Research Article

THE ROLE OF CHANGE AND CREATIVITY STRATEGY IN MANAGEMENT PRACTICES TO ACHIEVE SUSTAINABLE DEVELOPMENT GOALS

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ABSTRACT

This study aims to explore the role of change and innovation strategy in enhancing administrative practices to achieve sustainable development goals, through an applied investigation of the opinions of a sample of faculty members at the University of Kufa. In light of rapid transformations and complex challenges within their internal and external environments, universities are increasingly required to adopt effective change and innovation strategies that ensure improved institutional performance and strengthened competitiveness. The research employs a descriptive-analytical approach, integrating both theoretical and empirical components, using a questionnaire distributed to academic staff to measure the university's adoption of change strategies (rational strategy, re-learning strategy, and power/coercion strategy) and their impact on developing administrative practices that support sustainability. The findings reveal a statistically significant relationship between the dimensions of change and innovation strategy and the effectiveness of administrative practices, indicating that such strategies contribute to improving adaptability to change, promoting teamwork, and fostering institutional innovation. These, in turn, advance the three dimensions of sustainable development: economic, social, and environmental. The study recommends intensifying training and capacity-building programs for administrative and academic staff, adopting leadership styles that encourage innovation, and integrating sustainability principles into all university policies and practices.

Keywords: Change Strategy, Administrative Innovation, Administrative Practices, Sustainable Development, University of Kufa.

INTRODUCTION

Like other societal systems, the higher education system requires effective management to realize development objectives. Given the accelerating pace of change and the rapid diffusion of information, university institutions must be administered purposefully and consciously to coordinate activities and align unit efforts toward desired goals.

Such purposeful administration enables institutions to transcend present obstacles and fulfill their founding missions. This is the domain of **strategic management** in general—and of **change and innovation management** in particular.

A strategic approach to change and innovation within educational institutions improves the quality of educational processes. At the same time, many organizations in both the public and private sectors face mounting pressure to adapt to competitive or fast-changing environments in order to survive and prosper, pressures that often arise as part of strategic reorientation processes.

Because these processes are complex, organizations run a considerable risk of deteriorating operational performance during change. Institutions pursuing change and innovation face the challenge of redirecting long-term strategic objectives while avoiding disruption to ongoing operations—disruptions that can undermine intended strategic outcomes. More broadly, national advancement depends on effective strategies in education and scientific research, which are pillars of economic development. Social life, moreover, can be viewed through the dual lenses of economic efficiency and social justice; accordingly, devising a viable change strategy at the University of Kufa has become essential in the face of intensifying competition.

The study proceeds as follows: Section 1 presents the research methodology; Section 2 develops the theoretical framework; Section 3 reports the empirical analysis; and Section 4 offers conclusions and recommendations.

RESEARCH METHODOLOGY:

Research Problem:

The problem of higher education and scientific research represents a pressing national challenge currently facing Iraq, requiring serious consideration and a forward-looking vision for the country's future. Iraqi universities are absent from the top tiers of reputable global rankings, reflecting stagnation in educational performance and the urgent need for development. The government's withdrawal from adequately funding higher education has forced universities to devise innovative methods to generate additional resources; however, these efforts remain insufficient and often fail to directly enhance the quality of teaching and research.

Most Iraqi universities rely heavily on budget allocations dominated by salaries and bonuses—often without rigorous oversight—leaving limited resources for capacity-building in education and research. Approximately 90% of university budgets are consumed by personnel costs, with nearly 60% classified as bonuses, frequently allocated at the discretion of administrative heads. This practice hampers the efficient use of resources for improving academic performance.

Other challenges include administrative laxity and overstaffing, where universities have become repositories for appointments regardless of qualifications, burdening them with excess human resources that often foster inefficiency, bureaucracy, and disorder. Such conditions impede reform and hinder productivity.

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The research problem can be summarized through the following questions:

- What is the impact of implementing change and innovation strategies on administrative practices aimed at achieving sustainability goals in Iraqi universities?
- What are the components of change and innovation strategies necessary for improving administrative practices at the University of Kufa?
- How can obstacles and resistance to change be addressed during the implementation of these strategies?
- What strategic methods for change and innovation are currently used at the University of Kufa?
- How effective is the university in developing administrative practices that achieve sustainable development goals?
- What recommendations could enhance the implementation of change and innovation strategies in higher education?

Research Objectives:

This study seeks to:

1. Examine the relationship between change and innovation strategies and administrative practices at the University of Kufa.
2. Clarify the concept, components, importance, and drivers of change and innovation strategies within the university context.
3. Identify and address barriers and resistance during the execution of change and innovation initiatives.
4. Determine the most effective approaches for adapting and refining change and innovation strategies to enhance long-term developmental goals.
5. Propose actionable recommendations that facilitate continuous improvement and sustainable administrative development.

Research Significance:

Academic Significance: This research contributes to the limited body of literature addressing change and innovation strategies in higher education, particularly within Iraqi universities. It offers insights for academics and policymakers aiming to reform the structural and operational frameworks of these institutions.

Practical Significance: The study's findings can guide decision-makers in the higher education sector toward adopting innovative administrative strategies that enhance institutional performance. Implementing these approaches may generate economic and social value, while also empowering universities to better fulfill their developmental role.

Research Hypotheses:

Main Hypothesis:

There is a statistically significant relationship between change and innovation strategies and administrative practices that achieve sustainable development goals in Iraq.

Sub-Hypotheses:

1. There is a significant relationship between the **Rational Strategy** and administrative practices aimed at sustainable development.

2. There is a significant relationship between the **Re-Learning Strategy** and administrative practices aimed at sustainable development.
3. There is a significant relationship between the **Power/Coercion Strategy** and administrative practices aimed at sustainable development.

Research Variables:

Independent Variable: Change and Innovation Strategies, including:

- Rational and practical application strategy
- Technological change
- Brainstorming
- Learning policies
- Re-learning strategy
- Participation and teamwork
- Intellectual fluency
- Delegation
- Power and coercion strategy (laws, decision-making, directives)

Dependent Variable: Administrative practices aimed at achieving sustainable development goals in Iraq.

The proposed research model:

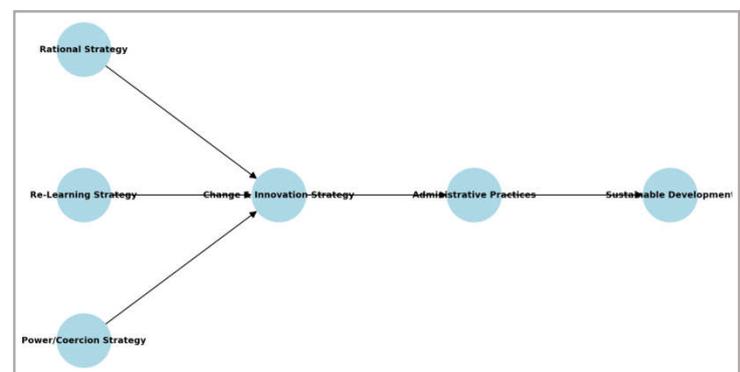Figure (1) illustrates the hypothetical framework of the study as follows

Figure 1: Hypothetical diagram prepared by the researcher.

Research Scope:

Spatial Scope: University of Kufa.

Subject Scope: Methodology, theoretical framework, research variables, and empirical analysis.

Human Scope: Faculty members and administrative staff knowledgeable about the role of change and innovation strategies in achieving sustainable administrative practices.

Research Population and Sample

The research population consists of staff members at the University of Kufa. A random sample was selected, with **150 questionnaires** distributed and **50** valid responses collected for analysis

THEORETICAL FRAMEWORK:

Axis One: The Concept, Importance, Characteristics, and Dimensions of Change and Innovation Strategy:

Concept of Change and Innovation Strategy:

Creely *et al.,* (2021) define **change and innovation strategy** as *"the art of comprehensively synthesizing all elements within the administrative entity, oriented toward achieving predetermined objectives."* It is considered an advanced strategic approach aimed at generating change and fostering innovation in organizational orientations, values, and structures, in order to meet emerging needs and adapt to the profound social, cultural, and economic transformations in the external environment. This strategy encompasses three core approaches: the **Rational Strategy**, the **Re-Learning Strategy**, and the **Power/Coercion Strategy**. It remains a systematic and continuous process adopted by organizations on a regular basis to transform individual behaviors by moving away from previously established methods. Such transformation occurs after appropriate training programs that strengthen skill acquisition, enhance capabilities, and shift perceptions toward what benefits both the individual and the organization, preparing them to respond effectively to the demands of a rapidly changing era (Hu *et al.,* 2021).

Thukral (2021, p. 355) emphasizes that change should not be pursued merely for its own sake, but rather as a means of enabling organizations and institutions to adopt all forms of creativity and quality across scientific, technical, research, and productive domains. Such adoption allows them to interact effectively with their local, regional, and global environments, ultimately positioning them to reach the stage of global competitiveness.

De Witte *et al.,* (2021) note that the strategy of change and innovation is an inherent reality of life. Regardless of who we are, where we live, or our age group, most people engage in change and innovation throughout the various stages of life. Change and innovation are, in essence, internally driven processes, with growth, learning, and transformation emerging as natural outcomes of the changes we all experience. In an organizational context, the change and innovation strategy represents a deliberate transformation from a familiar state to a new, unfamiliar one, or a transition from the organization's current competitive position to a desired future state. (Soda, G., *et al.,* 2021). **The researcher describes** it as a long-term, wide-ranging plan that encompasses the entire organization. It is a process of change to which managers respond in various ways and through different forms of transformation, all aimed at enhancing organizational performance and achieving more efficient outcomes. Any comprehensive and integrated change or innovation occurs through sequential stages that transform an ailing organization into a healthy one, utilizing one of the three strategies: the **Rational Strategy**, the **Re-Learning Strategy**, or the **Power/Coercion Strategy**.

Importance of Change and Innovation Strategy

The change and innovation strategy is one of the most essential elements for achieving success and growth, not only within organizations and businesses but in any context worldwide. In short, such a strategy is indispensable for sustaining growth and ensuring long-term viability in an ever-changing environment. Its importance can be summarized in several key aspects (Gupta *et al.,* 2023):

Adaptability to Fundamental Changes: By adopting a change and innovation strategy, organizations can readily adapt to major market shifts, enabling them to operate, innovate, and excel under diverse circumstances.

Generation of Novel Ideas and Solutions: Innovation fosters the creation of unique ideas and groundbreaking solutions, allowing organizations to differentiate their products and services, particularly in periods of disruption.

Support for Sustainable Development: Change- and innovation-focused strategies contribute to environmental and social sustainability by promoting innovative solutions to pressing global challenges (Rustiawan *et al.,* 2023).

Anticipation of Challenges: Such strategies enable institutions to proactively anticipate risks and challenges, thereby improving decision-making processes and reducing potential setbacks.

Cultivation of an Innovation-Oriented Culture: They help foster a collaborative organizational culture that encourages creativity, motivates employees, and drives collective participation (Wales *et al.,* 2023).

Characteristics of Change and Innovation Strategy:

The successful implementation of change and innovation strategies within organizations is reinforced by a set of core characteristics. These characteristics provide the foundation for ensuring that such strategies achieve their intended impact (Wei & Zhang, 2020):

1. **Clear Vision:** A well-defined vision is essential, outlining precisely what needs to be achieved and specifying the desired outcomes. This clarity ensures alignment across all organizational levels.
2. **Target Orientation:** Change and innovation initiatives must have specific, measurable, attainable, and time-bound objectives. Clearly defined targets make it easier to track progress and evaluate effectiveness (Mayende & Joseph, 2020).
3. **Participation:** Successful strategies require the active involvement and collaboration of all stakeholders, ensuring that change efforts are collective and inclusive.
4. **Focus on Organizational Culture:** A critical element of these strategies is transforming organizational culture to be more supportive of creativity and change, thereby enhancing employees' capacity for innovation.
5. **Flexibility and Adaptability:** Organizations must remain agile, responding effectively to shifting circumstances and emerging challenges.
6. **Legitimacy:** All changes and innovations should comply with applicable laws, regulations, ethical standards, and the organization's social responsibilities toward its surrounding community.

Dimensions of Change and Innovation Strategy:

The success of any organization or project fundamentally depends on the effectiveness of its change and innovation strategy. Organizations are therefore expected to develop robust strategies that align with their goals and strengthen their market position. The primary dimensions of such strategies include (Alaboody, 2024):

1. **Rational Strategy:** This dimension reflects a logical, reasoned approach, wherein leaders persuade stakeholders of the cost–benefit value of proposed changes and innovations. Effective persuasion by change leaders is particularly critical during the initial phase, when employees may feel uncertainty or apprehension.

   The communication process typically involves three stages:

- o **Establishing the Necessity for Change:** Clearly articulating the need for change and the consequences of inaction.
- o **Framing the Change Process:** Holding meetings to present detailed plans and explain the meaning and implications of the proposed changes.
- o **Implementation Phase:** Demonstrating strong leadership skills to manage employees' psychological responses, maintaining continuous communication, and addressing negative outcomes (such as downsizing) constructively (Maaravi *et al.,* 2023).

2. **Re-Learning Strategy:** As noted by Preiss *et al.,* (2023), this strategy is grounded in the idea that individual behavior and actions are shaped by existing values, traditions, and norms. For meaningful change and innovation to occur in specific practices or methods, individuals must revise their underlying values and standards, replacing outdated practices with improved approaches.

3. **Power/Coercion Strategy:** This approach involves using authority and coercion to compel individuals to accept change and innovation. It relies on imposing change without opposition and penalizing resistance. The strategy typically includes:
   - o **Clear Goal Setting:** Defining precise political, economic, or social objectives.
   - o **Power Assessment:** Evaluating available resources—political, economic, or institutional—that can be leveraged.
   - o **Calculated Use of Power:** Applying authority in a measured way to achieve objectives without provoking significant backlash.
   - o **Information Control:** Managing information flows to shape public opinion and reinforce strategic objectives (Van Woerkum *et al.,* 2007).

Axis Two: The Concept, Importance, and Domains of Administrative Practices:

Concept of Administrative Practices:

The term *practice* generally refers to continuous and repeated engagement in a specific activity, encompassing both theoretical and practical aspects. In philosophy, it often reflects the ongoing application of thought, while in professional contexts, it signifies the sustained application of scientific principles—for instance, in medicine or politics. In the administrative domain, *practice* refers to the coordinated set of actions and behaviors undertaken to achieve specific objectives.

Ibn Manzur, in *Lisan al-Arab*, defines the term as the act of dealing with, undertaking, and initiating a task. Building on this, administrative practice can be understood as a set of interrelated functions and processes—including planning, organizing, directing, leading, monitoring, and controlling—designed to achieve institutional goals through optimal utilization of available resources (Cahyadi *et al.,* 2022).

According to Arulrajah *et al.,* (2015) and Tang *et al.,* (2018), administrative practices represent the strategies and processes organizations adopt to accomplish their objectives effectively and efficiently. They evolve over time in response to changes in technology and the work environment, necessitating flexibility and innovation from leaders. Mwita (2019) further emphasizes that administrative practices encompass policies and procedures governing resource planning, recruitment, training, performance evaluation, and participation in organizational decision-making.

From the researcher's perspective, administrative practices are the coordinated, purposeful managerial actions undertaken by institutional leaders in performing their executive duties to ensure the successful achievement of organizational goals.

Importance of Administrative Practices:

Administrative practices are central to the success of institutional management, exerting significant influence on organizational development and performance. Their importance can be viewed on two levels (Vu *et al.,* 2022):

Institutional Level: Effective administrative practices are essential for realizing an institution's mission and strategic objectives. Ethical and transparent practices enhance organizational credibility, strengthen governance, and combat corruption.

Individual Level: The way administrators practice management directly impacts the productivity and morale of employees. Positive and participatory practices foster trust, cooperation, and collective effort, leading to higher performance. Conversely, poor administrative conduct—such as favoritism, corruption, or misuse of public resources—undermines efficiency and erodes institutional integrity (Acquah *et al.,* 2021).

Domains of Administrative Practices:

Administrative practices span a variety of interconnected domains that collectively strengthen institutional performance (Kumar, 2022):

- **Decision-Making:** The process of collecting relevant information, evaluating alternatives, and selecting optimal courses of action to meet organizational needs in a timely and effective manner.
- **Administrative Communication:** The formal and informal exchange of information within an organization, encompassing verbal, written, and digital channels (Blessed & Halil, 2022).
- **Leadership Styles:** Approaches such as transformational, democratic, autocratic, and transactional leadership, which influence how teams are guided toward achieving set goals (Hamel *et al.,* 2020).
- **Group Participation:** Involving employees and stakeholders in generating solutions and making decisions that affect their work environment (Gillali, 2018).
- **Delegation of Authority:** Assigning decision-making powers to individuals or teams to enhance responsiveness, build trust, and promote specialization.
- **Human Relations:** The strategies and behaviors used to foster positive, cooperative interactions among individuals in various organizational and social contexts.

Axis Three: The Concept, Goals, and Dimensions of Sustainable Development:

Concept of Sustainable Development:

Sustainable development is an internationally recognized socio-economic concept used by the United Nations to outline global pathways for environmental, social, and economic progress. Its ultimate objective is to improve the living conditions of all members of society while developing and managing production systems in ways that prevent the depletion of natural resources. Among the many definitions—over eighty recorded—one of the most widely cited is that of the United Nations' World Commission on Environment and Development, which describes sustainable development as

"development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

From the perspective of Al.Moussaowi, Hiyam (2024), sustainable development is a continuous process that balances social equity, environmental preservation, and economic growth by promoting responsible resource use and ensuring intergenerational fairness.
It requires addressing environmental degradation while simultaneously pursuing economic progress and social justice. For humanity, sustainability means maintaining a high quality of life over the long term, which depends on conserving the natural environment and using resources wisely (Cassee *et al.,* 2024).

The researcher conceptualizes sustainable development as an integrated approach that combines social and environmental dimensions with economic objectives, ensuring that present needs are met without compromising the rights of future generations.

Goals of Sustainable Development:

Sustainable development encompasses a set of goals designed to guide policy and practice toward long-term well-being (Al.Moussaowi, Hiyam 2024):

1. **Improving Living Standards for the Poor:** Achieving this requires environmentally and socially responsible strategies, policies, and incentives, as well as the inclusion of marginalized groups in the development process.
2. **Empowering Independent Decision-Making:** Encouraging communities to choose lifestyles suited to their historical, cultural, and institutional contexts, grounded in principles of justice and human dignity.
3. **Meeting Basic Human Needs Fairly:** Recognizing access to essential needs—such as food, water, shelter, education, and healthcare—as a natural right, while ensuring solidarity between current and future generations.
4. **Promoting Environmentally Compatible Development:** Integrating environmental considerations into all stages of planning and implementation to safeguard biodiversity and ecosystem integrity.
5. **Preserving Social and Cultural Identities:** Supporting institutional and societal development that respects diversity and fosters equitable participation in national progress.

Dimensions of Sustainable Development:

1. **Economic Dimension:** Aims to prevent waste of economic resources, reduce disparities in income and wealth, and promote equitable, rational use of economic potential. It focuses on achieving balanced development within and across nations (Al-Moussawi, Hiyam, 2024).
2. **Social Dimension:** Concerned with justice, equity, and the fair distribution of resources, this dimension focuses on improving health, education, housing, employment, and security. It emphasizes strengthening the relationship between human well-being and the natural environment.
3. **Environmental Dimension:** Involves maintaining the resilience and integrity of ecosystems by reducing pollution, conserving biodiversity, and ensuring the sustainable use of natural resources such as water, air, and soil. It also entails mitigating environmental risks, such as ozone depletion, deforestation, and climate change, through conservation and sustainable production practices.

PRACTICAL (EMPIRICAL) ASPECT OF THE STUDY:

The male fraction constituted the biggest proportion at 54%, while females accounted for 46% of the sample of 130 respondents. The percentage of individuals holding a master's degree was 67%, but those with a doctoral degree comprised 33%, as illustrated in Table (1).

The questionnaire's validity and reliability: The independent variable encompassed the strategy of change and creativity, comprising 15 items, while the dependent variable assessed sustainable development, which also consisted of 15 items. Thus, the questionnaire totaled 30 items. The correlation coefficient for the independent variable (strategy of change and creativity) was **0.530, whereas the correlation coefficient for the dependent variable (sustainable development) was **0.909, with a significance level of 0.000. The Cronbach's Alpha reliability coefficient for the questionnaire, encompassing a total of 40 items, attained a value of 0.832, as illustrated in Table (2).

Descriptive Statistics for Research Variables

The research encompassed two variables: transformation and creativity approach, and sustainable growth, which were examined through a sample of 130 persons. The independent variable, change and creativity strategy, yielded an arithmetic mean of 2.07 and a standard deviation of 0.46. Conversely, the dependent variable, sustainable development, produced an arithmetic mean of 2.26 and a standard deviation of 0.52. This indicates that the sample prioritised sustainable development, followed by change and creativity strategy. The relative importance of change and creativity strategy was 41%, with an interest gap of 59, while the relative interest in sustainable development was 45%, accompanied by an interest gap of 55. The relative coefficient of variation for the independent variable, change and creativity strategy, is 27%, whereas sustainable development is 23%, as illustrated in Table 3 and Figure 2.

Table (3): Descriptive statistics for research variables.

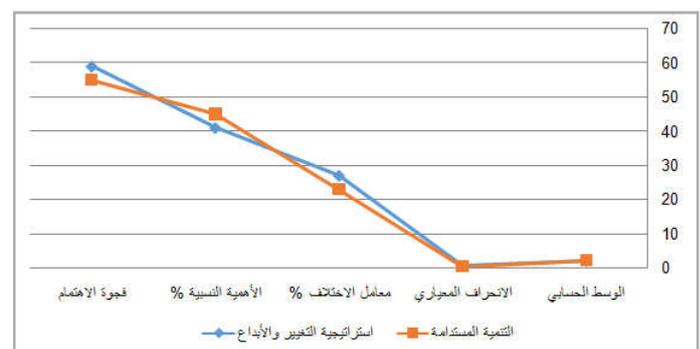| Variables	Arithmetic Mean	Standard Deviation	Coefficient of Variation %	Relative Importance %	Interest Gap
Change and Innovation Strategy	2.07	0.55	27	41	59
Sustainable Development	2.26	0.52	23	45	55

Source: SPSS V.28 outputs

Figure (2): Shows the descriptive statistics for the research variables.

Inferential Statistics and Hypothesis Testing

1. Correlation test (A statistically significant association exists between the innovation approach and administrative practices in relation to achieving sustainable development goals in Iraq).

A statistically significant relationship exists between change and innovation strategy and sustainable development, evidenced by a correlation value of 0.672** at a significance level of 0.000. This indicates that increased contributions by staff to the change and innovation strategy correlate with enhanced sustainable development. Furthermore, the re-education strategy exhibited the strongest relationship, with a correlation value of 0.778** at a significance level of 0.000. Consequently, the primary hypothesis is accepted: there is a statistically significant relationship between the change and innovation strategy and administrative practices aimed at achieving sustainable development goals in Iraq, as illustrated in Table 4.

Table (4): Correlation between research variables.

Correlations		Change and Innovation Strategy	Sustainable Development	The questionnaire as a whole
Pearson Correlation		0.919**	0.909**	1
Sig.		0.000	0.000	
Reliability Statistics				
Cronbach's Alpha		0.810	0.783	0.876
N		15	15	30

Variables		Maturity Strategy	Re-education Strategy	Strategy of Power and Coercion	Change and Innovation Strategy
Sustainable Development	Pearson Correlation	**0.606	**0.778	**0.396	**0.672
	Sig (2-tailed)	0.001	0.000	0.000	0.000
	n	130	130	130	130

Source: SPSS V.28 outputs

2. Evaluating the primary hypothesis of the research (a large multifaceted impact link exists among the aspects of change strategy, creativity, administrative practices, and sustainable development in Iraq)

The researcher determined that the computed value of F for the examined model (105.323) exceeds its tabulated value (3.984) at a degree of freedom of 76, a significance level of 0.05, and a correlation coefficient of 0.672**. Furthermore, the results presented in Table 5 indicate an explanatory coefficient of 0.451, suggesting that the change and creativity strategy accounts for 45.1% of the variations in sustainable development, while the remaining 54.9% is attributed to other variables within a statistically valid model, which can be utilised to elucidate the contributions of the change and creativity strategy to sustainable development outcomes. The analysis revealed a significant positive effect of the change and creativity strategy on achieving sustainable development, with a probability value of 0.000 and a calculated T value of 10.263. All calculated T values exceed the tabulated value of 1.996 at a probability level of 0.05, with 76 degrees of freedom. The researcher observed that Iraqi universities positively rely on the change and creativity strategy to enhance sustainable development, thereby supporting the acceptance of the main hypothesis that the change strategy has a positive and statistically significant effect on sustainable development, as demonstrated in the following equation:

Sustainable development (Y) = (0.948) + (0.634) * (Change and innovation strategy)

The results presented in Table (5) indicate an explanatory coefficient of (0.451), demonstrating that the change and creativity strategy accounts for (52.3%) of the variations in sustainable development. The remaining (47.7%) is attributed to other variables not included in the tested model. The explanatory model is statistically valid and can be utilised to elucidate the contributions of strategic intelligence to sustainable development. Furthermore, Table (5) illustrates the collective impact of the dimensions of the change and creativity strategy on sustainable development (n=130).

Table (5): shows the impact of the dimensions of the change and creativity strategy combined in sustainable development (n=130).

Gender		Males		70		0.54	
		Females		60		0.46	
Academic Achievement		Masters		87		0.67	
		PhD		43		0.33	
Total				130		0.100	
Independent Variable	Sustainable Development						
	α	β	R	R^2	AR^2	p-value	T	F
Change and Innovation Strategy	0.948	0.634	0.672	0.451	0.447	0.000	10.263	105.323

Source: SPSS V.28 outputs

CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

The findings of this study underscore the critical necessity of integrating change annotation strategies into administrative practices to ensure sustainable development at the University of Kufa (study sample). Such integration contributes to elevating the university's educational standing and societal impact. The key conclusions are as follows:

1. **Fostering an Innovative Work Environment:** Encouraging creative thinking within change strategies helps shape an innovative workplace, generating bright ideas to address institutional challenges.
2. **Policy Adaptation for Flexibility:** Adjusting change policies enhances leadership's capacity to adapt to the rapidly evolving higher education environment, thereby facilitating the achievement of sustainable development goals.
3. **Community Engagement through Innovation:** By promoting innovation, universities can strengthen community involvement in projects and initiatives, producing lasting positive impacts.
4. **Adaptability to Socioeconomic Conditions:** Change and innovation strategies enable institutions to adapt to shifting economic and social conditions, thereby increasing their ability to achieve sustainable development objectives.
5. **Strengthening Stakeholder Commitment:** Change strategies enhance employee and stakeholder participation, which in turn boosts loyalty, commitment, and overall institutional performance.

Recommendations:

Based on the literature review and empirical findings, the study makes the following recommendations:

1. **Context-Sensitive Strategy Development:** Continuously refine change and innovation strategies to account for the specific social, economic, and cultural contexts in which they are implemented, identifying both challenges and opportunities.
2. **Capacity-Building for Leadership:** Organize workshops and training programs to develop creative leadership and change management skills among senior administrative leaders, including innovation capabilities, adaptability, and resilience in uncertain circumstances.
3. **Adopting Innovative Administrative Models:** Create new administrative patterns that stimulate innovation and contribute to achieving sustainable goals, while also drawing on successful practices from other contexts that have demonstrated promising results.
4. **Mainstreaming Sustainability Principles:** Integrate environmental and social sustainability principles into all administrative practices, encouraging innovations that align with sustainability objectives.

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