

Original Article

A model of sustainable development based on performance management of the health system

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Abstract

Background: performance management requires evaluation of the economic, environmental and social situations. The purpose of this study is to present one model of the performance management of the organization in the health system.

Methods: This was mix method research. Participants of qualitative phase were experts of universities and health system, which were selected through purposive sampling and snowball method (15 people). The data collection method was semi-structured interview. The statistical population of the qualitative phase was the experts of universities and health system. Cochran's formula was used to determine the sample size and 170 people were selected as a sample by simple random sampling. Data were collected using a researcher-made questionnaire with Cronbach's alpha coefficient of 0.89. The validity of the questionnaire was confirmed by experts. Data analysis was performed using Spss and Smart PLS software. Qualitative data analysis was performed through content analysis and coding of interviews and quantitative data analysis was performed using Smart PLS software and factor load coefficient test.

Result: 26 categories and 5 political, social, environmental, economic and cultural dimensions and 74 indicators were identified. The criteria of total suitability, coefficients of determination and prediction of structural models and measurements are all acceptable and indicated the approval of the model.

Conclusion: Paying attention to all the identified dimensions of sustainable development, in addition to the social dimension in the performance management of universities and health system, makes it possible to achieve the goals of sustainable development.

Keywords: Delivery of Health care; Sustainable Development; Total quality Management.

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Introduction

Management science is a fundamental concept, the traditional approach to performance is merely a financial approach, which has gradually given way to a newer three-dimensional global perspective with economic, social and environmental

dimensions. Elkington introduces the term "triple profitability" for profit (economic prosperity), land (environmental quality) and people (prosperity). This paradigm is called a win-win sustainability business (1, 2).

Sustainable performance management requires a reasoned management

framework that connects environmental and social management with competitive, commercial management, integrates environmental and social information with commercial and economic information (1), designing the performance management systems is not effectively implemented in accordance with existing conditions and development, so it seems necessary to provide a model tailored to sustainable development for performance management (3), which can be considered an economical manner with efficiency and effectiveness, is a systematic approach that improves the organization's performance, and can create many advantages and ultimately increases the motivation and productivity of employees. It has four main environmental, social, cultural and economic dimensions, all intertwined in a coherent context and mutually affecting each other, so they cannot be imagined apart from each other, sustainable development to the roof of a building, such environmental, cultural, economic and social dimensions form its pillars (4).

Performance measurement, can be used to measure and compare the amount and method of achieving the desired situation with certain criteria and attitudes in the domain and domain covered by certain indicators and in a certain period of time with the aim of re-evaluation, modification and continuous improvement of it and is the quantification process of activity (5).

Various studies have been conducted separately regarding performance evaluation and management, that can be said using balanced scorecard as a successful tool for designing performance measurement indicators in appropriate time intervals, taking into account the main views of the scorecard (3).

Environmental and social perspectives as essential pivots of a sustainable business overlooked in the balanced scorecard method, which can help all issues (6).

Management experts believe that performance evaluation systems should be periodically revised, which is due to the change in the core values of performance evaluation systems. Therefore, the evaluation system should be tailored to the organizations and the development of technology, the structure of domestic and global competition, the advantage of quality, the position of the organization and the goods and services provided etc. in performance evaluation. The present study seeks to achieve the dimensions of performance management model and its indicators in universities and health system.

Methods

The present study was fundamental research in order to try to explain and present a model of performance management based on sustainable development in terms of purpose. Also, this research had a combined approach (qualitative-quantitative). In order to design the model, qualitative approach and quantitative approach has been used to evaluate the model. In the first part of this study, in order to understand the components, dimensions and indicators of performance management based on sustainable development, an in-depth study was conducted relying on existing models of performance management in theoretical literature and then benefited from the viewpoints of experts in the subject of the study using interview tool.

The statistical population is the qualitative section of higher education experts and university professors from which 15 samples were selected until the theoretical saturation by a targeted sampling method in the form of snowballs. The statistical population in the quantitative section is 320 managers and staff of the human resources department of universities, of which 170 people were selected as a sample based on Cochran's formula and randomly.

During the interview (snowball method), new subjects were identified and a total of

15 subjects were interviewed until theoretical saturation was achieved. The theoretical saturation obtained in this study was obtained when additional data did not help to complete and determine the dimensions of the research and the data obtained after the 15th interview seemed similar. In this study, the required categories and answers to research questions were extracted from the interviews.

In order to confirm the model and to show the causal relationships between independent and dependent variables as well as the ability to explain these relationships at the model level and to prove that the model has a good fit with the data, path analysis was used. SPSS and Smart PIs software were used to calculate the structural equations of the model extracted. To evaluate the model extracted from the qualitative section, in the quantitative part of the study, a descriptive survey was conducted using the Likert spectrum-based questionnaire. The questionnaire had the necessary validity and reliability that for more accurate evaluation of the validity of the tool, the questionnaire was given to some professors, experts and experts of the statistical population of the quantitative section, and the level of transparency and clarity of the questions was considered that according to the comments provided, the questionnaire had a good validity.

To calculate the reliability of the questionnaire, before its final distribution among the statistical population, the questionnaire was distributed among 30 members of the statistical sample as a pilot and then it was calculated Cronbach's alpha using SPSS software. Considering the amount of this index, the questionnaire had an acceptable reliability. The quantitative sector sample selection index was, having a work experience over 10 years in the field of performance evaluation and management, which, while familiar with the current model, also has an idea about

chapter 11 of the National Service Management Law.

The qualitative part of the interview questions was designed based on theoretical literature and subject, and all respondents were asked the same questions, the interviews were semi-structured. Among the questions, 1- What is the status of performance management model in universities? 2- In your opinion, what are the environmental components and indicators of performance management based on sustainable development in universities? 3- In your opinion, what are the social components and indicators of performance management based on sustainable development in universities? And... After each interview, the data were analyzed immediately. After completing the interviews, a complete list with the required information was prepared and a code was assigned to each interviewee.

Then, the data were carefully reviewed and entered into a table containing interviewed code and verbal propositions and open coding concepts were selected. Then the codes were revised and merged into major categories and sorted into a table based on open coding content and axial coding. In this stage, interviews, opinions and experts' comments about performance management based on sustainable development were written in a table and in two stages, a suitable title was chosen for each of them. The first stage was corrected by the researcher himself and the second stage was modified by experts in the field of performance management and sustainable development, common titles of consolidation and different or inconsistent titles, with interviews and exchanges.

This model combines two measurement and structural models in which both the relationships between hidden variables and obvious variables (measurement model) and relationships between hidden variables (structural model) are considered. The use of this method to test the assumptions and theoretical model of the research, helps the

researcher to deal with the theoretical variables in relation to the theoretical model in the form of latent variables and interfere with the measurement errors in calculating the variables related to the model test and thus the calculations are more accurate. In Smart PLS software, structural models are displayed and calculated only through the partial least squares approach. Partial least squares fit shows how much the theoretical model presented is in harmony with the experimental model implemented by the researcher. To evaluate the measurement section, convergent validity, divergent validity and combined reliability are used.

Results

Frequency distribution of gender, education, frequency of age, in terms of marital status and in terms of work experience have been showed Table 1.

Table 1. Demographic information of the participants

Variable		Number	%
Gender	Male	102	60%
	Female	68	40%
Education Degree	Master and above	117	69%
	Expert	53	31%
Marriage	Single	24	14%
	Married	146	86%
Age (years)	Less than 30	23	13%
	30-40	96	57%
	Over 40	51	30%
Years of service (years)	Less than 10	43	25%
	10-20	88	52%
	Above 20	39	23%

In the first phase, 163 concepts (open source) were identified and reduced to 74 codes. In order to fit the extractive model and its test and validation, after analyzing the obtained data from the collected qualitative data of the research in the course of quantitative statistical tests, qualitative

issues were coded and then the developed extractive model was approved using appropriate tests. The criteria of the questionnaire were evaluated using two divergent and convergent criteria for modelling structural equations.

The extracted variance criterion indicates the mean variance shared between each structure and its own indices. Considering that the results of the extracted variance of the model structures of all structures are more than 0.5, the convergent reliability of the model and the suitability of the fitness of the measurement models were confirmed. In divergent the efficiency, the correlation between each structure and its indices was compared against the correlation between the structure and other structures.

The results of the divergent efficiency of the model are observed in the table 2. It seems that when divergent variance of each structure is more than the variance of straki between that structure and other structures (square value of correlation coefficients between structures) in the model. The amount of extracted root variance of the variables (hidden) of this study is higher than the correlation between them. Therefore, it can be said that the constructs of this research in the model interact more with their own indicators, in other words, the divergent construct of the model is appropriate Table 1.

In the measurement section of the results, the amount of factor loads of obvious variables (0.855-319) at the cut-off point was 0.3 and their t-statistics were larger than the cut-off point of 1,96 (05,0 > P) and shows that in the research model, all the numbers of the factor load coefficients of

Table 2. questionnaire reliability

dimension	No. inquiry	α	dimension	No. inquiry	α
social	15	0.88	environmental	9	0.92
cultural	6	0.84	political	21	0.89
economical	5	0.82	sustainable performance management	18	0.86

Table 3. path estimate

Dependent variable	independent variable	estimate		P. Value
		standard	significance	
political	<i>Performance management base on sustainable development</i>	0.566	8.077	<0.01
economical	<i>Performance management base on sustainable development</i>	0.591	3.083	<0.02
cultural	<i>Performance management base on sustainable development</i>	0.573	9.527	<0.01
social	<i>Performance management base on sustainable development</i>	0.701	6.979	<0.01
environmental	<i>Performance management base on sustainable development</i>	0.489	6.911	<0.01

the questions are greater than (0,3), meaning that the variance of the indicators with their related construct is acceptable and indicates the suitability of this criterion. Research. In fitting the structural model of values (coefficient of determination, predictive power, effect size and fit index of the overall model) it is indicative of appropriate fit of the structural model of performance management based on sustainable development. The predicting power of the model for independent variables is at a strong level.

The value of fitness goodness index for performance management model based on sustainable development of this study was calculated to be 0.614, indicating a strong and very suitable overall fit of the model. The average shared values were 0.704 and the coefficient of determination is 0.536. The total effects between hidden variables

of research and estimated values indicate that political conditions ($r=0.566$), economic conditions ($r=0.591$), cultural conditions ($r=0.573$), social conditions ($r=0.701$) and environmental conditions ($r=0.489$) had a positive and significant effect on performance management based on sustainable development Table 3.

Performance management base on sustainable development

Strauss and Corbin's theoretical comparison tool was used to improve the cod classification process in the form of categories. Accordingly, 74 final derived codes are classified into 26 concepts Table 4. As you can see, in the following figure, the dimensions of the theory model of "performance management based on sustainable development in universities" are mentioned Figure 1 and Figure 2.

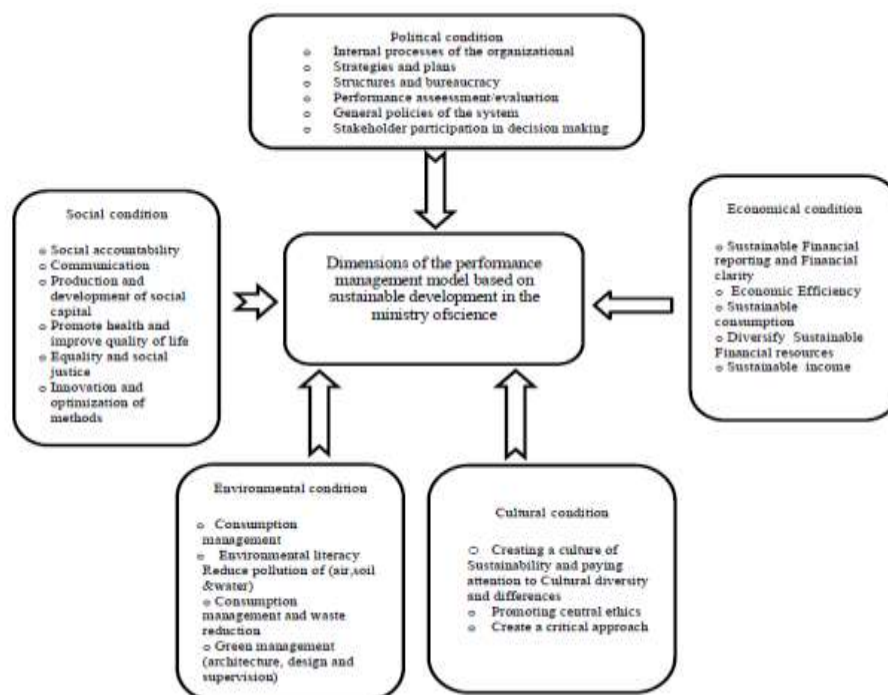


Figure 1. Dimensions and Components of Performance Management Model Based on Sustainable Development

Table 4. Axial Coding Results

Main category (dimensions)	Axial category (components)	Concepts (sub-categories)
Political (Po)	Po1 Internal Processes of Organization	Combining sustainability goals in strategic plans, commitment to quality at all organizational levels, applying general policies of resistance economy, combining sustainable development in vision document, international interaction especially with developed countries, rapid adaptation to new technologies, establishment of office or sustainable development unit, avoiding political work in the organization management process, specialization at all organizational levels;
	Po2 Strategies & plans	Employees' work independence, sustainability performance reporting, formation of organizational performance review committees, lack of appropriate proprietary performance indicators, identification of key success factors in the university, quantities in the organization, sustainable development approach to performance, creation and expansion of science and technology parks, the use of automation and e-government services, bilateral communication system
	Po3 structures	Employees' access to organizational policies and strategies, reforming evaluation systems in the organization, reforming the structure appropriate to sustainable development
	Po4 Performance assessment	Identifying specialized weaknesses, recognizing talented employees and appreciating and applying them, informing employees about their expectations and expectations, recognizing and appreciating talented employees, evaluating planning processes, continuous performance evaluation and monitoring, monitoring employees' performance, feedback of results to employees
	Po5 commitment to implement the general policies of the country	Green design and architecture (sustainable), continuous performance analysis, establishment of sustainable performance management system, elimination of vulnerabilities and executive bottlenecks of sustainable development, resistance economy and development
	Po6 stakeholder participation in decision making	Satisfaction of the organization's stakeholders, paying attention to the demands and expectations of stakeholders
Social (So)	So1 Social responsibility	Social responsibility and accountability, performance accountability
	So2 communications	Transparent rights and responsibilities, changing unilateral (top-down) communications in the organization, optimal communication with clients, barriers to effective communication with social networks
	So3 production and development of social capital	Development and production of social capital, organizational support, gaining trust and confidence of employees
	So4 social justice	Justice in the organization, observance of equality principles in the use of opportunities
	So5 Improving health and improving the quality of work	health and improving the quality of work and life, health, immunization of the workplace
	So6 increasing organizational capabilities & innovations	Effective communication training and removing communication barriers, holding awareness lectures on sustainable development, increasing organizational capabilities, providing flexible and sustainable services
	So7 training for sustainable development	Appropriate training for sustainable development, development of sustainable training courses, organized learning management and individual development, holding seminars and workshops for sustainable development
	So8 Supporting green research	Supporting green research in the field of sustainable development, supporting research related to performance management
Cultural (Cu)	Cu1 Culture building	Culture building and education of green management system, accepting cultural diversity, holding cultural seminars and conferences, reducing moral corruption in the organization, creating sustainable culture with regard to diversity and cultural differences with regard to diversity and cultural differences, emphasis on professional ethics principles in all organizational categories
	Cu2 developing sustainable professional ethics principles	Managing stress and stress, solving cultural, individual and security problems of employees, developing sustainable professional ethics principles in the organization's strategic plans, promoting and promoting ethics in the organization, adherence to ethical values in the workplace, implementing the approvals of the Professional Ethics Charter, teaching professional ethics principles in the workplace, creating interactive spaces of relationships between employees
	Cu3 production of Critical approach	Critical approach to unstable functions, creating a culture of critical thinking, creating a critical spirit in employees
Economic (Ec)	Ec1 financial clarity	Reducing financial corruption in the organization, the importance of financial issues in the organization, the creation of statistics and information systems, the existence of administrative rents in organizations
	Ec2 economic efficiency	Relying on efficiency and innovation in financial and economic issues, appropriate budget and credit, productivity and innovation in sustainability performance management, sustainable performance-based budgeting
	Ec3 sustainable consumption	Optimal use of consumables and supplies, use of recyclable materials, prevention of extravagance and waste, clean food
	Ec4 Diversifying sustainable financing resources	Diversifying financing resources, creating sustainable financial resources with added value
	Ec5 sustainable income	Earn money using research and educational capacities
Environmental (En)	En1 managing energy consumption	Optimizing energy consumption, saving and managing energy consumption, modifying energy consumption points, changing consumption patterns toward sustainability, culture of saving resources
	En2 sustainable Environmental skills	Training and creating skills for optimal use of consumable and unusable materials and supplies, reducing the proportion of waste, reducing waste of resources, using non-harmful materials and supplies to the community, increasing the environmental awareness of the community, training sustainable environmental literacy, creating a green management workgroup in the organization
	En3, reduction of environmental pollution	Clean (sustainable) transportation system, reduction of environmental pollution (including air, water and soil), disposal and disposal of waste and waste
	En4 green management	Environmental management of organizational space, climatic considerations in the organization space, clean food, suitable facilities for employees

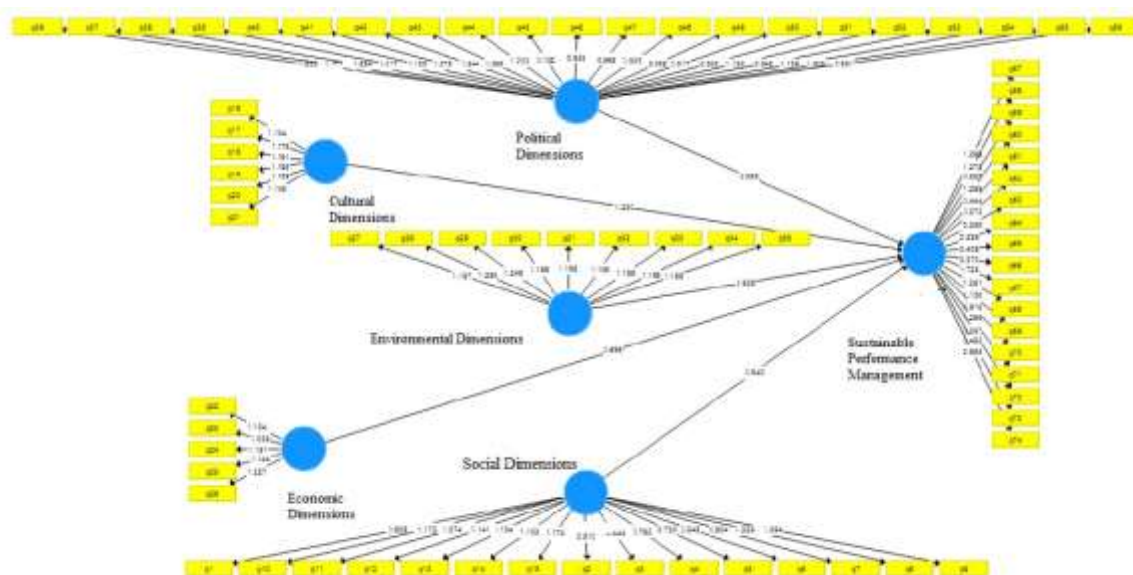


Figure 2. Output of pls software from performance management pattern variables based on sustainable development (questions as the appendix)

Discussion

As mentioned, this study is important because it explains and provides a model for performance management based on sustainable development. According to the obtained results and identifying the effective dimensions in sustainable education of specialized manpower committed to sustainable development; Organizing and directing the country's research management system in the field of sustainable development; Implement the activities of universities in a sustainable manner. To increase efficiency and effectiveness in training centers, managers should create a friendly, interactive atmosphere based on cooperation, trust and support, and consult with all members of the organization to make decisions and to accurately evaluate the performance at all levels and in order to Increase employee satisfaction and motivation, encourage and reward them on the agenda. According to the standardized path coefficients, political conditions 56%, economic conditions 60%, cultural conditions 57%, social conditions 70% and environmental conditions 49% directly explain performance management based on sustainable development. These results are in line with the research of Rad

performance, education, research and technology in universities should be directed towards solving social problems and issues and meeting the real needs of the country with emphasis on sustainable development issues (environmental, social, economic and cultural); Training and

et al., (7), Stella & Wibisono (8) and Huri Baturay & Toker (9).

According to the results obtained from data analysis and review of the status of variables, solutions and suggestions based on the results of the research and improve the status of the statistical community can be presented practical research suggestions as follows. The following studies are consistent with the present study. Adibzadeh et al., examined performance management in three levels (employees, managers and organization) and four dimensions (process, content, context, and performance improvement and development. Also, they considered five dimensions of internal processes, stakeholders, staff management, service quality and social responsibility. Organizational performance is usually discussed from the perspective of various theories, focusing on motivation rather than ability (3).

According to the importance of organizing and directing the country's research management system in the field of sustainable development in this study, continuous improvement of organizational performance creates a huge synergistic force that can support the growth and development program and create opportunities for organizational excellence. Governments, organizations and institutions are making progressive efforts in this regard. Without reviewing and gaining knowledge of the progress and achievement of goals and without identifying the challenges facing the organization and obtaining feedback and information on the implementation of policies and identifying issues that need serious improvement, continuous performance improvement will not be provided (10). According to the obtained results and identifying the affective dimensions in sustainable performance, education, research and technology in universities should be directed towards solving social problems and issues and meeting the real needs of the country with emphasis on sustainable development issues in this study ,Adams in a study entitled Sustainability Reporting and Performance Management in Universities (Challenges and Benefits) to help provide a perspective on sustainability reporting and performance management in universities as a case study to increase accountability, performance development and further innovation in performance management approach. The data show that the sustainability reporting and performance management method at the university lags significantly behind other departments, which reduces the ability to influence change through knowledge transfer, and calls for the integration of social, environmental and economic sustainability in university processes. This research affects policy makers and university presidents (11).

Fechete & Nedelcu, in a study entitled “Performance Management Assessment

Model for Sustainable Development”, with the aim of determining global performance in industrial systems, presented indicators such as production costs, build quality, energy consumption, personal motivation and safety by advanced multi-criteria analysis in There was a connection. For sustainable development, organizations must have a global view of performance that includes financial, social, environmental, economic and quality indicators. Sustainable development implies the simultaneous achievement of three categories of goals: economic, financial, social and environmental; Therefore, performance measurement requires a global perspective on the meaning of performance institution (12). With the development of reforming the management of the medical and health system of the country, various supportive corrective measures including organizational management system, evaluation system, communication system, feedback and information support system applicable in hospitals, including preparation for implementation, are essential (13). In the study of Tabrizi et al., In presenting the performance framework of regional health management indicators include: human resources and organizational creativity, management and leadership, laws and ethics, planning and evaluation, regional management, health resources management and economy, community participation, quality improvement research in the health system, health information, management, epidemiology and status analysis have been presented with some of the results of the present study in the case of economic and environmental conditions (14).

In the study of Magluzda et al., It was shown that social factors play a more important role in management and therefore deserve more careful attention and identification when identifying and improving key aspects affecting organizational performance. The technical elements (strategy, structure, system) are

important, but have been shown to have a limited impact on organizational operations to ensure the effective performance of a public hospital, which is consistent in the present study on the role of social factors (15). In hospitals, performance management assists management in identifying areas for performance improvement (KPI), planning systematic performance improvement initiatives, setting goals, and continuously tracking benchmarks (16). Organizational culture and software, system-level performance management, is important in health system performance management that the active environment uses these interdependencies (17).

The findings of Weboshit et al. Emphasize the direct relationship between the implementation of performance management innovations and the promotion of organizational culture for excellence in primary care units. Primary health care units under project support had higher organizational culture and excellence scores than their counterpart facilities. Therefore, achieving excellence requires increasing innovative performance management interventions (18). In health care, clinical and administrative staff with no formal training in project management often end up leading project teams. These individuals may be subject matter experts, but likely have only a passing knowledge of the science of improvement (19).

Organizational performance management, while creating the necessary alignment and coordination of planning and scheduling with actions and estimating cost exploration of various activities, and to identify possible deviations, prevent them and also develop strengths and advantages. In line with the results of this study, it is suggested that managers in educational centers to increase efficiency and effectiveness, create an interactive atmosphere based on cooperation, trust and friendship, and consult all members to make decisions in higher education centers.

Attention to cultural and climatic diversity and moral principles. More commitment and responsibility of higher education centers to implement the principles and concepts of sustainable development. Providing specialized services to the community (sustainable environmental and cultural literacy training programs ...) to achieve sustainable development. Adapting organizational structure, educational, research processes and performance appraisal methods to the dimensions of sustainable development. Informing the employees of the organization about the strategies, goals and performance expectations from them. Supporting research in line with sustainable development. Conducting research in the field of green and clean technologies based on meeting the environmental needs of society and global developments. Practical suggestions, Updating strategic plans according to the dimensions of sustainable development. Formulation of academic missions and missions influenced by sustainable development and commitment to carry out university activities in sustainable ways. Provide in-service training for employees in the field of sustainable development. Many countries have introduced various private-inspired management methods to improve the performance of publicly funded health systems. Still relevant to achieving healthcare productivity (20).

Conducting similar research in other government ministries and organizations. Conducting similar research with different research methods. Conduct further research to analyze programs, policies, and strategies at the university level. Evaluate the implementation process of performance management based on sustainable development in the universities of the Ministry of Science, Research and Technology with mathematical methods, including data envelopment analysis. Conducting research to prioritize the components and indicators of the performance management model based on

sustainable development in the Ministry of Science, Research and Technology using fuzzy hierarchical method:

1. Carrying out similar research in governmental and non-governmental universities of the country and in the Ministry of Education
2. Conducting research with other research methods
3. Reviewing the performance evaluation and performance management instructions of the Civil Service Management Law
4. Conducting research to prioritize the components and indicators of the performance management model based on sustainable development

Conclusion

The present study indicates that the criteria of total suitability, coefficients of determination and prediction of structural models and measurements are all acceptable and indicated the approval of the model. Paying attention to all the identified dimensions of sustainable development, in addition to the social dimension in the performance management of universities and health system, makes it possible to achieve the goals of sustainable development.

Author's contribution

Roshanak Chehrazhi and Foad Makvandi developed the study concept and design. Vahid Chenari acquired the data. Roshanak Chehrazhi and Foad Makvandi analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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Conflict of interest

The authors declare that they have no conflict of interests.

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Appendix: Questionnaire questions q1 to q74

Row	Dimensions	Items
		Can the following indicators measure the desired component?
1	Social	Support for green research
2		Inter-sectoral cooperation and convergence
3		Participatory decision making
4		Culture building and education of green management system
5		Observance of the principle of equality in the organization
6		Holding seminars and workshops for sustainable development
7		Paying attention to the health and quality of life of employees
8		Solidarity and empathy between individuals within the organization
9		Knowledge of employees of their expectations and expectations
10		Entrepreneurship development in the organization
11		Presenting articles on the sustainable development in the country
12		Submitting articles abroad on the subject of sustainable development
13		Commitment to communication and cooperation with industry and society
14		Existence of international activities of universities
15		Removing barriers to communication with social networks
16	Cultural	Holding seminars and cultural conferences on sustainability
17		Creating a culture of critical thinking in the organization
18		Promoting and adhering to ethical values in the workplace
19		Implementing the provisions of the Charter of Professional Ethics
20		Creating a critical approach
21		cultural differences and diversity

22	Economic	Efficiency and innovation in financial and economic issues
23		Financial indicators
24		Diversification of sustainable financing sources
25		Creating sustainable financial resources and added value
26		Stable income
27	Environmental	Optimization and management of energy consumption
28		Recycling resources for sustainability
29		Reduce resource waste
30		Environmental management of organizational space
31		Paying attention to climatic considerations in the organization's space
32		Use of clean (stable) transportation system
33		Reduction of environmental pollution
34		Sustainable environmental literacy
35		Green management (design, architecture and monitoring)
36	Political	Identifying and attracting talented employees
37		Efficient manpower retention system
38		Feedback on evaluation results and performance to employees
39		Existence of work independence in employees
40		Forming committees to review organizational performance
41		Lack of specific performance indicators
42		Informing and announcing the organization's policies and strategies to employees
43		Holding continuous specialized sessions on sustainable development
44		Performance responsiveness
45		Observing job fit with the ability of employees
46		Identifying key success factors in the university
47		Improving evaluation systems in the organization
48		Integrating sustainability goals into strategic plans
49		Applying the general policies of the resistance economy
50		Appreciation of talented and capable employees
51		Integrating sustainable development into a vision document
52		Continuous performance analysis
53		Development and production of social capital
54		Eliminating vulnerabilities and bottlenecks in sustainable development
55		Creating a green management working group in the organization
56		Sustainable development approach to performance
57	Management of Sustainable performance	Creation and expansion of science and technology parks
58		Use of automation and e-government services
59		Employing managers who believe in sustainability
60		Innovation and optimization of methods
61		Reforming the organizational structure in the direction of sustainable development
62		Green (sustainable) design and architecture and reforming the processes
63		Obligation to specialization at organizational levels
64		Existence of a specialized performance evaluation committee in the organization
65		Performance appraisal model in accordance with the mission of the organization
66		Applying the general policies of the resistance economy
67		Appreciation of talented and capable employees
68		Safe and healthy work environment consistent with sustainable development
69		Training and development of human capabilities
70		Establishing a sustainable performance management system
71		identifying talented employees and recruiting and employing them
72		Support for performance management research
73		Appreciation of talented and capable employees
74		Integrating sustainable development into a vision document