

THE ROLE OF SOCIAL CAPITAL IN PROMOTING SUSTAINABLE ORGANIZATIONS: A STUDY OF THE OPINIONS OF A SAMPLE OF ADMINISTRATIVE LEADERS IN A NUMBER OF COLLEGES OF THE UNIVERSITY OF MOSUL

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Abstract

Social capital is one of the important topics, and with the racing rates of change in the competition environment in entrepreneurship in organizations, the increasing importance of this topic has become as one of the options that organizations resort to to adapt and suit the requirements of change and creativity in order to achieve precedence and strengthen sustainable organizations, and from this point of view the research aimed to clarify the nature of the relationship between social capital in promoting sustainable organizations, through the adoption of the formula of the relationship of correlation and influence between the two variables. In order to analyse the results of the research sample, which was surveyed by 72 administrative leaders working in various colleges of the University of Mosul, the research relied on a questionnaire that was designed as a measure of the research. Due to the significant impact and strong correlation between the two variables, the research reached important conclusions regarding the existence of sustainable organisations and their effectiveness among administrative leaders who work through the social capital of the organisation surveyed. The research's premise was validated, and several conclusions and recommendations were developed as a result.

Keywords: Social capital / concept and dimensions, sustainable organizations / concept and dimensions.

Introduction

The first topic: research methodology

First: the research problem

The research problem comes within the framework of growing research interests to deal with social capital from a philosophical perspective that goes beyond traditional frameworks in management studies, as well as being a basic criterion for the success of most international organizations and achieving the continuity of sustainable organizations.

The research problem is embodied in the following main questions:

- 1- Is there a perception of social capital and its dimensions in the researched organization?
- 2- Is there a perception of sustainable organizations in the researched organization?
- 3- What is the nature of the relationship and impact between social capital and sustainable organizations in the surveyed organization ?

Second: The importance of research

The importance of research stems from the following:

- 1- Highlighting the applied dimension through which social capital contributes to strengthening sustainable organizations under research.
- 2- The necessity to embrace social capital as a way to improve the organization's standing and survival in quickly evolving and renewable environments, as well as to address the difficulties of maintaining sustainable organisations by embracing their dimensions, is another reason why research is important for the development and enhancement of the organisation being studied.
3. In order to achieve social capital among administrative leaders in business organisations and support sustainable organisations, whether they are service or productive, the research aims to address the issues faced by the studied organisation through practical application.

Third: Research Objectives

In order to reach conclusions and recommendations, the research seeks to: create a theoretical diagram that illustrates the way in which the main and sub-variables of the study are influenced; measure the impact of social capital and sustainable organisations with the organisations surveyed; and create a theoretical diagram that explains the form of influence between the main and sub-variables of the research. Make some suggestions that will enable the research organisation to take use of contemporary ideas and practices in the areas of sustainable development and social capital.

Fourth: Research hypotheses

The research is based on two main hypotheses:

Hypothesis One: Social capital morally affects sustainable organizations.

Hypothesis two: There is a correlation between social capital and sustainable organizations.

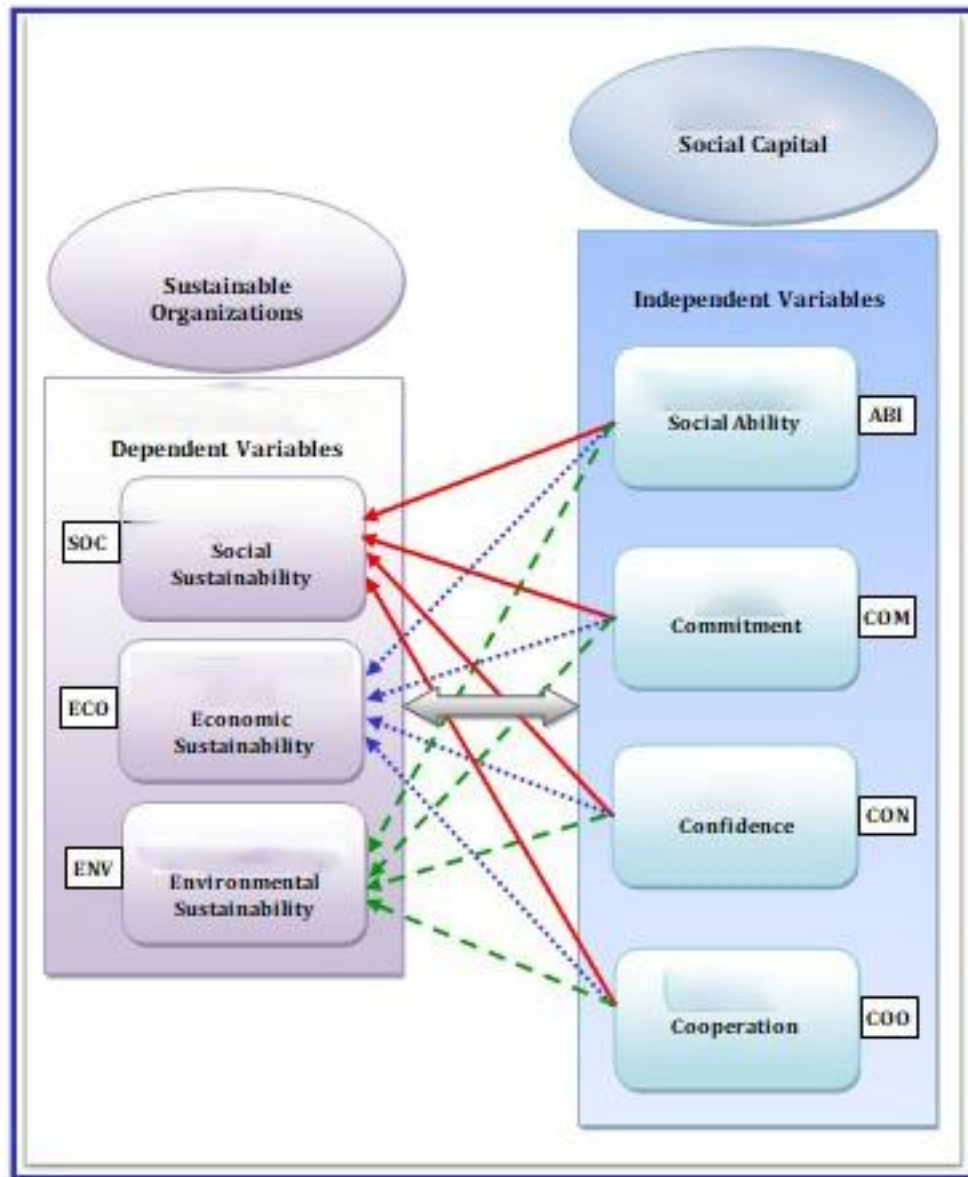
Fifth: Default Scheme of Research

A The research model serves as a guide for what is measured and the type of statistical correlations that need to be measured. It is a logical hypothetical relationship between two or more variables or dimensions of the research. Regarding the research topic, we discover that there are two primary research aspects, each of which is comprised of a collection of axes that centre on the function of social capital in fostering sustainable organisations. These axes and dimensions are as follows:

- The dimension of social capital: It represents the independent variable and consists of four axes: social susceptibility - commitment - trust - cooperation (Coleman, 1990).
- After sustainable organizations: It represents the dependent variable and consists of

three axes: social sustainability - economic sustainability - environmental sustainability based on the opinions of a group of researchers (Bekele, 2013) (Dyllick & Hockerts, 2002), (Baumgartner & Ebner, 2010).

Based on the hypotheses of the study, the hypothetical outline of the research can be expressed as follows:



Source: Prepared by the researcher

Figure 1: Default search schema

The second topic: the theoretical side of the research

First: Social Capital

1- The concept of social capital:

Social capital is an important source for individuals and organizations, as it complements other resources existing in large organizations, and social capital is contemporary and essential, and it is a moral, legal and ethical resource that cares about the components of

social organization to achieve intimacy, cooperation and effective coordination of the required resources and achieve them for the better, and social capital lies in social frameworks and in the structure of relations between workers and interdependence between individuals and their communities (Colmain, 1990:30). (Shideler, 2005:2) describes social capital as the set of apparent social interactions that are generated over time between members of a society by investing in this interaction for an ongoing benefit, and social capital are those relationships between individuals and social networks according to criteria based on mutual trust among themselves in that society (Batt, 2008:487). (Chang, *et al.*, 2011:493) defines social capital as a valuable resource that lies in the structure of relationships and connections that make up the social network of groups and individuals. This is also defined (Bartech, 2013:240) as a network of relationships between individuals and an organization under individual project units and within important resources that can be introduced. Social capital has importance and benefits, as it is a catalyst for the flexibility of organizations, as the process of participation, public trust, teamwork, interconnected rules of conduct, values and multifunctional cooperation to reach effective implementation instead of relying on formal control and excessive control and individual incentives. Social capital has a role in building and developing intellectual capital within the group or in social units, as social relations are a communication tool for the dissemination of information that is often more effective and less expensive than official mechanisms, when there is a common language and dimensions in organizations with coherent social capital with fixed rules, and when there are effective and efficient methods for transferring intellectual capital to increase intellectual energy, and this is the role of social capital in generating capital Intellectual (Nahapit & Choshal, 1998:243). Social capital is an important source of that accumulated amount of positive social relations desired, it exists for a long term and through it the rest of the other resources are invested and can be used for different purposes, as social capital lies not in individuals, but in relations with others, there is no one who owns private property. The researcher sees social capital as that social value that includes social relations, trust, common values and cooperation represented by work teams that facilitate the workflow to reach the continuity of work to achieve the goals of individuals and the goals of the organization.

2- Dimensions of social capital

The dimensions of social capital consist of six basic dimensions: social viability, trust, cooperation, commitment, interdependence, and structuralism (Jing Han, 2014: 78-83). (Al-Atwi, 2009: 19) identified five dimensions of social capital: trust, cooperation, commitment, social viability, and social networks. (Krishna & Shrader, 2000:8) identified four dimensions of social capital: trust, cooperation, commitment, and social solidarity.

In this research, the researcher will rely on four dimensions (trust, cooperation, commitment, and social susceptibility) among the dimensions mentioned in the study of (Nancy, *et al.*, 2003:4)) because these dimensions are in line with the nature of the current research, and these dimensions will be clarified in some detail through the following paragraphs:

1- Trust: It is the cornerstone of social capital, it is necessary to motivate individuals to work together with innovative projects (Majuf, *et al.*, 2003:3) Trust may be the result of a complex personal experience affected by several factors, when trust results from the

psychological aspect of the individual who trusts another person and evaluates by the natural origins of trust, or trust is the result of (shared history) or multiple relationships in the past, meaning trust based on relationships, which has its role on trust based on logical evaluation, and trust based on intuition and emotion, which is the result of relationships and emotional connections.

2- Cooperation: It is one of the manifestations of social interaction, to show the extent of participation in personal effort and with full will to complete the work dependent on each other, while reducing the state of conflict between individuals. Cooperation is the method of success for collective work rather than individual work, as organizations with a high balance of social capital are those that have strong controls and standards of cooperation in a way that all workers agree when faced with any of the negative and positive situations (Odeh, 2014: 260).

3- Commitment: It is the vital element of social capital that shows the state of correspondence between the goals of the organization and the goals and needs of individuals and their efforts at work and directed towards achieving * well-being and continuity. Commitment expresses the individual's desire for a high level of effort for the benefit of individuals and the organization with a strong desire to stay in it and then accept its goals and values (Yuksel, 2011:533). Liability is a high-value asset for the organization that is no less important than other assets in it, as the long-term impact of the obligation becomes something that cannot be ignored and this effect in turn is reflected in the performance of the organization (Caroline, 2005: 190).

4- Social susceptibility: Social capital describes the personal relationships that individuals have developed during a long history of interactions through the effects of friendship and respect behavior in individuals with social motivation, sociability, approval, and prestige through such ongoing relationships (Silkset, 2013:4). Social capability is the desire of individuals in an organization to refer individual goals and actions that accompany them into collective goals and actions that they collectively implement. Feelings Social is an important element of social susceptibility for its ability to coordinate activities, and whatever it is, the desire of the individual from the perspective of social ability to participate in collective work depends in part on the belief that the efforts of the individual will benefit the group directly and benefit the individual indirectly, hence the social ability represents a major component in the establishment of social relations, which is the basis of social capital, as these relationships are formed on the basis of free choice (Hawala, 2014: 529).

Second: Sustainable Organizations

Sustainability is the main driver of creativity for many organizations as it requires improvements to create business models with the discovery of new ways to create value that will change the basis of innovation rules, by discovering new business models that reach sustainability for organizations through private consultations and organizational workshops with university courses to help users, while managing business models for growth and increase in population (Joyce & Puqin, 2016:2). Organizations use adaptive capacity by implementing the trend towards working on some necessary changes in their roles, cultures and organizational structures in pursuit of sustainability for organizations (Kiesnere &

Baumgartner, 2019:12). Sustainable management is today an increasingly important requirement for the human resource, which makes it a major goal for human development, with the increasing technological development requires the creation of distinct capabilities and intellectual skills to organize project activities, especially nowadays and we are witnessing an increasing context of complexity, as it requires experienced management capable of moving from the traditional situation to modern management practices. Describing the sustainability of organizations (Lozano, 2018:4) is an ethical economic entity that develops structures and plans to be able to achieve the goals set at the economic, environmental and social levels and ensure their growth through rational allocation of resources while generating energy to build capacities capable of providing a strong base for the sustainability of organizations. (Nawaz & Koc, 2019:2) are processes and structures used by an organization to meet its commitments and achieve its goals while converting inputs into outputs while supporting long-term growth by effectively meeting stakeholder expectations through the implementation of decisions and actions related to sustainability. Sustainability is a vision that plays a role in the way in which others can be influenced, in understanding phenomena related to managerial aspects, activities and organizational outcomes (Yoo & Kim, 2019:2).

Sustainability mentioned to organizations the decision-making strategy at different levels of the organization regarding environmental, economic and social issues that act as a catalyst to align the organization's business model with its business strategy in order to meet the requirements of internal and external stakeholders (Nunhes, *et al.*, 2020:2). It is a balanced and integrated approach to economic, social and environmental dimensions that aims to enable current actions and decisions on how to use natural resources to ensure their availability to serve future generations (Ferreira, *et al.*, 2020:3). The researcher defines sustainable organizations as those social and ethical responsibilities that are based on social, economic and environmental aspects to address the difficulty of the state of positive adaptation and work to align the strategy with the organizational goal to achieve goals and improve sustainability performance. Three primary dimensions of organisational sustainability—economic, social, and environmental—are agreed upon by researchers (Cella-De-Oliveira, 2013; Bekele, 2013; Baumgartner & Ebner, 2010) and will be used in the study because they are consistent with the goals of the present investigation.

1- Economic sustainability: Sustainability for organizations is considered to have an impact for organizations on the economic conditions of stakeholders and on economic systems at the international and global levels. The economic effects that organisations have on society and the distribution of resources among various stakeholders serve as indicators of that impact. Organisations must manage a variety of economic capital types in order to be economically sustainable, including intangible capital (such as reputation, inventions, knowledge, technical and organisational red tape), tangible capital (such as machinery, land, and equity), and financial capital (such as debt and equity) (Dyllick & Hockerts, 2002: 132). The organisation must carry out its operations in a way that is both socially and economically beneficial to individuals who are interested in it in order to attain economic sustainability (Cella-de-Oliveira, 2013:964).

2- Social sustainability: An organization's social sustainability is its concern for its business's social duty as well as the genuine and trustworthy long-term commitment of all companies to continue and effectively thrive in the market for an extended length of time . Social sustainability positively impacts all current and future relationships with stakeholders by focusing on meeting their needs to ensure their loyalty to the organization (Baumgartner & Ebner, 2010:80). Social sustainability includes issues related to human development such as education and training, occupational health and safety in the workplace, capacity development, equal pay and fair benefits, equal opportunities with no discrimination at work, and ethical considerations are the rights of workers and employees, culture, principles and fairness for everyone (Cella-de-Oliveira, 2013:965). The ideas of equality, empowerment, accessibility, participation, bolstering cultural identity, and organisational stability are all included in addition to social sustainability (Basiago, 1999:148).

3- Environmental sustainability: It is the maintenance of elements and behaviours that sustain environmental quality across time (Attah, 2010:6). Ecosystems, biodiversity, resilience, and the maintenance of natural capital as a source of economic input are all components of environmental sustainability (Basiago, 1999:149).It focuses on the compatibility between the use and replenishment of resources in nature while determining the position of consumption of natural resources that can be reproduced from nature. Through recycling, replenishing resources, redesigning processes and products to reduce resource use and replace non-renewable resources, it also focuses on maintaining the quality of the environment that is essential for conducting economic activities and the quality of life of the community. In addition to the environmental effects of an organization's operations, such as the use of resources, gases released into the air, water, and land, hazardous waste, biodiversity, and environmental problems throughout the product's life cycle (Baumgartner & Ebner, 2010:79).

The third topic: the applied aspect of research

First: Research Tool

The questionnaire that was created using the theoretical framework and earlier research on the subject served as a representation of the research tool. The study model states that there are two primary components to the questionnaire:

Each of the four dimensions of social capital—social capability, commitment, trust, and cooperation—is represented by four statements in the first section.

The second section, which is made up of four phrases each, stands for the three axes of sustainable organisations: social, economic, and environmental sustainability.

According to the statistical analysis of the respondents' responses, the research questionnaire was designed using a five-point Likert scale (strongly agree, agree, somewhat agree, disagree, and strongly disagree). For each response, a score of (5) was assigned as a weight for "strongly agree," a score of (4) for "I agree," a score of (3) for "I agree to some extent," a score of (2) for "I do not agree," and a score of (1) for "strongly disagree."

Second: Research Community and Sample

All deans and department heads in the University of Mosul's faculties make up the research community. The research sample was chosen at random, and the questionnaire was given to 90 members of the targeted research community. Of the 90, 72 were deemed valid for analysis, or 80% of the total number of questionnaires distributed; the remaining 18 contained incomplete answers and did not serve the necessary purpose, so they were eliminated.

Third: Research techniques involving statistics

The statistical techniques and procedures listed below were applied:

1. The stability coefficient of Cronbach-alpha (α -Cronbach)
2. The weighted mean
3. The standard deviation
- 4-Coefficient of Spearman correlation
5. Analysis of multiple linear regression

To obtain results as accurate as possible, the 26th edition SPSS statistical software was used.

Fourth: Stability and truthfulness of the research tool

1. Tool stability:

When the test or an equivalent picture of it is administered to the same group again, the degree of compatibility in the respondents' responses is known as the tool's stability. As is well known in the humanities and social sciences, the stability coefficient is acceptable starting at 0.60. The stability coefficient ranges from (0) to (1). A high value indicates the stability of the questionnaire and, consequently, its validity and suitability for research purposes. The Cronbach-alpha persistence coefficient (α -Cronbach) is used to confirm the search tool's stability.

2. Statistical honesty:

The coefficient of honesty, which statistically represents the square root of the stability coefficient, is a measure of the internal consistency (consistency) of the statements in the questionnaire. The coefficients of stability and honesty for each of the questionnaire's dimensions and axes, as well as for the full questionnaire, are displayed in the following table.

Table 1: Search tool dependability and dependability

Dimensions and axes	Honesty coefficient	Coefficient of stability	Number of ferries
Social Capital:			
Social portability	0.85	0.72	4
Commitment	0.89	0.79	4
Trust	0.87	0.75	4
collaboration	0.89	0.79	4
Total dimension	0.95	0.91	16
Sustainable organizations:			
Social Sustainability	0.87	0.75	4
Economic Sustainability	0.82	0.67	4
Environmental sustainability	0.89	0.79	4
Total dimension	0.93	0.86	12
Questionnaire	0.96	0.93	28

Source: Programme results SPSS-26

Table (1) shows that both the stability and honesty coefficients were higher than 0.70 and 0.80, respectively. Additionally, based on the scale that George and Mallery both mentioned, it can be said that the research tool has a high degree of stability and honesty, which ensures that the respondents' responses to the questionnaire will be believable and that the research's findings can be trusted (George & Mallery, 2003: 121).

Fifth: Respondents' demographic attributes

The number and percentages of responders are displayed in Table (2) based on their demographic attributes. The chart indicates that while the research sample had (7) respondents, the bulk of respondents with academic success "PhD" were composed of 65 individuals, or 90% of the total respondents respondents with academic achievement "Master" by (10%). The sample included (56) male individuals (78%) and (16) females (22%). With regard to age, the majority of respondents were between (40-50 years) years old with (28) individuals (39%), followed by respondents with the age group (50 years and over) with (24) individuals and (33).%, then the respondents from the age group (30-40 years) with (17) individuals (24%), and finally the respondents from the age group (less than 5 years) with (3) individuals and (4%). As for the duration of service of the respondents in their current positions, we find that the majority of them served in their current positions for a period of (less than 5 years), where their number reached (57) individuals and (79%) of the total respondents in the sample, and two individuals and (3%) served between (5-10 years), while the sample included (13) individuals and (18%) of those whose service was in their current positions (16 years or more).

The results of Table (2) also show the distribution of respondents in the research sample according to the total service period in years, as it was found that the majority of them have a total service between (10-20 years) with (39) individuals and by (54%) of the total sample, (22) individuals and by (30%) have a total service between (20-30 years), (7) individuals and by (10%) their total service (30 years or more), while the sample included (4) individuals and (6%) with a total service (less than 10 years).

According to the above-mentioned demographic description of the research sample's respondents, the majority of them have the highest academic degrees (PhD), are comparatively elderly (40 years and over), and have served for ten years or more. These traits will help respondents form realistic impressions and perceptions of the role social capital plays in fostering sustainable organisations.

Table (2): Characteristics of respondents in the research sample

Characteristics	%	Number	Groups
Characteristics	90	65	Doctor
Academic achievement	10	7	Master
Sex	78	56	male
	22	16	female
Lifetime	4	3	20 – 30 years
	24	17	30 – 40 years
	39	28	40 – 50 years
	33	24	50 years and above

Duration of service in the current position	79	57	Less than 5 years
	3	2	5 – 10 years
	–	–	10-15 years
	7	5	16 – 20 years
	7	5	20 – 25 years
	4	3	25 years and above
Total length of service	6	4	Less than 10 years
	54	39	10 – 20 years
	30	22	20 – 30 years
	10	7	30 years and above

Source: SPSS-26 results

Sixth: Results and Discussion

1. Respondents' perceptions of the social capital dimension:

– Respondents' perceptions about the social susceptibility axis:

The arithmetic averages and standard deviations of the research sample's respondents' responses to the social susceptibility axis statements are displayed in Table (3). The aforementioned table's findings demonstrate that the research sample's respondents strongly believe that the University of Mosul's leadership is attempting to foster collaboration across working groups in order to address the issues they encounter. Additionally, the respondents strongly believe that the University of Mosul's leadership encourages working people to sacrifice personal interests for the benefit of the organisation and employs a leadership style that emphasises teamwork in carrying out tasks , and it also contributes to providing readiness for the maximum effort for the success of its work and discussing its ideas with working individuals. And convince them of her point of view. Generally speaking, the research sample's respondents had high evaluations of the social susceptibility axis (81%) based on the overall arithmetic mean on the axis statements of (4.04) on the five-degree scale.

Table 3: Averages and standard deviations of the responses provided by participants to the social ability axis statements

#	Phrases	Level	Importance	Standard deviation	Average
1	The leadership of the surveyed organization adopts a leadership style with a teamwork approach in performing the work.	High	2	0.761	4.11
2	The leadership of the surveyed organization works to achieve cooperation between working groups to solve the problems it faces.	Very high	1	0.649	4.21
3	The leadership of the surveyed organization encourages working individuals to make personal concessions in the best interest of the organization.	High	4	0.859	3.78
4	The leadership of the surveyed organization contributes to providing the maximum	High	3	0.785	4.06

	readiness for the success of its work, to discuss its ideas with the working individuals and convince them of its point of view.				
	Axis overall	High		0.564	4.04

Source: Programme results SPSS-26

– Respondents' perceptions about the commitment axis:

The arithmetic averages and standard deviations of the research sample's respondents' responses to the commitment axis statements are displayed in Table (4). The above table's findings demonstrate that the research sample's respondents strongly believe that the University of Mosul's leadership has a clear idea of how to resolve issues through structured discussion. Among subordinates at work, it also works to exploit the talents of human resources in their commitment to perform their work with training, which represents an entry point to enhance cases of administrative control at the university, and works to evaluate the performance of employees on the basis of conformity between the objectives of the organization and the goals of employees, as well as it is keen with all workers to reduce the percentage of waste of resources (human, financial, supplies) due to follow-up to maintain them while maintaining them. Generally speaking, the research sample's respondents had high thoughts about the commitment axis (79%) based on the overall arithmetic mean on the axis statements of (3.94) on the five-degree scale.

Table 4: Averages and standard deviations of respondents' answers to the statements of the commitment axis

#	Phrases	Level	Importance	Standard deviation	Average
1	The leadership of the surveyed organization has a clear vision of the best way to solve problems that takes place through organized dialogue between subordinates at work.	High	1	0.738	4.18
2	The leadership of the surveyed organization works to exploit the talents of human resources in their commitment to perform their work with training, which represents an entry point to enhance the administrative control cases of the surveyed organization.	High	3	0.906	3.90
3	The leadership of the surveyed organization evaluates the performance of employees on the basis of conformity between the objectives of the organization and the goals of employees.	High	4	0.891	3.65
4	The leadership of the organization surveyed with all employees is keen to reduce the percentage of waste of resources (human, financial, supplies) due to follow-up to maintain them while sustaining them.	High	2	0.978	4.03
	Axis overall	High		0.692	3.94

Source: Programme results SPSS-26

– **Respondents' perceptions about the axis of trust:**

The arithmetic averages and standard deviations of the research sample's respondents' responses to the confidence axis statements are displayed in Table (5). As can be seen from the table, the research sample's respondents strongly believe that the University of Mosul's leadership values the importance of respect between coworkers, values relationships built on trust, and emphasises the importance of information sharing among subordinates. Respondents also believe to a high degree that the leadership of the University of Mosul is working to accurately identify the problem it faces while trying to solve work problems through advice to help find appropriate solutions to implement them, and that it encourages its employees to enhance trust among them to meet work challenges. Given the overall arithmetic mean on the axis statements of (4.15) on the scale of five degrees, the respondents in the research sample generally had good judgements about the confidence axis (83%) in general.

Table 5: Averages and standard deviations of respondents' perceptions of confidence axis statements

Phrases	Level	Importance	Standard deviation	Average
The leadership of the surveyed organization works to accurately identify the problem you are facing while trying to solve business problems through advice to help find appropriate solutions to implement them.	High	3	0.779	4.11
The leadership of the surveyed organization encourages its employees to enhance trust among them to meet business challenges.	High	4	0.804	4.03
The leadership of the organization surveyed is concerned with the need for respect to prevail among subordinates at work.	Very high#	1	0.750	4.26
The leadership of the surveyed organization is keen on relationships based on trust and the key to sharing information between subordinates.	Very high	2	0.730	4.21
Axis overall	High		0.578	4.15

Source: Programme results SPSS-26

– **Respondents' perceptions on the terms of the axis of cooperation:**

The arithmetic averages and standard deviations of the research sample's respondents' responses to the cooperation axis statements are displayed in Table (6). The table indicates that the research sample's respondents strongly believe that the University of Mosul's leadership permits the formation of work groups of eminent professionals capable of realising the institution's mission, and encourages positive interaction cases. Among its employees by trying each employee responsible for a task that tries to carry it out clearly accurately according to what is planned in advance, and it is also interested in developing relations between it and its employees to develop its performance of work, as well as it encourages the promotion of cooperation between subordinates in the performance of work. Generally

speaking, the research sample's respondents had high thoughts of the collaboration axis (82%) based on the overall arithmetic mean on the axis statements of (4.08) on the five-degree scale.

Table 6: Means and standard deviations of respondents' opinions of terms related to the cooperation axis

Phrases	Level	Importance	Standard deviation	Avrg.
The leadership of the surveyed organization allows work groups for distinguished employees who are able to accomplish the vision of the surveyed organization.	High	3	0.911	4.01
The leadership of the surveyed organization encourages positive interaction among its employees by trying each employee responsible for a task that they try to carry out clearly accurately and as planned in advance.	High	4	0.895	3.96
The leadership of the surveyed organization is interested in developing relations between it and its employees to develop its work performance.	High	2	0.810	4.14
The leadership of the surveyed organization encourages the promotion of cooperation between subordinates in the performance of work.	High	1	0.685	4.19
Axis overall	High		0.651	4.08

Source: Programme results SPSS-26

2. Respondents' perceptions of sustainable development:

– Respondents' perceptions of the social sustainability axis's phrases:

The arithmetic means and standard deviations of the research sample's respondents' responses to the social sustainability axis statements are displayed in Table (7). As can be seen from the table, the research sample's respondents strongly believe that the University of Mosul is making efforts to create strategies and training initiatives that will help it meet its strategic goals and it also supports ethical considerations of its values while achieving justice among all employees. Respondents also believe to a high degree that The University of Mosul is keen to achieve organizational stability so that it is compatible with the competitive strategy it adopts, and that it seeks to recruit human competencies capable of achieving its strategic goals. Overall, the research sample's respondents had high attitudes (82%) about the social sustainability axis, as indicated by the axis statements' cumulative arithmetic mean of 4.08 on the five-degree scale.

Table (7): Averages and standard deviations of respondents' perceptions of the statements of the social sustainability axis

Phrases	Level	Importance	Standard deviation	Average
The organization surveyed works to develop training plans and programs in line with the requirements of achieving its strategic objectives.	Very high	1	0.792	4.22
The surveyed organization is keen to achieve organizational stability so that it is compatible with the competitive strategy it adopts.	High	2	0.769	3.97
The surveyed organization seeks to identify human competencies capable of achieving its strategic objectives.	High	3	0.931	3.92
The surveyed organization supports ethical considerations of its values while achieving justice among all employees.	Very high	1	0.716	4.22
Axis overall	High		0.607	4.08

Source: Programme results SPSS-26

– Respondents' perceptions of the economic sustainability axis:

The arithmetic means and standard deviations of the research sample's respondents' responses to the statements of the economic sustainability axis are displayed in Table (8). The chart shows that the research sample's respondents strongly believe that the University of Mosul strives to protect intangible capital, such as technical expertise, organisational red tape, and reputation. Additionally, the majority of respondents think that the University of Mosul promotes inventions that align with its long-term goals. and that To maintain the entitlements of its employees by updating the analysis of jobs in accordance with the changes that occur in its internal and external environment, as well as to conduct its activities in a recognized, responsible manner to achieve economic benefits for survival and continuity. Overall, the research sample's respondents had high attitudes (81%) about the economic sustainability axis, as indicated by the axis statements' total arithmetic mean of (4.03) on the five-degree scale. The relative significance of the economic sustainability axis statements as seen by the research sample's respondents is depicted in Figure (7).

Table 8: Means and variances of respondents' opinions regarding the economic sustainability axis statements

Phrases	Level	Importance	Standard deviation	Average
The surveyed organization works to preserve intangible capital (reputation, organizational red tape, technical knowledge).	Very high	1	0.687	4.25
The organization encourages innovations and inventions that are compatible with its future plans.	High	3	0.797	3.89
The surveyed organization maintains the entitlements of its employees by updating the job analysis according to the changes that occur in its internal and external environment.	High	4	0.929	3.85
The surveyed organization conducts its activities in a recognized, responsible manner to achieve economic benefits for survival and continuity.	High	2	0.749	4.13
Axis overall	High		0.564	4.03

Source: Programme results SPSS-26

– **Respondents' perceptions of environmental sustainability:**

The arithmetic means and standard deviations of the research sample's respondents' responses to the environmental sustainability axis statements are displayed in Table (9). As can be seen from the table, the research sample's respondents strongly believe that the University of Mosul depends on upholding environmental-quality practices. They also work to address the environmental effects of the organization's operations and maintain environmental sustainability by protecting natural capital, which serves as a source of economic input, and periodically review performance standards in accordance with changes in the internal and external environment. The research sample's respondents' attitudes on the environmental sustainability axis were generally high (79%) based on the axis phrases' total arithmetic mean of (3.94) on the five-degree scale. The relative significance of the environmental sustainability axis words as seen by the research sample's respondents is depicted in Figure (8).

Table 9 shows the averages and standard deviations of the respondents' opinions regarding the environmental sustainability axis statements.

Phrases	Level	Importance	Standard deviation	Average
The organization relies on maintaining practices that contribute to the quality of the environment.	High	1	0.811	4.07
The surveyed organization periodically reviews performance standards according to the changes that occur in its internal and external environment.	High	2	0.741	3.99
The surveyed organization works to address the environmental impacts resulting from the organization's activities.	High	4	0.866	3.81
The organization surveyed promotes environmental sustainability by preserving natural capital, which is a source of economic input.	High	3	0.818	3.92
Axis overall	High		0.637	3.94

Source: Programme results SPSS-26

3. Testing research hypotheses:

– **Testing the first research hypothesis:**

According to the first research hypothesis, "social capital and sustainable organisations are correlated." We compute the Spearman rank correlation coefficient between the respondents' responses on the social capital and sustainable organisation axes in order to test this hypothesis. The Spearman correlation coefficient values along with the associated probability values are displayed in Table (10). The table shows that, based on their p-values of (0.000), which are smaller than (0.05), all Spearman's correlation coefficients between the axes of social capital and sustainable organisations were significant at a significant level of (0.05). It indicates that every axis of social capital and every axis of sustainable organisations have a substantial association. The table indicates that there is a significant correlation between each axis of sustainable organisations and the social capital dimension. All

Spearman's correlation coefficients between the social capital dimension and each of the sustainable organisations (the last row in the table) were significant at a significant level of (0.05), based on their p-values of (0.000), which is less than (0.05). Similarly, based on their p-values of (0.000), which are less than (0.05), we find that all Spearman's correlation coefficients between the dimension of sustainable organisations and each axis of social capital (the last column in the table) were significant at a significant level of (0.05). This indicates that there is a significant correlation between each axis of social capital and the dimension of sustainable organisations.

Regarding the relationship between the general dimension of social capital and the general dimension of sustainable organisations, Table (10) shows that the correlation coefficient between the two dimensions was 0.725. This suggests a positive correlation between the two dimensions, with respondents' perceptions that social capital will strengthen sustainable organisations more strongly the more they believe it will, and vice versa, because the probability value of this coefficient is 0.000, which is less than 0.05.

Table 10: Matrix of Spearman's correlation coefficients between the axes of the questionnaire

Overall distance	Themes of sustainable organizations		
	Environmental sustainability	Economic Sustainability	Social Sustainability
0.625* (0.000)	0.524* (0.000)	0.525* (0.000)	0.457* (0.000)
0.562* (0.000)	0.369* (0.000)	0.457* (0.000)	0.381* (0.000)
0.514* (0.000)	0.315* (0.000)	0.618* (0.000)	0.467* (0.000)
0.739* (0.000)	0.561* (0.000)	0.600* (0.000)	0.582* (0.000)
0.725* (0.000)	0.516* (0.000)	0.697* (0.000)	0.626* (0.000)

Source: Programme results SPSS-26

Based on the above findings, the first research hypothesis that " there is a correlation between social capital and sustainable organizations " has been realized.

- Second research hypothesis test:

According to the second study hypothesis, "social capital morally affects sustainable organisations." We employ multiple linear regression analysis to test this hypothesis, with the three axes of sustainable organisations serving as the dependent variables and the four axes of social capital as the independent factors. Furthermore, the correlation between independent variables shouldn't be higher than 0.90. The findings of a multiple linear regression analysis used to examine how social capital axis affect social sustainability are displayed in Table 11. Where it is seen The multiple linear regression model does not account for the issue of multiple linear relationships since, according to the table, the variance

amplification factor values for the social capital axis were less than (10). Additionally, Table 11 displays the following:

The p-value of the (t) test for the social susceptibility axis was (0.509) which is greater than the level of morale (0.05), which indicates that there is no significant impact of social viability on social sustainability.

➤ The commit axis's p-value for the t-test was 0.461, higher than the morale threshold of 0.05, suggesting that commitment has no discernible effect on social sustainability.

➤ There is no discernible relationship between trust and social sustainability, as indicated by the p-value of the test (t) for the confidence axis being (0.847), which is higher than the morality level (0.05).

➤ A significant impact of cooperation on social sustainability is indicated by the p-value of the (t) test for the collaboration axis, which was 0.000, below the morale level of 0.05. According to the beta coefficient value of 0.557 for this axis, respondents' favourable perceptions of the social sustainability axis will rise by 56% for every 20% increase in their perceptions of the cooperation axis (one score on the Likert five-point scale).

➤ The regression model's p-value for the F test was 0.000, which is less than the morale threshold of 0.05. This suggests that the social capital axes taken together have a substantial effect on social sustainability.

➤ According to the regression model's coefficient of determination, which was 49%, respondents' impressions and perceptions of the social capital axes account for 49% of the changes in their views of the social sustainability axis.

Table 11: Results of multiple regression analysis to test the impact of social capital on social sustainability

Social Capital Axes (Independent variables)	Contrast amplification factor	P-value	Test (t)	Standard error	Beta coefficient
Equation constant	—	0.006	2.827*	0.431	1.218
Social portability	2.140	0.509	0.664 ^{n.s}	0.137	0.091
Commitment	2.240	0.461	0.741 ^{n.s}	0.114	0.085
Trust	2.099	0.847	- 0.193 ^{n.s}	0.132	-0.026
collaboration	1.811	0.000	5.105*	0.109	0.557
Coefficient of determination R ²	%49				
Test (F)	16,261*				
P-value	0.000				
* The effect is significant at the level of moral (0.05) n.s not significant					

Source: Programme results SPSS-26

Table (12) presents the results of multiple linear regression analysis to test the impact of social capital axes on economic sustainability. The table shows the following:

➤ The social aptitude axis's p-value (0.323) in the t-test was higher than the morality level (0.05), suggesting that social viability has no discernible effect on economic

sustainability.

- The commit axis's p-value for the t-test was 0.598, which is higher than the morale threshold of 0.05 and suggests that commitment has no discernible effect on economic sustainability.
- The confidence axis's p-value for the (t) test was 0.052, which is higher than the morale threshold of 0.05 and suggests that confidence has no discernible effect on economic sustainability.
- The collaboration axis's p-value for the (t) test was 0.001, which is below the morale threshold of 0.05 and suggests that cooperation has a major influence on economic sustainability. Depending on this axis's beta coefficient value of (0.346), This suggests that respondents' favourable perceptions of the economic sustainability axis will rise by 35% when their perceptions of the cooperation axis rise by 20%.
- The regression model's p-value for the F test was 0.000, which is less than the morale threshold of 0.05. This suggests that the social capital axes taken together have a substantial effect on economic sustainability.
- The coefficient of determination for the regression model was 51%, meaning that respondents' impressions and perceptions of the social capital axes account for 51% of the changes in their views of the economic sustainability axis..

Table 12: Results of multiple regression analysis to test the impact of social capital on economic sustainability

Social Capital Axes (Independent factor)	Contrast amplification	P-value	Test (t)	Standard error	Beta coefficient
Equation constant	—	0.025	2.301*	0.393	0.905
Social portability	2.140	0.323	0.996 ^{n.s}	0.125	0.125
Commitment	2.240	0.598	0.529 ^{n.s}	0.104	0.055
Trust	2.099	0.052	1.978 ^{n.s}	0.121	0.239
collaboration	1.811	0.001	3.473*	0.100	0.346
	51%				
	* 17,484*				
	0.000				

Source: Programme results SPSS-26

Table (13) presents the results of multiple linear regression analysis to test the impact of social capital axes on environmental sustainability. The table shows the following:

- The t-test's p-value for the social aptitude axis was 0.004, which is less than the morality threshold of 0.05. This suggests that social viability has a substantial influence on environmental sustainability. Depending on this axis's beta coefficient value of (0.476), This suggests that respondents' favourable perceptions of the environmental sustainability axis will rise by 48% when their perceptions of the social viability axis rise by 20%.
- The commit axis's p-value for the (t) test was 0.990, which is higher than the morality threshold of 0.05 and suggests that the commitment has no discernible effect on environmental sustainability.

- The test's p-value (t) for the confidence axis was 0.214, higher than the morality threshold of 0.05, suggesting that confidence has no discernible effect on environmental sustainability.
- The collaboration axis's p-value for the (t) test was 0.005, which is below the morale threshold of 0.05 and suggests that cooperation has a substantial effect on environmental sustainability. According to the beta coefficient value of 0.370 for this axis, respondents' favourable perceptions of the environmental sustainability axis will rise by 37% for every 20% increase in their perceptions of collaboration.
- The regression model's p-value for the F test was 0.000, which is less than the morality threshold of 0.05. This suggests that the social capital axes taken together have a substantial effect on environmental sustainability.
- The coefficient of determination for the regression model was 37%, meaning that respondents' impressions and perceptions of the social capital axes account for 37% of the changes in their views of the environmental sustainability axis.

Table 13: Results of multiple regression analysis to test the impact of social capital on environmental sustainability

Social Capital Axes (Independent variables)	Contrast amplification factor	P-value	Test (t)	Standard error	Beta coefficient	Social Capital Axes (Independent variables)
Equation constant	—	0.010	2.640*	0.504	1.330	Equation constant
Social portability	2.140	0.004	2.969*	0.160	0.476	Social portability
Commitment	2.240	0.990	-0.013 ^{n.s}	0.133	-0.002	Commitment
Trust	2.099	0.214	-1.254 ^{n.s}	0.155	-0.194	Trust
collaboration	1.811	0.005	2.894*	0.128	0.370	collaboration
Coefficient of determination R ²	37%					
Test (F)	9.820*					
P-value	0.000					

* The effect is significant at the level of moral (0.05)

n.s :not significant S-26

Programme results SPSS-26

The results of a multiple linear regression analysis to examine the influence of social capital axis on the dimension of sustainable organisations are also shown in Table 14. The following is displayed in the table:

- There is a considerable influence of social viability on sustainable organisations, as evidenced by the p-value of the (t) test for the social aptitude axis of (0.026), which is below the morality level (0.05). According to the beta coefficient value of 0.230 for this axis,

respondents' favourable opinions of the sustainable organisation dimension will rise by 23% for every 20% increase in their views on social viability. The p-value of the (t) test for the commitment axis was (0.587) which is greater than the level of morale (0.05), indicating no significant impact of commitment on sustainable organizations.

➤ There is no discernible effect of trust on sustainable organisations, as indicated by the p-value of the (t) test for the confidence axis, which was 0.948, higher than the morale level of 0.05.

➤ Cooperation significantly affects sustainable organisations, as evidenced by the collaboration axis's p-value of 0.000 in the (t) test, which is below the morale threshold of 0.05. According to the beta coefficient value of 0.424 for this axis, respondents' favourable perceptions of the sustainable organisations axis rise by 42% when their perceptions of the cooperation axis rise by 20%.

➤ The regression model's p-value for the F test was 0.000, which is less than the morale threshold of 0.05. This suggests that the social capital axes taken together have a substantial effect on sustainable organisations.

➤ The coefficient of determination for the regression model was 60%, meaning that respondents' impressions and perceptions of the social capital axes account for 60% of the changes in their perceptions of the sustainable organisation dimension.

Table 14: Results of multiple regression analysis to test the impact of social capital on sustainable organizations

Social Capital Axes (Independent)	Contrast amplification factor	P-value	Test (t)	Standard error	Beta coefficient	
Equation constant	—	0.001	3.620*	0.318	1.151	
Social portability	2.140	0.026	2.280*	0.101	0.230	
Commitment	2.240	0.587	0.546 ^{n.s}	0.084	0.046	
Trust	2.099	0.948	0.066 ^{n.s}	0.098	0.006	Trust
collaboration	1.811	0.000	5.267*	0.081	0.424	collaboration
Coefficient of determination R ²	60%					
Test (F)	25,437*					
P-value	0.000					

* The effect is significant at the level of moral (0.05)

n.s not significant

Source: Programme results SPSS-26

Based on the results of tables (11), (12), (13) and (14), the second research hypothesis that "social capital affects sustainable organizations" has been fully realized.

Conclusions

1. The perceptions and impressions of the respondents in the research sample of deans and heads of departments at the University of Mosul regarding the axes of sustainable organizations were positive and to a high degree (more than 80%), where the axes of social

sustainability and economic sustainability occupy the first importance (82%), followed by the axis of environmental sustainability with the second importance (81%).

2. There is a significant correlation between the dimension of social capital and the dimension of sustainable organizations, the more positive the respondents' impressions and perceptions of social capital, the greater their impressions that social capital will work to strengthen sustainable organizations to a greater degree, and vice versa.

3. The respondents in the research sample of deans and heads of departments at the University of Mosul imagine that there is a significant impact of social viability on sustainable organizations, when their perceptions about the axis of social viability increase (20%), their positive impressions about sustainable organizations will increase by (23%).

4. The respondents in the research sample of deans and heads of departments at the University of Mosul believe that the aspects of commitment and trust do not affect the moral impact on sustainable organizations.

5. The perceptions of the respondents in the research sample of deans and heads of departments at the University of Mosul showed that there is a significant impact of cooperation on sustainable organizations, when their perceptions about the axis of cooperation increase (20%), their positive impressions about sustainable organizations will increase by (42%).

6. The perceptions of the respondents in the research sample of deans and heads of departments at the University of Mosul showed that their impressions about social viability, commitment, trust, and cooperation will generate (60%) of their impressions about the dimension of sustainable organizations, while (40%) of their impressions about sustainable organizations will be the result of other aspects.

Propositions

1. The need to give greater importance to the role of social capital in promoting sustainable organizations among the administrative leaders at the University of Mosul because of its impact on the performance of employees and creating a positive atmosphere that reflects on the organization's environment as a whole.

2. Urging officials in the surveyed organization to activate the role of social capital in promoting sustainable organizations and adopting their implementation and follow-up so that the desired goals can be achieved.

3. In order for the surveyed organization to achieve its long-term goals, it is necessary to pay attention to improving the work environment for administrative leaders to increase their morale and raise the level of their performance.

4. Building a general culture within the surveyed organization that respects and encourages the establishment of social capital, which can be relied upon and committed to face obstacles and work requirements to achieve sustainability for organizations.

5. Holding various and continuous training courses for administrative leaders at the University of Mosul to raise the level of skills and capabilities they have in line with the nature of work of the research organization.

6. Work to promote sustainable organizations by achieving the role of social capital by using all the information that is available about employees to build a network of relationships

between employees, which enhances participation and commitment, as well as building social ability and strengthening the bonds of trust between employees in a way that contributes to achieving and continuing the objectives of the organization studied.

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