



## International Journal of Financial Management and Economics

P-ISSN: 2617-9210  
E-ISSN: 2617-9229  
IJFME 2024; 7(1): 209-216  
[www.theeconomicsjournal.com](http://www.theeconomicsjournal.com)  
Received: 01-03-2024  
Accepted: 05-04-2024

**Mohand Mohamd Ahmed**  
Researcher, IHEC Carthage,  
University of Carthage,  
Tunisia LIGUE LR99ES24,  
ISCAE, University of  
Manouba, Tunisia

**Raida Reda Chakroun**  
Associate Professor, IHEC  
Carthage, University of  
Carthage, Tunisia LIGUE  
LR99ES24, ISCAE, University  
of Manouba, Tunisia

**Corresponding Author:**  
**Mohand Mohamd Ahmed**  
Researcher, IHEC Carthage,  
University of Carthage,  
Tunisia LIGUE LR99ES24,  
ISCAE, University of  
Manouba, Tunisia

### The role of effective planning and control in improving budget performance: A field study on independent bodies in Iraq

**Mohand Mohamd Ahmed and Raida Reda Chakroun**

DOI: <https://doi.org/10.33545/26179210.2024.v7.i1.293>

#### Abstract

The study aimed to present a proposed approach to using the integration between the economic value and balanced scorecard methods to increase planning and control and improve the performance of the budgets of independent government bodies, and to provide a number of results and recommendations to guide economic decision makers to improve the investment climate and increase and improve the economic performance of independent government bodies. The study adopted the descriptive analytical approach, and the practical approach was used to apply the integration of the economic value and balanced scorecard methods. The questionnaire tool was relied upon and distributed to individuals who work in non-profit organizations. The sample represented a simple random sample of workers, according to the sampling law. It included workers with university or postgraduate qualifications, and those with experience who may not hold university degrees, and the sample size was 367 individuals. The study reached a number of results, the most prominent of which are: Non-profit organizations implement program and performance budgeting by providing administrative and cognitive competencies, accurately planning expenditures and revenues, and carefully allocating available resources. Non-profit organizations implement zero-based budgeting by distributing available resources to non-profit work priorities. Profitability, and grouping projects according to the entity responsible for their implementation Non-profit organizations achieve the balance of planning and programming by linking the organization's goals with the general goals of the community and then planning programs according to them, finding methods to achieve them, and measuring costs.

**Keywords:** Planning, control, budget performance

#### Introduction

Although the state's general budget is considered an essential focus for achieving goals, whether economic or social goals that the state desires to achieve, and it is in fact a true translation of the implementation of economic and financial plans for the coming year, the general budget in the Republic of Iraq in general does not reflect the spending goal. The final accounts do not show achievements from the appropriations, and this requires moving from traditional oversight to comprehensive oversight based on the need for effectiveness of spending and the extent of its connection to the targeted results. Therefore, the state's general budget method was presented, Based on the principle of balancing items and appropriations, it has received a number of criticisms, and is considered sufficient reason for that. Among these criticisms, the most important is the lack of clarity about the objectives to which financial allocations are allocated, and their failure to link them to strategic development plans. The Iraqi Constitution indicates that independent bodies in Iraq are "bodies that have financial and administrative independence and are directly linked to the highest legislative authority, whether the House of Representatives or the Council of Ministers, without being linked to a specific ministry." He defined this type of budgeting as organizational systems that depend on a comprehensive scientific program, requiring integration and integration between economic and administrative concepts. These systems seek to maintain public facilities and improve their efficiency, with a focus on achieving effectiveness from the results achieved from this program. For example, the Iraqi Financial Supervision Bureau is a living example of this type of budgeting.

It can be used as a comparative case to understand how to apply comprehensive scientific programs in the context of financial control, focusing on enhancing efficiency and achieving targeted objectives (Rashid, 2012, 250) <sup>[10]</sup>.

## Chapter I

### Research Methodology

#### The study problem and its questions

In light of modern trends in accounting thought and the necessity of applying transparency and accountability, there is a need to increase oversight procedures when preparing the budgets of independent government bodies, so that the budget is more effective in achieving its goals, not only the ability to collect information and opinions about resources and needs, but the ability to direct and manage this information in the form of items. Spending serves the interest of the citizen through achieving the principle of participation in decision-making, determining the methods of its implementation and actual implementation, then evaluating the implementation results in the form of an integrated budget process, whether in preparation, implementation or oversight, in which all parties have an effective role. Although a number of independent bodies are considered productive, as they have great capabilities to finance their budget, they nevertheless have allocations within the general budget, and among these bodies are the Shiite and Sunni endowment offices, which own many assets spread throughout the various governorates of Iraq, which must be The financial and monetary policy maker stands on it for a long time,

Accordingly, the researcher will try to benefit from the advantages of integration between economic value and the balanced scorecard method through the planning, control, accountability and performance improvement processes that will be provided in developing the method of preparing the state's general budget in a way that provides oversight of the state's resources and planning and ensures optimal use after the criticism directed at the system increased. Balancing items and appropriations, from which the researcher poses the following question:

- What is the role of planning and control and its effectiveness in improving budget performance?

#### Objectives of the study

- Providing a proposed approach to using the integration between the economic value methods and the balanced scorecard to increase planning and control and improve the performance of the budgets of independent government bodies.
- Providing a number of findings and recommendations to guide economic decision makers to improve the investment climate and increase and improve the economic performance of independent government bodies.

#### The importance of the study

- Integrating two different administrative accounting methods, namely the economic value methods and the balanced scorecard, and using them to introduce appropriate developments in the method of preparing the state's general budget in general and the budget of independent bodies in particular.
- The practical importance of providing the applied basis for preparing the state's general budget in general and

the budgets of independent bodies in particular in an advanced manner.

#### Study limitations and determinants

- **Time limits:** Academic year 2023 - 2024 AD.
- **Spatial boundaries:** A number of non-profit organizations.
- **Human limits:** A simple random sample of workers in the organizations under study.
- **Objective limits:** The study will focus on the budgets of independent bodies in Iraq, without addressing the state's general budget in general except within the limits required by the research.

#### Study hypotheses

##### The study is based on the following main hypothesis

- The integration between the economic value method and the balanced scorecard cannot be used to increase the effectiveness of the performance of independent bodies' budgets.

##### Therefore, the following sub-hypotheses can be derived

- There is no effect of the economic value method on increasing the effectiveness of the performance of independent bodies' budgets.
- There is no effect of the balanced scorecard method on increasing the effectiveness of the performance of independent bodies' budgets.

## Chapter II

### Theoretical framework

#### First: What are the independent bodies in Iraq

Independence means that independent bodies are not subject to oversight, whether presidential or custodial, nor do they receive any orders or recommendations from another party. In addition, the executive authority does not enjoy complete freedom to isolate its members. On the other hand, independence does not mean that they operate in isolation from governmental goals and objectives desired; Rather, they are bodies supporting the government. They are regulatory institutions with independent legal personality, established under their own laws, and have the ability to make their decisions independently without direct interference from the government, aiming to achieve goals according to their jurisdiction. The definition can be expanded to include some additional aspects (Hanafi, 2000, 16) <sup>[7]</sup>.

How are members of independent bodies appointed in Iraq? The Iraqi Constitution stipulates the existence of several independent bodies that have legal personality, are financially and administratively independent, and are subject to parliamentary oversight. Among these bodies are: the Federal Accounting Authority, the Federal Authority for Competition and Antitrust, the Federal Communications and Media Authority, the Federal Integrity Authority, the Federal Authority for Human Rights, the Federal Banking Authority, the Federal Energy Authority, the Federal Water Authority, the Federal Transportation Authority, the Federal Insurance Authority, the Federal Securities Authority, and others (Hadri, 2006, 6) <sup>[5]</sup>, The mechanism for appointing members of independent bodies varies depending on the type of body and the law that regulates it. In general, independent bodies can be divided into three types according to the method of appointing their members: 1-

Independent bodies whose members are appointed by decision of the Prime Minister or the Council of Ministers, such as: the Supreme Planning Authority, the Supreme Authority for Human Development, the Supreme Authority for Education and Scientific Research, (George Fodal, 2001, 33) <sup>[4]</sup>.

Independent bodies whose members are appointed by nomination from the Board of Trustees or the Supreme Council of the Authority, such as: the Federal Accounting Authority, the Federal Competition and Antitrust Authority, the Federal Communications and Media Authority, the Federal Integrity Authority, the Federal Human Rights Authority, the Federal Banking Authority, the Federal Energy Authority, the Federal Water Authority, and the Federal Transportation Authority. The Federal Insurance Commission, the Federal Securities Commission, (David K., 1998, 65) <sup>[17]</sup>.

Independent bodies whose members are appointed by nomination from the House of Representatives or a parliamentary committee, such as: the Independent High Commission for Elections, the National Commission for Accountability and Justice, the High Commission for National Reconciliation, and others. (Khalil: 2007, 6) <sup>[8]</sup>.

### Objectives of independent bodies

The objectives of independent bodies can be divided into three main types:

1. **Ensuring independence and transparency:** Independent bodies aim to achieve a high degree of independence and transparency, with the aim of ensuring credibility and integrity in their performance. (Hadri, 2006, p. 20) <sup>[5]</sup>.
2. **Achieving justice and individual rights:** Some independent bodies focus on protecting individual rights and achieving justice in certain areas such as: human rights, economic, cultural, religious, moral, national, international and other rights (Hanafi, 2000, p. 31) <sup>[7]</sup>.
3. **Regulating vital sectors:** Some independent bodies seek to regulate and supervise vital sectors such as: economic sectors, social sectors, cultural sectors, religious sectors, moral sectors, national sectors, international sectors, and others (Shalabi, 2009, 2) <sup>[14]</sup>.

### Second: Methods used to evaluate the budgets of independent bodies

Economic value method and balanced scorecard.

#### The concept of value creation

Values express the principles that guide any institution towards achieving its goals, and on this basis, every institution must determine the values that are consistent with its vision and directives. They are not only values that benefit the organization but also reflect its commitment to improving profitability. Given the environment in which the organization operates, these values are oriented towards sustainability and positive interaction with the social and economic surroundings (Neven, 2015, 98) <sup>[1]</sup>. It can be said: The concept of value creation is no longer easy to achieve for shareholders within and business organizations (Al-Saeed, 2004, 3) <sup>[11]</sup> Therefore, choosing the optimal management accounting system for management focuses mainly on the cost factor, benefit, and harmony of goals, which means the harmony of the goals of the organization's employees with the goals of senior management, in addition to the effort exerted by management to achieve the

organization's goals, and what is called the management approach based on value creation. With the aim of creating a mutual relationship between the institution and its stakeholders. From the above it is clear that the concept of value and value creation is of great importance in the financial arena.

#### The concept of the balanced scorecard

Intense interest in the idea of balanced performance appraisal began in 1992 when Robert Kaplan and David Norton published an article in the Harvard Business Review (Harvard Business Review) Harvard Business Review In this article, Kaplan and Norton presented a new idea of performance measurement, in which they argued that traditional financial evaluation is not sufficient to measure the overall performance of organizations. They suggested using the "Balanced Scorecard" as an evaluation tool that takes into account several aspects of performance, including the dimensions: financial, learning, customer and operations. David defined it: It is a technical evaluation and control strategy that focuses on balancing financial indicators with evaluating strategic performance, and seeks to achieve balance for indicators, both financial and non-financial, (David, 2009, 135) <sup>[16]</sup> It is also an administrative system that helps owners and managers transform the vision and strategies of institutions a number of interconnected goals (Najm, Ahmed, 2019, 253) <sup>[2]</sup>.

#### Compatibility between the economic value index and the components of the balanced scorecard

It is clear that the economic value model and the balanced scorecard agree in providing information that is the basis for making rational decisions, because the financial and administrative philosophy is characterized by two basic things: knowledge and relationships or the ability of the facility (The authority) to achieve the goals of its customers or beneficiaries. Therefore, the strategic performance measures of the facility Or the Authority must be integrated with operational performance measures to achieve the Authority's strategic objectives. Aguilar believes that there are five basic dimensions for achieving and maximizing value: (Aguilar, 2003, 43) <sup>[15]</sup>.

1. **Strategic planning:** This is done through the preparation of a clear and accurate work plan and is disseminated at all levels within the facility (the authority). It helps in unifying efforts towards achieving strategic goals, and is an essential part of the performance management process.
2. **Performance measurement:** This is done by setting performance measures that enable management to know the extent of achieving the planned goals. The organization's performance measures can include a variety of indicators that show its performance in several areas.
3. **Integration of work planning:** It indicates the importance of integrating all activities and efforts within the facility. This includes integrating operations plans, budgeting, and profit forecasting.
4. **Preparing periodic administrative reports:** This aims to help management clarify the actions that must be taken. Preparing periodic reports enhances understanding of the facility's current performance and provides management with the data and information necessary to make effective decisions. It has many benefits.
5. **Organizational culture:** A supportive culture must be developed to achieve goals guided by values and

strategic vision. Encouraging cooperation and interaction between individuals within the Authority is an essential part of this culture, in order to motivate teams and individuals towards achieving their goals and facilitate the implementation of defined strategies.

**Integration between the economic value index, the balanced scorecard, and performance evaluation**

As previously mentioned, the balanced scorecard relies on a set of indicators that help evaluate comprehensive performance to enhance the value and status of bodies and institutions. Therefore, the importance of adding the economic value indicator to the card is highlighted because it is considered a comprehensive indicator and more reliable than other traditional indicators because it is based on the concept of real economic profit rather than profit. Accounting, with the aim of reaching an effective evaluation of the performance of independent bodies that helps in overcoming and overcoming the defects of traditional indicators that may affect achieving the goal of the scorecard in evaluating performance and increasing its effectiveness. The creativity and excellence that the research is expected to achieve is how to create the integration of the economic value model and the balanced scorecard, The foundations of their application within independent bodies and the effectiveness of this integration in evaluating strategic performance, considering that the two models are among the most contemporary models for evaluating performance. The design and application of the performance card stems from the strategy of the bodies or institutions, and the card's objectives represent reaching an effective evaluation and increasing the value of the body by achieving its strategy. Therefore, it was natural for the bodies to choose an effective indicator through which the extent of achieving the basic goal of the required strategy is evaluated, (Ropert, 2004, 89) <sup>[18]</sup>

**Chapter III**

**The practical side**

**First: Study methodology:** The quantitative approach was adopted, as it is preferable to follow it in specific and highly objective causal relationships, and the questionnaire tool

was relied upon.

**Second**

**Study population and sample**

The population consists of all individuals who work in non-profit organizations, and their total number is 7,899 individuals. The sample represented a simple random sample of workers, according to the sampling law. It included workers with university or postgraduate qualifications, and those with experience who may not hold university degrees, and the sample size was 367 individuals.

**Third**

**Testing the validity and reliability of the measures**

**Calculating scale stability**

The researcher relied on Cronbach's alpha method to evaluate the reliability of the measures according to the statistical program SPSS V23. Cronbach's alpha coefficient is estimated at values ranging between 0 and 1, as the minimum acceptable limit for scale reliability in social studies is 0.60.

**Table 1:** Cronbach's alpha coefficients

N of Items	Cronbach's Alpha	Paragraph
9	.928	Financial axis
7	.912	Customer axis
6	.821	Internal operations hub
7	.832	he focus of learning and growth
6	.660	Social axis
6	.956	Economic value
6	.950	Balancing programs and performance
6	.964	Zero-based budgeting
6	.950	Balancing planning and programming
6	.950	Balancing items

**SPSS analysis results**

It is clear that all Cronbach's alpha values are > 0.60, meaning that the scale is characterized by validity and internal consistency.

**Table 2:** Testing the validity of the scale

KMO test				
Moral	Degrees of free	Chi-square		Questionnaire axes
0.000	36	2925.371	.848	Financial axis
0.000	21	1867.578	.856	Customer axis
.000	15	911.687	.725	Internal operations hub
0.000	3	1928.615	.679	he focus of learning and growth
.000	15	766.829	.650	Social axis
0.000	6	1451.666	.736	Economic value
0.000	6	1588.562	.745	Balancing programs and performance
.000	3	1117.535	.695	Zero-based budgeting
.000	1	153.796	.600	Balancing planning and programming
.000	3	637.125	.675	Balancing items

**Results of statistical analysis**

It is noted that the value of the (kMO) scale exceeds 0.5, and the value of the Bartlett test is less than 0.05. Based on these results, it can be said that there is a significant

statistical correlation between the studied variables, which highlights the importance of conducting statistical analysis on them.



**Table 3:** Fourth: Descriptive statistics for variables

<b>One-Sample Statistics</b>				
	<b>N</b>	<b>Average</b>	<b>Standard deviation</b>	<b>Complex error</b>
Providing financial resources leads to achieving the Authority's objectives	367	3.8801	1.39547	.07284
Financial performance is constantly monitored by measuring actual performance with the planned budget to increase economic value	367	3.6540	1.44390	.07537
The Authority rationalizes administrative spending to match what is planned in the Authority's budget	367	3.5504	1.54780	.08079
The Authority's management works to reduce costs as much as possible to achieve maximum effectiveness	367	3.8638	1.26447	.06600
Funding to the Authority is raised and increased periodically from year to year	367	3.7112	1.31551	.06867
Bodies are committed to securing their purchases at the best prices	367	3.4768	1.42725	.07450
The administration works to benefit from unused resources in order to achieve an increase in economic value	367	3.4496	1.56360	.08162
The Authority trains employees to reduce costs	367	4.0518	1.23476	.06445
The Authority seeks to achieve a continuous increase in revenues	367	4.0981	.95881	.05005
Financial axis	367	3.7484	1.08574	.05667
The Authority keeps pace with continuous changes in the field of service provision	367	4.0518	1.09397	.05710
The Authority documents customers' information to ensure the fulfillment of its obligations towards them	367	3.6757	1.46770	.07661
The services provided by the Authority ensure that it attracts new clients	367	3.8501	1.21552	.06345
The authority has a fund for customer suggestions and complaints	367	3.7711	1.26833	.06621
The Authority conducts dialogues with customers with the aim of developing the services provided	367	3.9401	1.15551	.06032
There is acceptance and approval by customers for the services provided by the Authority	367	3.7084	1.33654	.06977
The percentage of customer complaints is within normal limits	367	3.8093	1.22212	.06379
Customer axis	367	3.8295	1.01558	.05301
The authority aims to simplify the procedures for providing its services	367	4.0490	1.12001	.05846
The Authority seeks to provide its services with the highest quality in order to achieve added economic value	367	3.8147	1.48710	.07763
The Authority works to provide services with the required speed and time in order to achieve the highest added economic value	367	3.6594	1.52253	.07948
The authority aims to provide new services to meet customer needs	367	3.7984	1.40362	.07327
The Authority works to continuously improve its operations to provide high-quality products	367	3.7030	1.42636	.07446
Management works to reduce waste levels to a minimum	367	3.4768	1.42725	.07450
Internal operations hub	367	3.7502	1.01976	.05323
The Authority conducts training programs to develop the skills and capabilities of employees according to the required needs	367	3.4169	1.57266	.08209
Training programs achieve the desired goal of improving employee performance to achieve added economic value	367	3.4932	1.42742	.07451
The Authority works to continuously improve the satisfaction rate of its employees by meeting their needs in a manner commensurate with their abilities and qualifications	367	3.4496	1.56360	.08162
The Authority is keen to retain highly committed employees by motivating them	367	3.4932	1.42742	.07451
The Authority works to adopt new creative ideas	367	1.4414	.49723	.02596
The Authority seeks to increase the loyalty of its employees and maintain them	367	2.2561	.93201	.04865
Heya seeks to raise the productivity of its workers	367	1.9019	.39279	.02050
The focus of learning and growth	367	2.7789	.85483	.04462
The Authority seeks to take care of all community requirements, which increases economic value	367	1.8392	1.01021	.05273
The Authority carries out a range of social activities to diversify its community services	367	2.0027	1.28781	.06722
The Authority is interested in developing the standard of living, which contributes to raising its economic value	367	3.8801	1.39547	.07284
The Authority supports educational projects and programs in the community	367	3.6540	1.44390	.07537
The Authority is interested in planning programs that contribute to reducing poverty and increasing the wages and salaries of workers	367	3.5504	1.54780	.08079
The Authority is committed to supporting community activities and programs in the country	367	3.8638	1.26447	.06600
Social axis	367	3.1317	.81328	.04245
Using the economic value index leads to the effectiveness and efficiency of managers	367	3.7319	1.14187	.05961
Using the economic value index provides greater incentives for financial performance	367	3.8256	1.03211	.05388
The economic value method is easy to apply	367	3.6540	1.44390	.07537
Using the economic value indicator eliminates the clutter of objectives	367	3.5504	1.54780	.08079
Using the economic value index allocates the costs incurred to the revenues generated	367	3.8638	1.26447	.06600
Institutions that apply the economic value index outperform others in terms of the total returns achieved	367	3.7319	1.14187	.05961
Economic value	367	3.7262	1.15467	.06027
The organization has the administrative and cognitive competencies necessary to implement program and performance	367	3.6540	1.44390	.07537
Every organization and government unit plans and determines its revenues and expenditures	367	3.5504	1.54780	.08079
Available resources are allocated among the organization's work activities and programs	367	3.8638	1.26447	.06600
The organization has the necessary accounting data available upon	367	3.7319	1.14187	.05961
The budget is applied with the aim of rationalizing expenditures and increasing the efficiency of achieving goals	367	3.6540	1.44390	.07537
Program budgets and performance are relied upon in formulating the organization's general policies and strategies	367	3.5504	1.54780	.08079
Balancing software and performance	367	3.6674	1.25753	.06564
Zero-based budgeting helps distribute available and limited resources according to priorities	367	3.8638	1.26447	.06600
The zero-based budget groups projects and programs according to the entity	367	3.7319	1.14187	.05961
Preparing a zero-based budget is compatible with the scarcity and limited	367	3.6540	1.44390	.07537
This budget contributes to strengthening the oversight process by monitoring and evaluating the performance of each agency according to its partial budget	367	3.5504	1.54780	.08079
This budget evaluates programs from scratch and thus determines those that can be implemented or eliminated	367	3.8638	1.26447	.06600
This budget allows the participation of a larger number of parties in the planning and budget preparation process	367	3.7319	1.14187	.05961
Zero-based budgeting	367	3.7326	1.20471	.06289
Linking the sub-objectives of the agencies when preparing budgets with the general objectives of the state contributes to achieving the general strategy drawn up	367	3.6540	1.44390	.07537

Programming budget contributes to finding alternative methods and methods to achieve general goals	367	3.5504	1.54780	.08079
Planning and programming budget helps provide more accurate data and information that contribute to the	367	3.5504	1.54780	.08079
Planning and programming budget helps allocate limited resources among public agencies	367	3.8638	1.26447	.06600
This budget helps measure the costs of programs and projects in the long term	367	3.7319	1.14187	.05961
It contributes to achieving long-term planning that helps achieve the goals of interim plans	367	3.6540	1.44390	.07537
Balancing planning and programming	367	3.6674	1.25753	.06564
It allows achieving precise control over the work of individuals and bodies	367	3.5504	1.54780	.08079
This budget is based on accurate and objective estimates	367	3.8638	1.26447	.06600
It helps raise the level of trust between the boss and the subordinate	367	3.7319	1.14187	.05961
It relies on precise scientific planning and statistical analysis methods	367	3.6540	1.44390	.07537
It contributes to providing accurate estimates of outputs and associated products In construction, it	367	3.5504	1.54780	.08079
In construction, it relies on future estimates and not only on historical information	367	3.6540	1.44390	.07537
Balancing items	367	3.6674	1.25753	.06564

**Hypothesis testing**

To test the main hypothesis and its sub-hypotheses, multiple

regression analysis was applied and the results were presented as follows:

**Table 4:** Summarizes the results

Model Summary				
Model	R	The coefficient of determination	Modified coefficient of determination	Evaluation errors
1.	.973 <sup>a</sup>	.947	.946	.28336

Predictors: (Constant), The social axis, the internal operations axis, the customer axis, the learning and growth axis, and the financial axis

From the results summary table, we find that the value of the correlation coefficient is 0.973 and the value of the coefficient of determination is 0.947. Therefore, the relationship is very strong between the axes of the balanced scorecard (the social axis, internal operations, customers, learning and growth, financial) and there is an excellent explanatory power for the balanced scorecard, but it is only The Law of Sampling To generalize the previous result, the

forementioned correlation test must be carried out to know the extent of the possibility of generalizing the results drawn, which is what is called statistical significance in statistics. The analysis of variance methodology has been applied, as it is one of the most famous methods used in such cases, which relies primarily on the least squares method.

**Table 5:** Analysis of Variance ANOVA<sup>a</sup>

ANOVA <sup>a</sup>						
Model		Sum of Squares	DF	Square	F	Sig.
1.	Regression	518.829	5	103.766	1292.311	.000 <sup>b</sup>
	Residual	28.986	361	.080		
	Total	547.815	366			

a. Dependent Variable: Improving the performance of organizations

b. Predictors: (Constant), the social axis, the internal operations axis, the customer axis, the learning and growth axis, and the financial axis

From the variance analysis table shown previously, we find that the sig value did not exceed 5%. Therefore, according to the laws of hypothesis testing, the calculated value F within the region of rejecting the null hypothesis and we accept the alternative hypothesis that says (There is a

fundamental effect of applying the balanced scorecard in improving the performance of non-profit organizations). To test the sub-hypotheses, a table of regression coefficients was created according to the least squares method, which is shown in the following:

**Table 6:** Regression coefficients for the variables

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.374	.067		5.631	.000
	Financial axis	1.488	.069	1.320	21.591	.000
	Customer centric	.064	.039	.053	3.635	.003
	Internal operations hub	.088	.033	.073	2.658	.008
	The focus of learning and growth	.658	.056	.459	11.664	.000
	Social axis	.285	.047	.189	6.002	.000

a. Dependent Variable: Improving the performance of organizations

From the regression coefficients table we find the following The equation expressing the study variables model. Improving the performance of organizations 1.488 (Financial axis) 0.064 (Customer axis) 0.088 (Internal operations axis) 0.658 (Learning and growth axis) 0.285 (Social axis).

- There is a moral effect of (The financial aspect) on improving the performance of organizations, and it is a positive effect. Increasing the level of (The financial aspect) by one unit will improve the organizations' performance by 1,488 units.
- There is a significant effect of (Customer focus) on

improving the performance of organizations, and it is a positive effect. Increasing the level of (Customer focus) by one unit will improve the organizations' performance by 0.064 units.

- There is a significant effect of (Operations axis) on improving the performance of organizations, and it is a direct effect. Increasing the level of (Operations axis) by one unit will improve the organizations' performance by 0.088 units.
- There is a significant effect of (Learning and growth axis) on improving the performance of organizations, and it is a positive effect. Increasing the level of (Learning and growth axis) by one unit will improve the organizations' performance by 0.658 units.
- There is a significant effect of (The social axis) on improving the performance of organizations, and it is a positive effect. Increasing the level of (The social axis) by one unit will improve the performance of organizations by 0.285 units.

### Conclusions

#### From the above we conclude the following

- There is an application of the financial axis within the organizations studied, and it appears through providing financial information, following up on financial performance, and the organization's adoption of a rationalization approach to spending.
- There is an application of the customer focus in the organizations studied, and it appears by keeping pace with continuous changes in the field of service provision and fulfilling their obligations towards customers.
- The researched organizations apply the internal operations axis and it appears through simplifying internal operations procedures regarding service provision, and providing their services with high quality and within the specified time.
- There is an application of the learning and growth axis in the organizations studied.
- Non-profit organizations demonstrate an application of the social axis by paying attention to all community requirements, and diversifying their social services to include all segments of society.
- Non-profit organizations implement program and performance budgets, provide administrative and cognitive competencies, and plan expenditures and revenues accurately.
- Non-profit organizations achieve a planning and programming balance by linking the organization's goals with the general goals of the community and then planning programs according to them, finding methods to achieve them, and measuring costs.
- The organizations were able to achieve and implement the budget for items through careful control, following up on spending, linking inputs to outputs for work, and using scientific planning and statistical analysis methods.

### Recommendations

- Non-profit organizations must be urged to enhance the follow-up of the financial performance implemented during one fiscal year, by raising the level of scrutiny between the actual performance achieved and the previously planned budget.

- Periodic lists must be prepared about all expenses, and aspects of waste must be identified, in order to avoid them later.
- Directing non-profit organizations to adopt the balanced scorecard model as an integrated approach.
- Linking the financial and non-financial aspects of organizational performance.
- The need to enhance the adoption of the latest technology because of its role in improving work.
- Follow appropriate motivational methods in order to increase the level of employees' loyalty to the organization and their adherence to it.
- Redrawing future goals so that they lead to achieving added value to society.

### References

1. Abu Youssef N. A proposed framework for achieving effective corporate governance through integration between financial accounting information and the management accounting information system for the purposes of bridging the gap between cost and value [dissertation]. Egypt: Faculty of Commerce; c2015.
2. Basira Najm, Hirsh Ahmed. Measuring Intellectual Capital Using the Balanced Scorecard to Increase Value in Government Units: An Applied Study on Rabine University. *Rabine University Journal*, 2019, 6(1).
3. Al-Banna AA, Al-Sajini BAH, Amir. A proposed approach to developing the general budget in Iraq to comply with contemporary trends and its impact on the structure of the government accounting system. *Egyptian Journal of Business Studies*, 2022, 46(2).
4. Georges Fodal, Pierre Delfulfer. *Administrative Law, Part Two*. 1<sup>st</sup> ed. Translated by Mansour Al-Qadi. Beirut: University Foundation for Studies, Publishing and Distribution; c2001.
5. Hadri Samir. Independent administrative authorities and the problem of independence [Internet]; c2006 [Cited 2024 May 7]. Available from: <http://www.sciencesjuridiques.ahlamntada.net/1356-topic>.
6. Hassan AA, Abdul Latif, Nasser Nour Al-Din, Qasim MWMH. The role of budgets in activating oversight and performance evaluation in Iraqi public universities (A case study on Samarra University). *Alexandria Journal of Accounting Research*, 2023, 7(1).
7. Hanafi A. *Independent Administrative Authorities - A Comparative Study*. Cairo: Dar Al Nahda Al Arabiya; c2000.
8. Essam Ibrahim Khalil. *Legal Regulation and Control of Radio and Television Stations*. 1st ed. Cairo: Dar Al Nahda Al Arabiya; c2007.
9. Nichols DK. *The Myth of the Modern American Presidency*. Translated by Sadiq Ibrahim Odeh. Amman: Al-Dar Al-Ahliyya Publishing and Distribution; c1997.
10. Rashid EM. The effectiveness of the financial control system and its impact on financial corruption in Iraq: An applied study on the University of Mosul. In: Al-Saida Faisal, *Administrative Accounting*. Jordan: Dar Al-Masirah Publishing House; c2012.
11. Al-Saeed B. *Evaluation of the Economic Establishment, Introduction to Economic Value Added*. Algeria: Larbi Ben Mohtadi University; c2004.
12. Ali Muhammad Badir. *The task of the mediator in the*

- French system for the protection of individuals. *Journal of Legal Sciences*, 1996, (2).
13. Al-Fahad M. The importance of shifting from budgeting items to budgeting programs and performance (Dubai Municipality's experience). *Journal of Environmental Studies and Research*, 2017, (3).
  14. Nasri Shalabi, Khaled Al-Riahi, Mahrez Al-Shalaki. *The Independent Administrative Authority*; c2009 [Internet]. Available from: <http://www.nasrichalbi:canalblog.com/archives2008>.
  15. Aguilar. How strategic performance management is helping companies create business value. *Strategic Finance*; c2003 Jan.
  16. David FR. *Strategic Management: Concepts and Cases*. 13<sup>th</sup> ed. New Jersey: Prentice Hall; c2009.
  17. Kaplan RS, Norton DP. *The balanced scorecard: translating strategy into action*. *Harvard Business Review*; c1998.
  18. Ropert. Kaplan, David. Northon. Comment Utilizer la tableau de boerd prospec. TYACK-LIGNNOT. France; c2004. p. 89-90.