industrial settings. These approaches are often classified linearly along a spectrum of reactive to non-reactive behaviors (ranging from passive to active). Reactive behaviors offer short-term solutions, with the primary goal being to align the organization's strategy with environmental regulations (e.g., installing water pollution control pipes). In contrast, non-reactive (active) approaches require companies to voluntarily and proactively comply with regulations and engage in activities like reducing environmental pollution, wastewater, or water and energy consumption, such as conducting environmental lifecycle assessments .An environmentally sustainable strategy implies that an organization is fully committed to addressing its environmental challenges through the development of innovative activities

4-2.Social
Strategy

The social strategy focuses on the company's responsibility toward society by voluntarily considering social needs with a broad emphasis on the concept of sustainability. Schwartz (2017) highlights social responsibility as requiring philanthropic activities, representing a voluntary effort by the organization to address societal issues and problems. The social dimension encompasses the duties and obligations that organizations must fulfill to preserve and support society, with a comprehensive approach that maintains national unity and public interests. Carroll's definition of this component is that the organization, through various activities, reduces societal problems and improves the quality of life for people (AbouRayash & Dincer, 2021).

In addition, the social strategy involves corporate social responsibility towards employees by considering their concerns and interests. Bai et al. (2015) note that a significant portion of the workforce in any society is employed by organizations and institutions, and since most people spend the majority of their time within organizations, there is an expectation that managers will pay more attention to their subordinates. In other words, people expect managers to care for the needs of their employees and work to meet those needs (Lindgreen & Swaen, 2010). Furthermore, it is expected that managers will dedicate as much time as possible to guide and train their subordinates, helping them perform their tasks correctly. When new methods or innovative ideas are proposed, managers are encouraged to welcome them and strive to foster a sense of innovation among individuals (AbouRayash & Dincer, 2021).

2-5 External Sustainability Pressures

Going green can result from either internal or external pressures. Some of the external pressures that lead to sustainability include the following:

2-5-1 Customer Pressure

Today, companies and organizations are compelled to address environmental issues in their activities to satisfy customer needs, fulfill social responsibilities, and protect consumer rights. For example, McDonald's is a prominent case where the company changed its packaging composition in response to customer demand and support for consumer rights (Del Ana, 2021).

2-5-2. Reaction to Competitors' Actions

When a company considers environmental considerations in its product manufacturing, other companies must change their strategies to adopt greener practices; otherwise, they risk losing market share (Del Ana, 2021).

2-5-3. Legal Pressure

In various countries, governments employ various measures to maintain a healthy environment. For example, in the United States, the Environmental Protection Agency has established regulations aimed at preserving the environment (Del Ana, 2021).

2-5-4. Increasing Environmental Pollution

In order to combat environmental pollution, businesses must adopt the green movement and green marketing practices. Consumers' social pressures have resulted from environmental pollution, which has pushed government and business policies toward sustainability (Guo et al., 2021). Exxon, the largest oil pipeline company, is one business that has changed its policies because of social pressure. Due to social pressure, this company altered its policies and established two Cameroonian parks and an environmental support group.

There are numerous internal pressures on businesses to implement green initiatives. Cost is a major factor. Being environmentally friendly can improve efficiency and save money by requiring less input, resulting in less waste and less pollution (Del Ana, 2021).

The company's philosophy is the second internal factor. The idea of being green is integrated into the strategies and tactical activities of a company when environmental goals are prioritized alongside other corporate objectives and environmental issues are incorporated into the corporate philosophy.

Establishing a competitive market position is the third internal factor. Companies gain a competitive advantage over their rivals when they incorporate environmental concerns into their marketing and production procedures. As a result, customers have a better impression of the business when green marketing principles are followed. According to Ken Pritty, environmental discussions have resulted in the development of a novel strategy known as ecological positioning..

2-5-5. Sustainability Strategies

As previously mentioned, sustainability is not solely about producing and promoting green products but encompasses all activities of the company aimed at sustainability. Companies can become sustainable in three different ways.

2-5-5-1. Sustaining Value-Added Processes (Corporate Level)

Sustaining value-added processes involves redesigning them, eliminating some, modifying existing technology, and creating new technology, all aimed at reducing environmental impacts at every stage. For example, a steel manufacturing company may install a modern furnace (new technology) to use less energy in steel production (Habib et al., 2021).

2-5-5-2 Sustaining Management Systems (Corporate Level)

Companies can adopt management systems to create conditions that reduce the environmental impacts of value-added processes. A good example is a responsible care program in a chemical company, which adopts systems to promote health and safety environmental goals (Habib et al., 2021).

3-5-5-2 Sustaining Products (Product Level)

According to Carter (1999), this can occur through one of the following methods (Zamaring, 2021):

-Repairing: Increasing the product's lifespan through repairing its parts, replacing worn-out components, or refurbishing the product to extend its life.

-Reusing: Designing a product in such a way that it can be used multiple times over its lifespan.

-Recycling: Products can be converted into raw materials that can be used in other products or similar products.

-Reducing: Ensuring that the product uses fewer raw materials and generates less waste while providing greater benefits compared to older models or similar products.

.4-5-5-2 Sustainable Products vs. Sustainable Companies

In the past, consumers based their purchases on product characteristics. However, in some cases, the company-level characteristics (such as the greenness of processes and equipment) may be important for formulating advancement strategies. Consumers may prefer green products from green companies. From a managerial perspective, if brand attributes are more prominent, companies should invest in greening their products. However, if the company image is important, focusing on systems and company-level processes is desirable (Jiao and Dong, 2020).

For example, a company like Procter & Gamble focuses its communications on the brands and benefits they offer. This does not mean that the company neglects its brand image; rather, it focuses its communications on showcasing brand attributes and how these attributes meet consumer needs. The advertisements of this company highlight the exceptional cleaning performance of Tide and the freshness of Ivory soap. Therefore, for companies that concentrate on communicating brand attributes, greening products is an optimal strategy. This approach enables them to enhance their brand power and connect the green features of products to consumer needs (Islam and Wahab, 2021)

2-6. Background of Research

"Trail" and "McCullough" (2020) conducted a study aimed to develop and test a model for evaluating sustainability campaigns in sports among 10 mile runners. They evaluated the sports sustainability campaign with 531 community members using a model-fitting approach. Needs, values, internal constraints, and attachment points were found to account for 52.1 percent of the variation in attitudes toward the campaign. 74.2 percent of the variation in participation in sustainability initiatives was accounted for by external constraints, previous actions, and all indirect effects of other variables taken together. The efficacy of sustainability campaigns in influencing the attitudes and actions of sports participants can be evaluated using this model..

In their research, "Jonathan" and colleagues (2019) looked at strategies for integrating stakeholders that were associated with high sustainability performance in innovation. A configuration model was developed for the purpose of analyzing strategies for stakeholder integration in this study, which was based on the literature on sustainable innovation and stakeholder integration within the context of sustainable development. The empirical data consisted of 80 interviews and documents from 13 European medium- to large-sized businesses and their stakeholders. In order to achieve high sustainable innovation performance, qualitative comparative analysis with fuzzy sets was used to identify not only one effective strategy but also three stakeholder integration strategies. The findings suggested that high performance necessitates extensive organizational interaction with stakeholders.

By including customers as an external stakeholder, "Tauctao" and colleagues (2018) investigated how and under what conditions sustainable marketing strategies affect company performance. Using survey data from 264 Chinese businesses, they put the signaling theory-based hypotheses of relationships to the test. The findings demonstrated that the connection between sustainable marketing strategies and business performance is partially mediated by customer loyalty. They also found that the mediating effect of customer loyalty and the relationship between sustainable marketing strategies and customer loyalty are positively moderated by competitive intensity. However, while its moderated mediation is not significant, customer trust modifies the relationship between sustainable marketing strategies and customer loyalty in a negative manner. This study adds to the body of knowledge and practice of sustainable marketing by providing fresh insights into how sustainable marketing strategies can improve company performance.

In a 2016 study, Kumar and colleagues looked at how key stakeholders affected Indian companies' sustainable marketing strategies (SMS). The development of a typology of sustainable marketing strategies, the identification and classification of stakeholders, and the evaluation of the impact of various stakeholders on the sustainable marketing strategies of Indian companies were the phases that comprised this study. In order to accomplish these objectives, 153 complete responses were received to email surveys sent to 1,000 typical business establishments. The majority of Indian businesses, according to empirical evidence, either have no interest in or no inclination to accept sustainability or have not made the decision to do so. The results also showed that stakeholders put economic, social, and environmental pressures on Indian businesses. Social and economic shareholders exerted relatively less pressure on Indian company managers to implement sustainable marketing strategies than environmental stakeholders did. When developing sustainable marketing strategies, this study assists managers in effectively managing stakeholders. An integrated model for achieving sustainable marketing in the Iranian automotive industry was the topic of a 2014 paper by Khodadad and colleagues. A preliminary framework for achieving sustainable marketing was created by first analyzing the literature in this setting. The initial model was then developed, and a comprehensive model for achieving sustainable marketing was designed using some qualitative methodological tools like open questionnaires and in-depth interviews with experts who were familiar with the subject. The revised model and the final conceptual model for achieving sustainable marketing were designed in the final stage through focus group sessions. According to the findings, the Iranian automotive industry can achieve sustainable marketing through internal marketing, integrated cultural marketing, social marketing, innovative marketing, lean marketing, strategy-driven marketing, green marketing, ethical marketing, and philanthropic marketing..

3. Research Methodology

This research is applied in terms of its objective and employs a mixed-methods approach. This means that both quantitative and qualitative methods have been utilized for the research. Initially, using the theoretical foundations studied, an overview of sustainable strategy and strategy integration was acquired, and then the ambiguities were formulated into interview questions (Appendix 1). After interviewing members of the quantitative community, some of the questions were answered, and factors were listed. Based on that, a questionnaire was designed, and the qualitative section began (Appendix 2). In the

qualitative section, respondents answered the questionnaire, and through analysis, the factors were ranked. The interview questions and questionnaire were approved by several experts and professors in the field of business management, ensuring their validity. The reliability of the questionnaire was also assessed using Cronbach's alpha, proving the overall credibility of the research instrument.

The statistical population for the quantitative section consists of approximately 50 senior and junior managers at the University of Mosul who held positions at the end of 2023.

In the qualitative section, all staff members with ranking and non-ranking positions at the University of Mosul total approximately 200 individuals, from which the first group of participants in the interviews will be excluded.

Sampling was done through a convenient method. There was only one insistence for the interview. Ultimately, in the interview section, 10 people agreed to participate in the interviews, and 100 completed questionnaires were returned.

As stated, the basis for the interviews was the ambiguities identified after studying the theoretical foundations related to the research, and based on this, the interview questions were prepared according to Appendix 1. Ultimately, successful interviews were conducted with ten members of the statistical population, the details of which are provided in Table 1. The interview questions were validated by experts and professors in management science, ensuring their validity.

Table 1: Interviewee Details

Position	Number of People
Vice President	2
Department Manager	3
Assistant Manager	4
Group Manager	1
Total	10

By analyzing the interview data, four main factors were identified, each with four sub-factors, resulting in a total of 16 factors. The designed questionnaire assessed each factor with a question, totaling 16 questions, which were approved by professors in management science. Table 2 presents the details of the respondents, and Table 3 shows the Cronbach's alpha as a measure of the questionnaire's reliability, indicating its validity for the research.

Table 2: Respondent Details

Position	Number of People
Vice President	5
Department Manager	40
Assistant Manager	15
Senior Staff	15
Junior Staff	25
Total	100

Table 3: Questionnaire Items and Their Reliability

Result	Cronbach's Alpha	Questionnaire Items
Reliability Confirmed	0.82	16

Qualitative research does not have this goal, unlike probabilistic sampling methods, which aim to generalize results from a sample that is representative of the entire population being studied. Instead, the criterion is to provide as much detail as possible when describing or explaining a phenomenon. As a result, a standard is established in which the goal is to gather as much information as possible about a phenomenon. In qualitative research, this standard is referred to as saturation. In qualitative research, an approach to determining the sufficiency of sampling is known as data saturation or theoretical saturation. According to Bibler & Conrad (2009), theoretical saturation is more closely related to theoretical sampling utilized in data-grounded approaches or grounded theory.

To be more precise, it is necessary to state that a category's or theoretical class's characteristics have reached saturation. This occurs when the research contains no additional data that contributes to the development, modification, expansion, or addition of the existing theory. In this instance, any new data that enters the research does not propose the creation of a new category or alter the classification that is already in place. These categories, according to Strauss and Corbin (Ibid.), are what reach saturation.

According to Biber (2008) and Smith (2009), qualitative researchers felt a need, which led to the development of this method. Efforts to systematize the methods and specify measurable criteria increased as qualitative methods emerged. As a result, the use of data saturation methods is regarded as the gold standard for the end of sampling in qualitative research and has been incorporated into a variety of qualitative research strategies. Although

this method was initially used in grounded theory, it later became known as data saturation in other qualitative research strategies that are not theory-based.. According to one definition, saturation is reached when all information sources provide similar information (website on quantitative and qualitative research).

A criterion for discovering saturation is the repetition of previous data, where the researcher continuously encounters repeated data. For example, when the researcher repeatedly hears similar statements and opinions during ongoing interviews, they can infer that data saturation has been reached. However, it is suggested that after the researcher feels that the obtained data are beginning to repeat, several follow-up interviews should be conducted to confirm this belief.

4. Findings

The researcher-constructed questionnaires, which have validity and reliability, were distributed among the sample members. In this section, the descriptive statistics of both the quantitative and qualitative sections are first explained, and then the obtained results were validated using the Delphi technique. Afterward, the resulting factors were ranked, and ultimately, the desired model was designed.

4-1. Descriptive Statistics

Descriptive statistics are presented by separating the two sections.

4-1-1. Quantitative Section

As mentioned, out of the members of the statistical population, ten individuals were successfully interviewed, and the descriptive statistics for this section of the research are outlined in Table 4. The majority of respondents had appropriate backgrounds and education.

Table 4: Descriptive Statistics of Interviewees

Row	Position	Age	Experience (Years)	Field of Study	Degree
1	Vice President	45	19	Business Administration	PhD
2	Vice President	48	15	Public Administration	Master's Degree
3	Department Manager	40	17	Psychology	Master's Degree
4	Department	38	15	Accounting	Master's

	Manager				Degree
5	Department Manager	35	12	Law	Master's Degree
6	Assistant Manager	39	10	Accounting	Master's Degree
7	Assistant Manager	40	11	Economics	Master's Degree
8	Assistant Manager	35	12	Economics	Master's Degree
9	Assistant Manager	32	11	Accounting	PhD
10	Manager	29	10	Public Administration	PhD

.2-1-4Qualitative section

Table 5: Age of Respondents

Position	25-20		35-26		45-36		55-46		65-56	
	frequency	percentage	frequency	percentage	frequency	percentage	frequency	percentage	frequency	percentage
Vice President	1	1	2	2	2	2	0	0	0	0
Department Manager	5	5	1	1	1	1	5	5	5	5
Assistant Manager	3	3	2	2	5	5	3	3	2	2
Senior Staff	1	1	4	4	7	7	3	3	0	0
Junior Staff	3	3	4	4	8	8	5	5	5	5
Total	13	13	7	7	22	22	16	16	10	10

Table 6: Education of Respondents

Position	Diplo ma	Associ ate's	Bachel or's	Master' s	PhD

	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Vice President	0	0	0	0	1	1	3	3	1	1
Department Manager	0	0	0	0	3	3	8	8	0	0
Assistant Manager	0	0	0	0	1	1	5	5	0	0
Senior Staff	0	0	0	0	8	8	7	7	0	0
Junior Staff	0	0	0	0	1	1	1	1	2	2
Total	0	0	0	0	6	6	3	3	3	3

Table 7: Years of Experience of Respondents

Position	10-5		11-15		16-20		21-25		26-30	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Vice President	4	4	1	1	0	0	0	0	0	0
Department Manager	2	2	1	1	1	1	0	0	0	0
Assistant Manager	5	5	3	3	2	2	0	0	0	0
Senior Staff	3	3	2	2	1	1	3	3	2	2
Junior Staff	5	5	5	5	8	8	4	4	3	3
Total	3	3	2	2	2	2	7	7	5	5

4-2. Preliminary Analysis

The first analysis conducted was in the theoretical studies section, where the findings of the studies were analyzed, and based on that, the interview questions were designed. After the interviews, the responses were analyzed, and with the help of the Delphi technique, as shown in Table 8, the validity of the determined factors was confirmed. At this point, the structure and basis of the influencing factors were examined. Following the preliminary

identification of the interview results, the results from the questionnaire were statistically extracted and ranked accordingly. Table 9 displays the initial ranking based on the average responses. To conduct a precise ranking, the Friedman ranking test was used, which is shown in Table 10.

Table 8: Delphi Analysis of Interview Results

cing	Experts Confirming	Experts Confirming	Successful Experiences	Result
Coordination	Appointments	3	Iran	Confirmed
	Orders	5	Syria	Confirmed
	Circulars	6	Lebanon	Confirmed
	Communications	2	Iran	Confirmed
Support	Budget	7	Iraq	Confirmed
	Lobbying	3	Iran	Confirmed
	Speed of communication	5	Syria	Confirmed
	Removing obstacles	6	Lebanon	Confirmed
Long-term	Long-term plan	2	Iran	Confirmed
	Regulations	7	Iran	Confirmed
	Custom	3	Syria	Confirmed
	Addressing root causes	5	Lebanon	Confirmed

Legislation	Proper interactions	6	Iran	Confirmed
	Involvement of strategists	2	Lebanon	Confirmed
	Guaranteeing promises	7	Iran	Confirmed
	Parliamentary coordination	6	Iran	Confirmed

Table 9: Mean and Standard Deviation of Scores for Main Factors

Group	Statistical Index	Coordination	Support	Long-term	Legislation
Total Population	Mean	4.8	3.7	2.2	1.95
	Standard Deviation	0.15	0.16	0.12	0.15

Table 10: Friedman Test Results for Ranking Main Factors

Group	Statistical Index	Coordination	Support	Long-term	Legislation
Total Population	Friedman Score	4.5	4.25	2.75	2.5
	Rank	1	2	3	4

As mentioned, there are four main factors, each classified based on the Friedman test. For each main factor, four sub-factors were also identified, which are shown in Table 8. A survey regarding the impact of each factor was conducted with a question in the questionnaire. After ranking the main factors, the sub-factors were also ranked and specified in Table 8. With a precise ranking of the factors, the Delphi technique was again applied, this time based on the questionnaire questions, to validate the responses provided.

Table 11: Ranking of Internal Factors Based on Friedman Test

Overall Rank	Dimension	Rank	Factors	Rank	Factors
1	Coordination	1	Appointments	2	Circulars
		3	Orders	4	Communications
2	Economic	1	Speed of communication	2	Budget
		3	Removing obstacles	4	Regulations
3	Support	1	Long-term plan	2	Custom
		3	Regulations	4	Addressing root causes
4	Legal	1	Guaranteeing promises	2	Proper interactions
		3	Parliamentary coordination	4	Involvement of strategists

Table 12: Delphi Technique in Questionnaire Section

Development Factor	Management Process	Aligned Respondents	Delphi 1	Delphi 2	Development Factor	Management Process	Aligned Respondents	Delphi 1	Delphi 2
Coordination	Appointments	30-1	Confirmed	Confirmed	Economic	Speed of communication	52-30	Confirmed	Confirmed
	Circulars	75-24	Confirmed	Confirmed		Budget	69-58	Confirmed	Confirmed
	Orders	90-78	Confirmed	Confirmed		Removing obstacles	98-36	Confirmed	Confirmed

	Communications	-89 100	Confirmed	Confirmed		Lobbying	85-75	Confirmed	Confirmed
Support	Long-term plan	-36 100	Confirmed	Confirmed	Legal	Guaranteeing promises	58-36	Confirmed	Confirmed
	Custom	85-36	Confirmed	Confirmed		Proper interactions	89-48	Confirmed	Confirmed
	Regulations	75-58	Confirmed	Confirmed		Parliamentary coordination	96-57	Confirmed	Confirmed
	Addressing root causes	85-55	Confirmed	Confirmed		Involvement of strategists	69-24	Confirmed	Confirmed

5. Summary and Conclusion

To effectively influence the integrated government strategy on sustainable strategy, coordination between these two aspects must first be established. Among the parameters examined, this variable has the most significant effect on the desired objective. Initially, appointments need to be made in a way that ensures preparedness for coordination. In the governmental system, these appointments are made more easily. Then, the issuance of circulars should be monitored to ensure they remain within the intended framework. Subsequently, necessary orders, which may come after numerous meetings, should be issued to facilitate the required coordination, necessitating appropriate communication. In this regard, a direct line of communication between superiors and the organization is essential.

In the second phase, economic issues need to be addressed so they do not obstruct the connection between the two aforementioned areas. Therefore, economic communications should occur swiftly, requiring an agreement between superiors and the organization. The allocated budgets must be sufficient to implement the intended program, and any disruptive factors should be promptly resolved upon identification. Sometimes, it is necessary to

address these disruptive third-party factors through lobbying, which is expected of government officials.

To support the connection between the two aforementioned aspects, a long-term plan needs to be developed. Efforts should then be made to establish a customary communication framework, and related regulations should be issued within the intended structure to support the stated goal. Furthermore, problems should be identified and plans should be made for their root cause resolution.

In the legal and legislative domain, it is essential to establish a legal source to guarantee commitments, as this necessity is evident for suitable interactions between the two aforementioned factors. The government needs to leverage its relationship with the parliament to legally resolve existing issues. Finally, during the legislative process, whether in the form of a bill or proposal, strategists should be utilized and invited to meetings for drafting laws .

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Appendix 1: Interview Questions

Greetings and respect. Thank you very much for taking the time to assist us.

- 1. In general, please share your thoughts on strategies and related challenges.**
- 2. What effect do government strategies have on the strategies of organizations?**
- 3. What factors influence sustainable strategy?**
- 4. How can the government strengthen sustainable strategy?**
- 5. How do overlaps in government strategies manifest?**
- 6. Do government strategies have the potential to be integrated? Please explain.**

7. **What measures does the government expect to enhance the effectiveness of organizational strategies?**
8. **What are the strategies for integrating government strategies?**
9. **In the absence of overlaps in government strategies, how can the best strategy be chosen?**
10. **How can interaction between government strategy and organizations be facilitated?**

Appendix 2: Questionnaire Questions

Dear Respondent,

Greetings, and thank you for taking the time to assist us.

The questionnaire you have in front of you is related to a university thesis. We kindly ask you to help us with our research by accurately completing this questionnaire. Rest assured that your responses will be treated as completely confidential and will only be considered in the summary and results of the research. There is no need to provide personal identification details in this questionnaire; simply providing general information is sufficient. We sincerely appreciate your cooperation and support in advance.

General Questions

1. **Gender: Male--- Female----**
2. **Age:**
3. **Position:**
4. **Highest Educational Qualification:**

With utmost respect,

What is the effect of each of the following factors on the relationship between the integration of government strategy and sustainability strategy?

No	Questions	Very	Much	Much	Average	Little	Very
1	Government appointments						
2	Appropriate instructions						
3	Circulars						
4	Communications						
5	Budgeting						
6	Political support						

7	Timely communication					
8	Remove the nuisance					
1	Government regulations					
2	Government programs					
3	Custom					
4	Remove obstacles as soon as possible					
5	Appropriate interaction					
6	Strategist intervention					
7	Parliamentary coordination					
8	Long-term estimation of requirements					