
EVALUATING OF FINANCIAL PERFORMANCE AT TIKRIT UNIVERSITY AND ITS IMPACT ON DECISION-MAKING

Enas Nusrat Suleiman,
College of Physical Education and
Sports Sciences University of Tikrit, Iraq
Enas.nasrat@tu.edu.iq

Abstract

The research aims to evaluate the financial performance of the university and analyze it accurately. Analyze various financial indicators such as revenues, costs, and budgets to assess the validity of the university's current financial performance. The simple random method was used to select accountants and administrators at the University of Tikrit for the study sample. The random sample consisted of 300 individuals, and after collecting the questionnaires, 250 questionnaires were received and considered suitable for analysis. The researcher used the descriptive survey method, which was selected for its suitability in this study. The questionnaire data were then analyzed using the statistical program (SPSS version 27). The researcher reached the most important results, including There is a strong positive relationship with statistical significance at a significant level of less than 0.05 between financial performance and decision-making. Through the results, the researcher recommended the following: The need to improve the financial evaluation systems and processes at Tikrit University, including the use of effective financial indicators and standards to measure and analyze financial performance. Develop sustainable financial strategies aimed at enhancing the financial stability of Tikrit University, including diversifying funding sources and improving cost management.

Keywords: financial performance, increased revenue, cost reduction, budget achievement, decision-making.

Introduction

The main goal of an organization is to create value and stay on the path of profitability and expansion. To achieve this goal, it is necessary to create an organizational framework that facilitates the coordinated allocation of roles and functions within the organization while implementing a strategic management approach that emphasizes effectiveness and efficiency.

The financial performance function plays a vital role in decision-making within an organization. It is a critical and sensitive responsibility that is the foundation of the organization, allowing it to respond to competition and adapt to external influences effectively.

The core responsibilities of this organization include conducting a thorough day-to-day study of the financial needs of the institution, identifying appropriate sources of financing at the best terms, and ensuring the effective use of these funds. In addition, senior management actively participates in the decision-making process, including investment selection and financing decisions. When it comes to borrowing, the organization uses a variety of methods and tools while conducting comprehensive analysis, forecasting, and planning.

Search problem:

The focus of this question is to understand how the financial performance of a university affects the management decision-making process. Analyzing this question helps to understand the relationship between financial performance and administrative decision-making, which can help improve the decision-making process and achieve the financial success of the university.

Research Objectives:

The objectives of the study can be defined as follows:

1. The main purpose of the study is to assess and analyze the financial performance of the university accurately. Various financial indicators, such as revenue, expenses, profit and loss, cash flow, etc., are analyzed to assess the authenticity of the university's current financial performance.
2. The strengths and weaknesses of the university's financial performance are determined through financial analysis. Areas for achieving financial success and efficient use of resources are identified, as well as areas for improvement and development.
3. The impact of financial performance on decision-making at Tikrit University is studied. It analyzes how financial performance affects recruitment, expansion, investment, infrastructure development, and resource allocation decisions.
4. The study will provide recommendations and suggestions based on the financial analysis and its impact on decision-making at Tikrit University. These recommendations are made to the university management and decision-makers to improve financial performance and make sustainable strategic decisions.

The importance of the study

Evaluating Tikrit University's financial performance and its impact on decision-making is important and has multiple benefits, including:

1. Financial performance evaluation helps identify strengths and weaknesses in a university's financial performance. Based on the results, the university can take steps to improve financial performance and increase the efficiency and effectiveness of the use of financial resources.
2. Evaluating financial performance helps the university make important strategic decisions. By understanding current financial performance and future projections, the university can better prioritize and allocate resources to achieve its goals and vision.
3. Financial performance evaluation is an important tool for universities to attract additional funding. When a university has strong and reliable financial performance, it is better able to

attract investment, donations, and additional funds for infrastructure development, research, and improving the quality of education.

4. Financial performance evaluation improves transparency and accountability at universities. Accurate and reliable evaluation of financial performance allows academic institutions, donors, and other stakeholders to monitor the performance of the university and assess the extent to which financial resources are being used effectively in accordance with the university's goals.

The hypothesis of the study:

It can be stated as follows:

Main hypothesis: "There is a statistically significant positive correlation between the financial performance of Tikrit University and the administrative decision-making of the university, with a significance level less than (0.05)."

Sub-hypothesis:

1. There is a statistically significant positive correlation between the revenue growth of Tikrit University and administrative decision-making, with a significance level of less than (0.05).
2. There is a statistically significant positive correlation between the cost reduction of Tikrit University and administrative decision-making, with a significance level of less than (0.05).
3. There is a statistically significant positive correlation between the realization of parallel budgets of Tikrit University and administrative decision-making, with a significance level of less than (0.05).
4. There is a statistically significant positive correlation between the two outcomes of sustainable financing of Tikrit University and administrative decision-making, with a significance level less than (0.05).

Limitations of the study

Human limits: Including accountants and administrators working at Tikrit University.

Spatial boundaries: Including Tikrit University in Salahuddin Province, Iraq.

Time Limits: 2024

Default search schema

Figure 1 shows the logical relationship between the basic variables and the relevant sub-study variables and visually represents their interrelationships. The purpose of this hypothesis scheme is to improve the understanding of the relationship between the variables in the study.

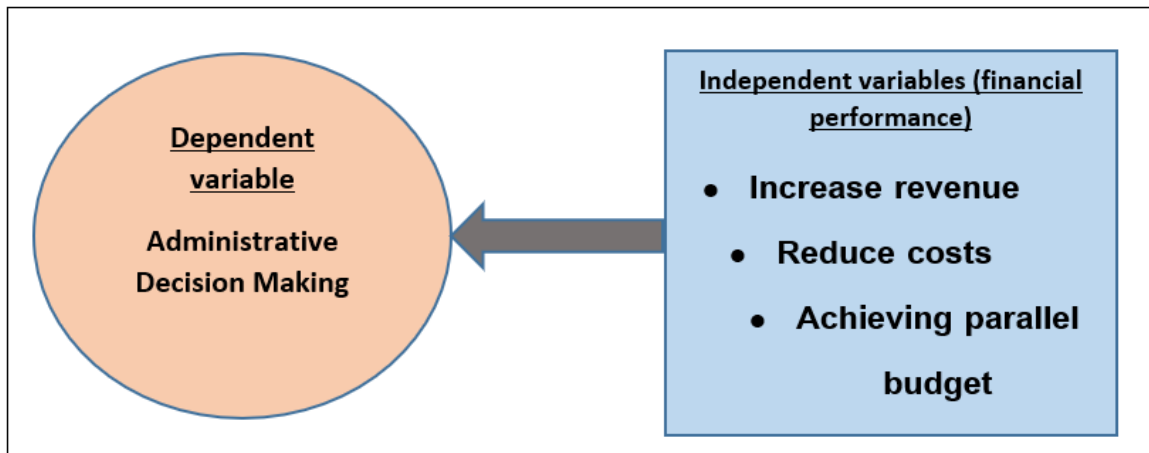


Figure 1 Default search schema

Study Tool

After a careful review of the relevant literature and previous studies on the topic, a comprehensive questionnaire was developed. The questionnaire included personal information and four different dimensions along two main axes. These themes consisted of a total of 34 paragraphs that were carefully mapped to each dimension, as shown in Table 1.

Table (1) Axes and dimensions of the resolution

axes	Dimensions	Number of ferries	Total
Financial performance	Increase revenues	5	15
	Reduce costs	5	
	Achieving parallel budget	5	
Decision Making	-	7	7
Total paragraphs		22	

Research sample:

The accountants and administrative staff of Tikrit University were selected using a simple random method to select the sample for the study. The random sample consisted of 300 people. After returning the questionnaires, a total of 250 questionnaires suitable for analysis were received.

Seventh: Research Methodology

The researcher chose the descriptive survey method because it was suitable for this study. The questionnaire data were then analyzed using statistical software (SPSS version 27).

Previous studies

- **A study (Atta et al.: 2013)** Titled “Performance Measurement and Its Role in Financial Decision Making”

At a time when the national economy is undergoing significant changes and developments through privatization and integration into the market economy, enterprises must adopt a rational approach to economic management. This involves making key decisions based on comprehensive studies that take into account historical and current information as well as the organization's available resources and its precise potential for various business activities. By using effective techniques, these decisions will shape the organization's future financial landscape. However, it is worth noting that the decision-making process is not an easy task. It requires the highest precision, clarity, and excellence, all of which depend on the organization's internal communication system. Therefore, the success of any enterprise depends on the financial manager, who is the representative of the financial department. His responsibility is to ensure the achievement of the organization's goals, especially the strategic goals. This principle applies to Algerian economic institutions.

The first topic: the theoretical framework

Introduction

Financial performance evaluation is one of the most important methods that helps to understand and assess the performance and efficiency of universities and educational institutions. Theoretical frameworks for evaluating financial performance aim to analyze and evaluate the financial performance of universities using various tools and techniques. Theoretical frameworks for evaluating financial performance include concepts and theories related to the analysis and evaluation of the financial performance of universities and educational institutions. Research in this area helps to lay a solid theoretical foundation that can help to gain a deeper understanding of financial performance and its evaluation.

First: The concept of evaluating financial performance

Most researchers agree that financial performance as a concept depends on the process of financial analysis, which is defined as one of the methods that can be used to identify the strengths and weaknesses of a company. Financial ratios are used as the main focus of this analysis, comparing financial performance with current and expected performance and determining the differences between them (Sheikh Al-Dawi, 2009, p. 56). Good financial performance can maximize the value of a company through positive diagnoses (strengths) and negative weaknesses. Its financial performance.

Financial performance represents a narrow concept of corporate performance, which is based on the use of financial indicators to measure the achievement of goals (Jalila, 2009, p. 78), as it is the main carrier of various works carried out by the enterprise, which contributes to the achievement of the enterprise's goals. The availability of financial resources and the provision of investment opportunities for the company in various performance areas contribute to meeting the needs of stakeholders and achieving their goals.

According to modern theories, financial performance refers to the extent to which the institution is able to generate income from its current or capital activities and generate a surplus from these activities to reward production factors, some know this extent to which the institution enjoys a safety margin to eliminate financial difficulties or bankruptcy phenomena, that is, the ability of the institution to cope with financial risks and difficulties.

Financial performance can be defined as the diagnosis of the financial health of an organization, understanding its ability to create value and face the future, relying on budgets, result calculation tables, and schedules, that is, economic conditions, and considering the industry to which the organization belongs (Hosni, 2010, p. 85), and conducting performance diagnosis by examining the economic benefits and profit growth rate of the organization. From the previous definition, we can conclude that financial performance is the degree to which an organization can optimally use its resources (material and spiritual resources) in order to maximize wealth and achieve the goals set by management. Financial performance can also reveal their strengths and weaknesses.

Second: The importance of performance evaluation at the university

The importance of university performance evaluation lies in providing the necessary information that helps make appropriate strategic and tactical decisions for the university. A thorough assessment of financial performance can reveal the strengths and weaknesses in the management of financial resources (Hosnia, 2016, p. 67) so that the university can take many necessary and carefully considered measures to improve performance and strengthen its position in the academic and scientific fields.

The role of financial performance evaluation is not limited to identifying weaknesses and determining measures to improve performance. It also extends to influencing the reputation of the university and the possibility of obtaining funds from various donors. Suppose a university can demonstrate its ability to manage financial resources effectively and sustainably. In that case, it increases its chances of obtaining the funds needed to implement academic projects, research, and infrastructure development (Dhahabi, 2005, p. 88).

In addition, evaluating financial performance can improve the transparency and accountability of the university. When accurate and comprehensive financial performance reports are provided, there will be greater transparency and trust among all stakeholders. She also works to apply strict accounting and financial principles, thereby ensuring the financial sustainability of the university and enabling it to meet various financial and economic challenges. (Rashida, 2012, 45)

In conclusion, it can be said that evaluating the financial performance of universities is an important tool for analyzing and improving financial and administrative performance. It increases opportunities for academic growth and development. It has a significant impact on the university's reputation and ability to obtain the resources needed to continue to thrive and excel academically.

Third: The impact of university performance on decision-making

Tikrit University is considered one of the leading universities in the region, and it is characterized by high-quality and progressive education. Their strong financial performance reflects their commitment to excellence and providing students with good educational opportunities. When a university is in good financial shape, it can continuously invest in improving education and modernizing infrastructure to provide students with a better and more developed learning environment (Zubaidi, 2011, p. 51). The financial performance indicators of universities are a key factor in making strategic decisions about the development

of universities and ensuring their future sustainability. When a university performs well, it can effectively use its financial resources and develop innovative educational and research projects that meet the needs of society. On the other hand, if a university performs poorly, it may affect its ability to provide quality services and make effective decisions, thereby damaging its reputation and social status.

Therefore, evaluating the financial performance of universities should be an integral part of the university administrative decision-making process. Universities should strive to maintain strong financial performance by adopting transparent and systematic procedures to manage their financial resources and improve financial and organizational efficiency. In addition, universities must strive to develop diversified sources of income and strengthen cooperation with the private sector and external parties to ensure their strong financial future and sustainability in the face of modern economic and financial challenges.

The financial performance of universities is a key factor in the development and excellence of the academic field and in improving the quality of education and scientific research. Universities must invest in the development of their financial performance and strive to achieve financial sustainability in order to realize their strategic vision and meet future needs. (Sufyan, 2010, 69)

Fourth: Objectives of the financial performance evaluation

The objectives can be defined as follows: (Ali, 1997, p. 92)

- To assess the level of success achieved by the business entity.
- To identify any deficiencies and weaknesses in the operations of the organization, clarify their root causes, and develop appropriate remedial measures to address them.
- To evaluate the responsibilities of each center or department within the organization by assessing its productivity and achievements, whether positive or negative.
- To evaluate the effectiveness of resource utilization logically, maximize returns while reducing costs, and achieve a comprehensive assessment of performance at the national economic level by evaluating each agency individually.

The second topic: the practical framework

The purpose of this study is to obtain information about the financial performance evaluation in the decision-making process of Tikrit University from the perspective of accountants and managers of Tikrit University. The results of this study are based on the feedback of the research participants collected through the research instrument.

- **Research Community**

Represents the study population (accountants and administrators) at the University of Tikrit.

- **Research Sample**

The study was based on a stratified random sample of 250 employees, limited to the sample of university accountants and administrators. Table (2) shows the characteristics of the sample examined.

Table (2) Characteristics of the research sample

figure	Variable	Category	Number of sample members	Percentage %
2	Marital status	male	155	62%
		Female	95	38%
		Total	250	100
3	lifetime	Less than 30 years	81	32%
		31 – 40 years	50	20%
		41 -50 years	53	21%
		Over 50 years old	66	26%
		Total	250	100
4	Academic achievement	Bachelor	115	46%
		Higher Diploma	57	23%
		Master	35	14%
		Doctor	43	17%
		Total	250	100

- Stability of the study instrument**

The stability of the search tool was confirmed by calculating the Cronbach alpha coefficient. Table (2) shows the stability coefficient values for each axis and the number of related elements for each axis. It should be noted that all values of the Cronbach alpha coefficient are greater than (0.7), which indicates that the search tool has the characteristics of stability and that the creation, preparation, and judgment of the search tool and the research objectives are acceptable. Achieved.

Table (3): Honesty coefficient for measuring the study tool

Axis	Dimension	Number of ferries	Believe the axis
Financial performance	Increase revenues	5	0.839
	Reduce costs	5	0.822
	Achieving parallel budget	5	0.851
Decision Making		7	0.797
Total paragraphs		22	0.888

Source: Researcher preparation based on the SPSS program

2.2 Study Results and discussion

- Increase revenue**

Table (4) shows the arithmetic mean and standard deviation of sales growth

M	Dimension	Arithmetic mean	Standard deviation	Rank
1	Increasing revenues at Tikrit University will contribute to improving the quality of education and research	3.56	0.861	2
2	that the increase in revenues at Tikrit University will allow the development and modernization of university infrastructure and facilities	3.52	0.887	3

3	Increased revenue at Tikrit University will contribute to providing more scholarships and financial support to students	3.44	0.917	4
4	that the increased revenue at Tikrit University will allow the employment of more qualified faculty and staff	3.42	0.977	5
5	The increase in revenues at Tikrit University will contribute to strengthening cooperation with other institutions and expanding the network of strategic partnerships.	3.58	0.956	1
Arithmetic average		3.504	0.919	

Source: Researcher preparation based on SPSS program

The results in Table (4) show that the degree of agreement among the members of the study sample regarding the increase in income is high, with an arithmetic mean of (3.504) and a standard deviation of (0.919), and paragraph (5), which states: "Increase in income of Tikrit University will help strengthen cooperation with other institutions and expand the network of strategic partnerships," with an arithmetic mean of (3.58) and a standard deviation of (0.956) ranks first, while paragraph (4), which states: "Increase in income of Tikrit University will allow the recruitment of more qualified faculty and staff," with an arithmetic mean of (3.42) and a standard deviation of (0.977), ranks last.

No.	Dimension	Arithmetic mean	Standard deviation	Rank
1	Tikrit University's cost reduction will help improve teaching and research quality.	3.33	1.040	5
2	Cost reductions at Tikrit University will free up more resources for academic improvement and development.	3.37	0.946	4
3	Tikrit University's lower costs provide more job opportunities for graduates	3.38	1.007	3
4	Reducing costs at Tikrit University will help strengthen collaboration with other institutions and expand strategic partnership networks.	3.43	1.068	2
5	The cost reduction at Tikrit University will provide more scholarships and financial support for students.	3.45	0.975	1
Arithmetic average		3.392	1.007	-

• Reduce costs

Table 5 shows the arithmetic mean and standard deviation of cost reduction

Source: Prepared by the researcher based on the SPSS program.

The results of Table (5) show that there are different degrees of agreement among the members of the study sample regarding cost reduction, with an arithmetic mean of (3.45) and a standard deviation of (0.919), as shown in paragraph (5), which states: "Reducing the fees at Tikrit University will help provide more scholarships and financial aid to students," ranks first with an arithmetic mean of (3.45) and a standard deviation of (0.975), while paragraph (1) ranks last with an arithmetic mean of (3.45) and a standard deviation of (0.975). The arithmetic mean is (3.33), and the standard deviation is (1.040).

- **Achieve a parallel budget**

Table 6 shows the arithmetic mean and standard deviation of the achieved parallel budget.

M	Dimension	Arithmetic mean	Standard deviation	Rank
1	The introduction of a parallel budget at Tikrit University will help improve the management of financial resources and achieve a good financial balance.	3.36	0.963	4
2	Tikrit University has a parallel budget that allows additional funds to be allocated to academic and research projects.	3.39	1.016	1
3	The implementation of a parallel budget at Tikrit University will help reduce debt and increase the university's financial independence.	3.38	1.040	2
4	The establishment of a parallel budget for Tikrit University will provide more opportunities for structural development and improvement of the campus.	3.37	1.012	3
5	The introduction of a parallel budget at Tikrit University will help increase financial transparency and build trust between the university and the community.	3.29	1.085	5
Arithmetic average		3.358	1.023	-

Source: Researcher preparation based on the SPSS program

The results show in Table (6) that there is a varying degree of agreement among the members of the study sample about achieving a parallel budget with an arithmetic mean of (3.358) and a standard deviation of (1.023). Paragraph (2), which states, "Tikrit University applies a parallel budget that will allow allocating more funds for academic and research projects," came in first place with an arithmetic mean of (3.39) and a standard deviation of (1.016). In contrast, paragraph (5) came in last place, which states that "achieving a parallel budget at the University of Tikrit will help enhance financial transparency and build trust between the university and the community" with an arithmetic mean (3.29) and a standard deviation (1.085).

- **Decision Making Hub**

Table 7 shows arithmetic averages and standard deviations Decision Making

No.	Dimension	Arithmetic mean	Standard deviation	Rank
1	Making decisions based on accurate and reliable information is essential	3.34	1.025	4
2	Group decisions lead to better results than individual decisions	3.44	1.048	1

3	Hearing different perspectives before making a decision can lead to more balanced and comprehensive decisions.	3.42	0.968	2
4	Relying on scientific data and evidence when making decisions reduces error and bias.	3.30	1.020	7
5	Good decision-making requires critical thinking and careful analysis of available information.	3.40	0.963	3
6	Decisions that bring personal benefit regardless of their impact on others.	3.31	1.032	6
7	Emotions and feelings should influence the decision-making process	3.32	1.043	5
Arithmetic average		3.361	1.014	-

Source: Researcher preparation based on the SPSS program

The results of Table (7) show that the members of the study sample have different degrees of consistency in the administrative decision-making process, with an arithmetic mean of (3.361) and a standard deviation of (1.014), and paragraph (2) which states: "Collective decision-making produces better results than individual decision-making" with an arithmetic mean of (3.44) and a standard deviation of (1.048) is ranked first, while paragraph (4) is ranked last which states: "Relying on scientific data and evidence in decision-making can reduce errors and biases" with an arithmetic mean of (3.30) and a standard deviation of (1.020).

4- Hypothesis analysis

First, the main hypothesis is that there is a statistically significant relationship between financial performance and voluntary decision-making at a significance level of less than 0.05.

Table (8) shows the relationship between financial performance and decision-making

Axis	Correlation	Beta	t-test	F	R	R2
Financial performance	0.741**	0.79	3.46	32.73	0.521	0.520
Sig			0.000	0.000		

Source: Researcher preparation based on the SPSS program

Table (8) shows that the correlation coefficient (0.741) is a relatively high positive coefficient. This means that there is a strong positive relationship between financial performance and decision-making. It was found that the coefficient of determination (0.521) 52.1% of the variance between decisions can be explained by (financial performance), which means that other factors affect management decisions. The F value is 32.73, and the significance level is 0.000 (level is less than 0.05), which indicates that financial performance has a significant impact on decision-making. The t-test of the simple regression model (3.46)

shows that there is a statistically significant relationship between the two variables at a significance level of 0.000. The researcher concluded that the hypothesis was accepted.

The first sub-hypothesis: There is a statistically significant positive relationship between sales growth and management decision-making at a significance level of less than 0.05.

Table 9 shows the relationship between revenue increase and decision-making

Dimension	Correlation	Beta	t-test	F	R	R2
Increase revenues	0.684**	0.57	3.17	35.89	0.43	0.42
Sig			0.000	0.000		

Source: Researcher preparation based on the SPSS program

Table (9) shows that the correlation coefficient (0.684) is an average positive coefficient. This means that there is an average positive relationship between sales growth and decision-making. It was found that 43% of the variance in decision-making with the coefficient of determination (0.43) can be explained by (an increase in sales), which means that other factors affect management decisions. The F value (35.89) has a significance level of 0.000 (level is less than 0.05), which means that an increase in sales has a significant impact on management decisions. The t-test of the simple regression model (3.17) also shows that there is a statistically significant relationship between the two variables at a significance level of 0.000. The researcher concluded to accept the hypothesis.

Second sub-hypothesis: There is a statistically significant positive relationship between cost reduction and managerial decision-making, with a significance level of less than 0.05.

Table 10 shows the relationship between cost reduction and decision-making

Dimension	Correlation	Beta	t-test	F	R	R2
Reduce costs	0.341	0.27	1.42	29.34	0.351	0.350
Sig			0.000	0.000		

Source: Researcher preparation based on the SPSS program

Table (10) shows that the correlation coefficient (0.341) is a weak positive coefficient. This means that there is a weak positive relationship between cost reduction and decision-making. The coefficient of determination (0.351) was found, which means that 35% of the variance between decisions can be explained by (cost reduction), which means that other factors affect management decisions. The F value is 29.34, and the significance level is 0.000 (level is less than 0.05), which indicates that cost reduction has a weak impact on decision-making. The t-test of the simple regression model (1.42) shows that there is a statistically significant

relationship between the two variables at a significance level of 0.000. The researcher concluded that the hypothesis was accepted.

Third sub-hypothesis: There is a statistically significant positive relationship between achieving parallel budgeting and making management decisions at a significance level of less than 0.05.

Table 11 shows the relationship between parallel budgeting and decision-making

Dimension	Correlation	Beta	t-test	F	R	R2
Achieving parallel budget	0.622**	1.34	2.64	27.99	0.522	0.521
Sig			0.000	0.000		

Source: Researcher preparation based on the SPSS program

Table (11) shows that the correlation coefficient (0.622) is an average positive coefficient. This means that there is an average positive relationship between achieving parallel budgets and decision-making. It was found that the coefficient of determination (0.522) 52% of the variance between decisions can be explained by (achieving parallel budgets), which means that other factors influence management decisions. The F value is 27.99, and the significance level is 0.000 (level is less than 0.05), which means that achieving parallel budgets has a moderate ethical impact on administrative decisions. The t-test of the simple regression model (2.64) shows that there is a statistically significant relationship between the two variables at a significance level of 0.000. The researcher concluded to accept the hypothesis.

***Conclusions**

- 1- The growth in sales at Tikrit University helps strengthen collaboration with other institutions and expand the network of strategic partners. Higher revenue means that more qualified faculty and staff can be hired.
- 2- Reducing costs at Tikrit University helps provide more scholarships and financial support for students.
- 3- Tikrit University adopts a parallel budget, which allows more funds to be allocated to academic and research projects. This helps to increase financial transparency and build trust between the university and the community.
- 4- Collective decision-making produces better results than individual decisions.
- 5- Relying on scientific data and evidence when making decisions can reduce errors and biases.
- 6- There is a high positive correlation between financial performance and administrative decisions.
- 7- There is a positive correlation between sales growth and management decisions.
- 8- There is a weak positive correlation between cost reduction and management decisions.

-
- 9- There is a moderate positive correlation between implementing parallel budgets and decision-making.

Recommendations

- 1- The financial evaluation systems and processes of Tikrit University need to be improved, including the use of effective financial indicators and standards to measure and analyze financial performance.
- 2- A sustainable financial strategy needs to be developed to improve the financial stability of Tikrit University, including diversification of funding sources and improved cost management.
- 3- A mechanism needs to be established to improve communication and transparency between university members and management, including providing transparent and understandable financial information to everyone.
- 4- Improve the university's ability to use financial evaluation data in strategic decision-making, including providing training and development for those responsible for financial decision-making.
- 5- There is a need to regularly evaluate the financial performance of Tikrit University, track the implementation of recommendations, and evaluate the effectiveness of measures taken.

Reference

- 1- Sheikh Al-Dawi, "The Analysis of the Theoretical Foundations of the Concept of Performance", Algeria University 2009.
- 2- Jalila Ben Kharouf: The Role of Financial Information in Evaluating the Financial Performance of the Foundation in Decision Making, Master's Thesis in Management Sciences, Enterprise Finance, University of Boumerdes, 2009.
- 3- Hosni Belagouz: Theoretical Approach to Decision, Office of University Publications Algeria, 2010.
- 4- Hassania Siddiqui, Measuring Financial Performance Using the Economic Value Added Index, PhD Thesis in Finance, Faculty of Economic Sciences, Commercial and Management Sciences, Kasdi Merbah University Ouargla 2016.
- 5- Al-Dhahabi and Al-Azzawi Jassim Mohamed Abdul Allah Principles of Public Administration A Comprehensive Strategic Perspective Baghdad Al-Waziriya Al-Jazeera Printing Office 2005.
- 6- Rashida Jalili, The Role of Financial Performance in Financial Decision Making in the Economic Institution, A Case Study of the Tarance Canal Foundation, East of Ouargla during 2010-2012. University of Ouargla 2012.
- 7- Zubaidi Al-Bashir: The Role of Financial Reporting in Improving the Performance of the Institution, A Field Study in Saidal Complex, Master's Thesis, Accounting and Auditing, Department of Commercial Sciences, Faculty of Science and Management Sciences, University of Blida, unpublished, October 2011.
- 8- Zakhroufa Bouaka: The Role of Financial Reporting in Evaluating and Improving the Financial Performance of the Economic Institution, Master Note, Unpublished, Management Sciences, Enterprise Finance, Kasdi Merbah University, Ouargla 2012.

- 9- Sufyan Khalil Al-Manasser: Financial decisions and their impact on determining the strategic decision, first edition, Dar Jalees Al-Zaman, Oman, 2010.
- 10- Adel Eshi: Financial Performance in the Economic Institution, Measurement and Evaluation, Master's Thesis in Management Sciences, Management of Industrial Institutions, 2002.
- 11- Alaa Farhan, Talib of Corporate Governance and Strategic Financial Performance, Dar Safa, Oman, 2011.
- 12- Ali Sherif Contemporary Administration, University House, Alexandria, 1997 edition.
- 13- Majeed Al-Karmi: Performance Evaluation Using Financial Ratios, Dar Al-Manhaj for Publishing and Distribution, Oman, Jordan, 2007.
- 14- Mohamed Mahmoud Al-Khatib, Financial Performance and its Impact on Corporate Stock Returns, 1st Edition, Dar Al-Hamid for Publishing and Distribution, Oman, Jordan, 2010.
- 15- Mohamed Najib Dababish, Tarek Kaddour, "The Role of the Financial Accounting System in Evaluating the Financial Performance of Small and Medium Enterprises: An Applied Study of the Great Mills Corporation of the South in Biskra, National Forum on the Reality of the Prospects of the Financial Accounting System in Small and Medium Enterprises in Algeria, 05-06/05/2013, Valley University.
- 16- Masoud Darwasi, guest of Allah Abdel Mohamed Al-Hadi, an intervention entitled: The role of financial reporting in evaluating financial performance
- 17- Economic Institutions, International Forum, The Growth of Institutions and Economies between Financial Performance and Environmental Performance Challenges, Kasdi Merbah University of Ouargla, 22-23 November 2011.
- 18- Mounir Shaker Mohamed: Financial Analysis, Introduction to Decision Industries, Wael Publishing House, Second Edition, Oman, 2005.