



THE IMPACT OF DIGITAL TRANSFORMATION ON THE EFFICIENCY OF UNIVERSITY INSTITUTIONAL PERFORMANCE: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF THE FUTURE UNIVERSITY AND THE UNIVERSITY OF BABYLON

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Article history:	Abstract:
Received: 10 th July 2026 Accepted: 8 th August 2026	This research aims to study the impact of digital transformation on the efficiency of university institutional performance, by analyzing the opinions of a sample of Future University employees. The study relied on the descriptive-analytical method, due to its suitability in the study of administrative phenomena and the analysis of the relationships between variables, where the questionnaire was used as a main tool for data collection. The research sample consisted of (30) employees, and the data were analyzed using a set of statistical methods, most notably arithmetic mean, standard deviation, correlation coefficient, and regression analysis, using SPSS software. The results of the study showed that the level of digital transformation application at the university was high, and it was also found that the level of efficiency of institutional performance was also high. The results confirmed that there is a strong and statistically significant correlation between digital transformation and the efficiency of institutional performance, in addition to the existence of a direct moral impact of digital transformation on improving institutional performance. In light of these findings, the study recommended the need to promote digital transformation in universities through the development of technical infrastructure, training human resources, and supporting senior management of digitization projects, in order to contribute to raising the efficiency of performance and achieving institutional excellence.

Keywords: Digital Transformation, Institutional Performance, Efficiency, Universities, Electronic Systems.

INTRODUCTION

In recent decades, the world has witnessed an accelerated development in information and communication technology, which has led to the emergence of the concept of digital transformation as one of the most prominent modern trends in the development of organizations of all kinds, including educational institutions and universities. Digital transformation is no longer just a technological option, but a strategic necessity imposed by the requirements of the times, especially in light of the increasing competition between institutions and the need to improve efficiency and effectiveness in service delivery.

Universities are one of the institutions most affected by these transformations, as they are required to adopt advanced digital systems that contribute to improving the quality of education and administrative services, speeding up transactions, reducing operational costs, and enhancing the ability to make data-driven decisions. Digital transformation also contributes to a qualitative leap in university work methods, through reliance on electronic systems, digital learning platforms, and smart services.

On the other hand, institutional performance is one of the most important indicators that reflect the success of organizations in achieving their goals efficiently and effectively. The importance of the efficiency of institutional performance lies in its ability to optimally invest available resources, achieve a balance between quality, speed and cost, as well as achieve the satisfaction of the beneficiaries of the services. In this context, the important role of digital transformation in improving the efficiency of institutional performance within universities is highlighted, as it contributes



to the development of administrative processes, improving the quality of services, enhancing communication between departments, and reducing human errors, which reflects positively on the overall performance of the institution. Accordingly, this research seeks to study the impact of digital transformation on the efficiency of university institutional performance by analyzing the opinions of a sample of Future University employees, with the aim of identifying the level of digital transformation application and the extent to which it is reflected on improving institutional performance.

CHAPTER ONE

RESEARCH METHODOLOGY

First: The Research Problem

In light of the rapid changes in the technological environment, universities face great challenges in keeping pace with digital transformation, especially in terms of infrastructure development, raising the efficiency of human resources, and adopting modern electronic systems. Despite the efforts made in this area, there is a disparity in the level of implementation of digital transformation among universities, which raises questions about the extent to which it actually affects improving the efficiency of institutional performance.

Hence, the problem of the research arises in an attempt to answer the following main question:

What is the impact of digital transformation on the efficiency of university institutional performance at Future University?

This question is divided into a set of sub-questions:

1. What is the level of digital transformation implementation at Future University?
2. What is the level of efficiency of institutional performance at the university?
3. Is there a statistically significant relationship between digital transformation and the efficiency of institutional performance?
4. Does digital transformation in its various dimensions affect the improvement of organizational performance?

Second: The Importance of Research

1. Scientific Significance

- The research contributes to enriching the scientific literature related to the topic of digital transformation and institutional performance.
- It provides a theoretical framework that links digital transformation and the efficiency of institutional performance in the university environment.
- It is a scientific reference for researchers in the fields of modern management and digital transformation.

2. Practical Importance

- It helps university administrations to learn about the reality of digital transformation.
- It contributes to identifying the strengths and weaknesses of the application of digital systems.
- Provides practical recommendations to improve the efficiency of institutional performance.
- Supports decision-makers in adopting effective digital strategies.

Third: Research Objectives

This research aims to achieve the following:

1. Identify the level of digital transformation application at Future University.
2. Measuring the level of efficiency of university institutional performance.
3. Analyze the relationship between digital transformation and the efficiency of institutional performance.
4. Identify the impact of digital transformation on improving organizational performance.
5. Providing recommendations that contribute to promoting digital transformation in universities.

Fourth: Research Hypotheses and its Hypothetical Scheme

Main Hypothesis:

There is a statistically significant relationship between digital transformation and the efficiency of university institutional performance.

Sub-hypotheses:

1. There is a statistically significant relationship between digital infrastructure and the efficiency of institutional performance.
2. There is a statistically significant relationship between the digital efficiency of employees and the efficiency of organizational performance.
3. There is a statistically significant relationship between the effectiveness of electronic systems and the efficiency of institutional performance.
4. There is a statistically significant impact of digital transformation in improving organizational performance.

Fifth : Research Limits



1. Spatial Limitations: The research was applied at the University of the Future and the University of Babylon.

2. Human limits: The study was limited to the university's employees (administrative and technical).

3. Time limits: The study was conducted during the academic year 2026.

Sixth : Research Methodology

The research relied on the descriptive-analytical method, as it is the most suitable for the study of administrative phenomena and the analysis of the relationships between variables, as the questionnaire was used as the main tool for data collection, and then analyzed it using appropriate statistical methods.

Seventh : Research Terminology

1. Digital Transformation: It is the process of using modern digital technologies to improve processes and services within an organization, in a way that contributes to raising its efficiency and effectiveness.

2. Organizational Performance Efficiency: It means the ability of an organization to achieve its goals using the available resources in the best possible way, while achieving quality and speed in performance.

CHAPTER TWO

THEORETICAL FRAMEWORK OF RESEARCH

THE FIRST TOPIC

DIGITAL TRANSFORMATION

First: The Concept of Digital Transformation

The contemporary business environment has undergone radical transformations as a result of the rapid development of information and communication technologies, which has led to the emergence of the concept of digital transformation as one of the main pillars in the development of organizations and improving their performance. Digital transformation is no longer just the use of technological tools, but has become a comprehensive transformation of business models and management methods, where processes and activities are redesigned to fit the modern digital environment.

The definitions of digital transformation have varied according to the different views of researchers, but they agree in essence that it is a strategic process that aims to employ digital technology to improve organizational performance. Al-Zubaidi (2021) defined it as "the transition from traditional methods of business management to methods based on digital technologies that contribute to raising efficiency and achieving added value for the organization." While (Al-Ani, 2022) believes that digital transformation represents "an integrated process that includes the use of technology in all functions of the organization with the aim of improving performance and enhancing competitiveness."

Hassan, 2020 also points out that digital transformation is not limited to the technical aspect only, but also requires cultural and organizational change within the organization, including restructuring processes, developing employee skills, and adopting innovative data-driven strategies. In this sense, it can be said that digital transformation is a comprehensive process that includes technical, human and organizational dimensions, all of which seek to achieve organizational excellence.

In the university context, digital transformation is doubly important, due to its role in developing the educational and administrative process, as it contributes to improving the quality of services provided to students, accelerating administrative procedures, enhancing the efficiency of the use of resources, as well as supporting decision-making through advanced information systems (Abdullah, 2023).

Second: The Importance of Digital Transformation in University Institutions

The importance of digital transformation in university institutions is evident in being an effective tool to improve institutional performance and keep pace with global developments in the field of higher education. Universities are required to adopt modern technology-driven educational and administrative models to meet the growing challenges and achieve excellence in a competitive environment.

Al-Tamimi (2022) emphasizes that digital transformation contributes to enhancing the efficiency of administrative performance by reducing the time and effort spent in completing transactions, in addition to improving the accuracy of data and reducing human errors. It also contributes to improving the quality of educational services, by providing interactive e-learning environments that support innovation and creativity.

On the other hand, digital transformation plays an important role in enhancing transparency and governance within university institutions, as it allows easy tracking of administrative processes and provides accurate information that supports strategic decision-making. It also helps improve the experience of university service users, whether they are students or employees, by providing fast and easy-to-use e-services (Al-Saadi, 2021).

Third: Requirements for the implementation of digital transformation

The success of digital transformation in institutions, especially universities, requires a set of prerequisites to ensure that its desired goals are achieved. Al-Najjar (2020) points out that these requirements are not limited to the technical aspect, but include organizational, human and administrative dimensions.



Technically, digital transformation requires a robust infrastructure that includes modern communication networks, sophisticated devices, and integrated information systems capable of efficiently supporting digital operations. From a human point of view, the success of digital transformation depends heavily on the availability of qualified human cadres who possess the digital skills necessary to deal with modern technologies.

In terms of the administrative aspect, supporting senior management is one of the most important factors for the success of digital transformation, as it requires a clear strategic vision, providing the necessary financial and human resources, in addition to fostering a culture of change within the organization (Al-Azzawi, 2022).

The existence of clear policies and procedures to regulate digital work and ensure information security is one of the basic requirements that contribute to the success of the digital transformation process, especially in light of the challenges related to data protection (Abdulkarim, 2023).

Fourth: Challenges Facing Digital Transformation

Despite the great importance of digital transformation, its implementation faces many challenges that may hinder the achievement of its goals, especially in educational institutions. Al-Humaidi, 2021 indicates that the most prominent of these challenges are the weakness of the technical infrastructure, the lack of qualified human cadres, in addition to the limited financial resources.

Resistance to change by some employees is also one of the most prominent obstacles facing digital transformation, as some may prefer to continue using traditional methods due to lack of trust in technology or fear of losing jobs. Al-Otaibi (2022) emphasizes that overcoming this problem requires enhancing awareness of the importance of digital transformation and providing continuous training programs for employees.

Another challenge facing digital transformation is information security issues, as the risk of cyber breaches increases with increased reliance on digital systems, which requires strict data protection measures (Al-Moussawi, 2023).

SECOND TOPIC

EFFICIENCY OF INSTITUTIONAL PERFORMANCE

First: The Concept of Institutional Performance and its Efficiency

Institutional performance is one of the basic concepts in modern management thought, as it reflects the extent to which an organization is able to achieve its strategic goals efficiently and effectively, through the optimal use of available resources. Organizational performance is no longer just about measuring the bottom line, but also about analyzing internal processes, service quality, beneficiary satisfaction, and the organization's ability to adapt to rapid environmental changes.

Al-Shammari (2021) defined institutional performance as "the set of activities and processes that an organization practices with the aim of achieving its goals efficiently and effectively". While (Al-Dulaimi, 2022) believes that institutional performance represents "a comprehensive indicator that reflects the organization's ability to use its human, material, and technical resources to achieve sustainable results."

Organizational performance efficiency refers to an organization's ability to achieve the highest level of productivity using the least possible amount of resources, while maintaining the quality of outputs. Hussain (2021) emphasizes that efficiency means "achieving goals at the lowest possible cost and the highest possible quality", while (Al-Nuaimi, 2022) believes that it is "an indicator that reflects the extent to which the institution succeeds in achieving a balance between inputs and outputs".

In the university environment, the efficiency of institutional performance is reflected in the university's ability to provide high-quality educational and administrative services, with the optimal use of financial and human resources, and to achieve student and employee satisfaction.

Second: The Importance of Institutional Performance Efficiency in University Institutions

Institutional performance efficiency is of great importance in university institutions, due to its role in achieving strategic objectives, enhancing competitiveness, and ensuring sustainability in a constantly changing learning environment.

Al-Jubouri (2020) indicates that performance efficiency contributes to improving productivity, reducing waste of resources, and enhancing the quality of services provided. Al-Hashemi (2022) also believes that organizations with high performance efficiency are better able to adapt to variables and respond to the requirements of the external environment.

In the university context, performance efficiency is a critical factor in improving the quality of the educational process, developing administrative services, and enhancing the university's position at the local and international levels. It also contributes to the satisfaction of beneficiaries, whether students or employees, by providing fast, accurate and high-quality services.

On the other hand, the efficiency of institutional performance plays an important role in supporting the decision-making process, as it provides accurate information about the level of performance, which helps management identify strengths and weaknesses, and take appropriate actions to improve performance (Al-Tamimi, 2023).



Third: Indicators for Measuring the Efficiency of Institutional Performance

Organizational performance efficiency is measured through a set of indicators that reflect various aspects of performance within an organization, through which goals can be evaluated efficiently and effectively. These indicators are essential tools that help in analyzing performance and making appropriate management decisions.

The most prominent of these indicators in university institutions are:

It is represented in the speed of work completion, which reflects the organization's ability to reduce the time required to complete transactions and reduce administrative red tape. It also includes the quality of services provided, which indicates the accuracy and efficiency of the services provided by the Foundation to the beneficiaries.

Reducing errors and costs is also an important indicator, as it reflects resource efficiency and waste reduction. Beneficiaries' satisfaction is one of the most important indicators that reflect the organization's success in meeting their needs and expectations.

Efficient communication and coordination between departments is also an important factor in improving institutional performance, as it contributes to facilitating the exchange of information and achieving integration between the different units within the organization (Al-Azzawi, 2021).

Fourth: Factors Affecting the Efficiency of Institutional Performance and Their Relationship to Digital Transformation

The efficiency of organizational performance is influenced by several interrelated factors that play a fundamental role in determining the level of performance within the organization, the most prominent of which are: technology, human resources, administrative leadership, and organizational culture.

Technology is one of the most important factors affecting the efficiency of performance, as it contributes to accelerating processes, improving data accuracy, and reducing human errors. With the advent of digital transformation, technology has become a key focus in the development of organizational performance, as modern organizations increasingly rely on electronic systems to run their business.

Human resources are the key to the success of any organization, as efficiency depends on the skills of employees and their ability to use modern technology. Managerial leadership also plays a pivotal role in improving performance, by developing clear strategies, motivating employees, and supporting innovation and development.

In terms of organizational culture, it has a significant impact on employee behavior and their tolerance of change, which is a critical factor in the success of digital transformation and improving organizational performance.

In this context, Al-Otaibi emphasizes that digital transformation directly contributes to improving the efficiency of institutional performance, by accelerating procedures, improving the quality of services, and enhancing data-driven decision-making. Al-Moussawi (2022) also points out that digital transformation contributes to improving communication within the organization, reducing organizational gaps, which leads to raising the level of overall performance.

Accordingly, it can be said that digital transformation represents one of the most important modern factors that contribute to improving the efficiency of institutional performance, especially in university institutions that seek to achieve excellence in a competitive environment.

Third Topic

The Relationship between Digital Transformation and Organizational Performance Efficiency

First: The Conceptual Framework of the Relationship between Digital Transformation and Institutional Performance Efficiency

In light of the rapid technological developments, digital transformation has become one of the most prominent factors affecting the efficiency of institutional performance, as it is no longer just a technical tool, but has become a comprehensive strategic approach that contributes to the restructuring of processes and activities within organizations, in order to achieve efficiency and effectiveness in performance.

Al-Zubaidi (2021) points out that digital transformation represents a qualitative leap in work methods, as it leads to improving the speed of completion, reducing costs, and enhancing the quality of services, which is directly reflected on the efficiency of institutional performance. Al-Ani (2022) also emphasizes that organizations that rely on modern digital technologies are more able to achieve their goals efficiently compared to organizations that rely on traditional methods. From this perspective, the relationship between digital transformation and the efficiency of institutional performance is an integrative relationship, as digital transformation contributes to improving the use of resources, simplifying procedures, and enhancing decision-making capacity, which ultimately leads to raising the level of organizational efficiency.

Second: The Impact of Digital Transformation on Improving the Efficiency of Institutional Performance



Digital transformation contributes to improving the efficiency of institutional performance through several interconnected mechanisms, as it leads to the development of administrative processes, improves the quality of services, reduces human errors, and enhances communication between organizational units.

In terms of speed of completion, electronic systems help reduce the time required to complete transactions, which contributes to improved productivity and reduced delays. Relying on digital systems also contributes to reducing errors resulting from manual work, which enhances the accuracy and quality of the work.

Al-Tamimi, 2022 emphasizes that digital transformation contributes to improving the quality of services by providing integrated and easy-to-use e-services, which leads to increased customer satisfaction. Al-Saadi (2021) also points out that digital transformation enhances the efficiency of communication within the organization, by facilitating the exchange of information between departments, and achieving integration in work.

On the other hand, digital transformation contributes to supporting decision-making, as it provides accurate and real-time data that helps management analyze performance and make appropriate decisions at the right time (Abdullah, 2023).

Third: Previous Studies

First Study

Al-Humaidi, 2021 conducted a study entitled "The Impact of Digital Transformation on Improving Institutional Performance", which aimed to identify the role of digital transformation in raising the efficiency of performance within organizations. The study found that digital transformation has a significant positive impact on improving institutional performance, by reducing costs and increasing productivity.

Second Study

A study (Al-Otaibi, 2022) entitled "The Role of Electronic Systems in Improving the Quality of Services", aimed to analyze the impact of the use of digital systems in service institutions. The results showed that there is a strong correlation between the use of electronic systems and the improvement of the quality of services provided.

Study III

A study (Al-Moussawi, 2022) entitled "The Impact of Information Systems on Improving Institutional Performance", where it concluded that the use of modern information systems contributes significantly to improving communication efficiency, reducing errors, and enhancing coordination between departments.

Fourth Study

A study (Al-Najjar, 2020) entitled "The Role of Human Resources in the Success of Digital Transformation", which confirmed that the digital efficiency of employees is a key factor in achieving positive results of digital transformation, and that the lack of digital skills represents one of the most important challenges.

Fourth: Analysis and Comparison of Previous Studies

By reviewing previous studies, it is clear that there is general agreement among researchers that digital transformation is a key factor in improving the efficiency of institutional performance. Most studies have shown a positive correlation between the use of digital technology and improving the quality of services, speeding up operations, and reducing costs.

There is also a strong emphasis on the role of electronic and information systems in improving performance, while some studies have focused on the importance of human resources and digital skills in the success of digital transformation.

On the other hand, studies in the applied environment vary, as they were conducted in different sectors, such as the government sector, the service sector, and the educational sector, which reinforces the importance of conducting this study in the university environment to provide more specialized results.

Fifth: The Position of the Current Study from the Previous Studies

The current study is distinguished from previous studies in that it focuses on the Iraqi university environment, specifically the University of the Future, as it seeks to analyze the impact of digital transformation on the efficiency of institutional performance from the point of view of employees.

It also draws on a set of specific dimensions of digital transformation, such as digital infrastructure, employee digital efficiency, and the effectiveness of electronic systems, giving it a more nuanced analytical character.

Thus, this study contributes to bridging the research gap related to studying the impact of digital transformation in educational institutions, and provides results that can be used in developing institutional performance in universities.



DESCRIPTIVE STATISTICAL ANALYSIS

First: Research Methodology

This study relied on the descriptive-analytical method, which is one of the most suitable approaches for administrative and behavioral studies, as it aims to accurately describe and analyze the phenomenon under study by collecting data from the field, and then interpreting it to reach scientific results that contribute to understanding the relationships between the different variables.

This approach is widely used in research that deals with modern topics such as digital transformation, as it allows the researcher to study the actual reality of institutions, and analyze the extent to which independent variables affect dependent variables, in light of the data collected from the research sample.

Within the framework of this study, the descriptive-analytical method was employed to study the impact of digital transformation on the efficiency of university institutional performance, by collecting data using a questionnaire, which was designed according to the dimensions of the study, and then analyzing this data using appropriate statistical methods, such as arithmetic averages, standard deviation, correlation coefficient, and regression analysis.

This approach also allows the possibility of linking the theoretical and practical aspects, as the previous literature has been relied on to build the theoretical framework, and then test the hypotheses in the field, which enhances the credibility of the results and makes them more realistic and applicable.

Second: The Study Population

The research population represents all individuals to whom the characteristics of the study apply, and to whom the researcher seeks to generalize the results of the research. In light of the topic of the current study, the research population has been identified to include all employees of the University of the Future and the University of Babylon, whether they are working in the administrative or technical fields.

The selection of this community is scientifically justified, given that employees represent the group most associated with the implementation of digital transformation within the university, as they deal directly with electronic systems, and participate in the implementation of daily administrative processes, which makes their opinions of great importance in evaluating the level of digital transformation and its impact on institutional performance.

The University of the Future and Babylon is also one of the educational institutions that seek to adopt modern technologies in the management of its business, which makes it a suitable environment to study the subject of digital transformation and analyze its implications on the efficiency of institutional performance.

Third: The Study Sample

Due to the difficulty of studying all members of the research community, a sample was chosen that represents this community, as the sample is part of the community that is selected in a scientific way, with the aim of obtaining data whose results can be generalized to the original community.

A simple random sample was selected from the employees of the University of the Future and Babylon, in order to ensure the representation of different groups of society, and to reduce bias in the selection of sample members. The sample size in this study was (30) employees, which is considered acceptable in descriptive studies of an exploratory nature.

The questionnaires were distributed directly to the sample members, where the number of distributed questionnaires reached (30) questionnaires, and all the questionnaires were retrieved with a response rate of (100%), which reflects the cooperation of the sample members and their interest in the subject of the study.

The retrieved questionnaires were also examined to ensure that the answers were complete and error-free, and all were found to be valid for statistical analysis, which enhances the accuracy and reliability of the results.

It is noted that the selection of the sample size was proportional to the nature of the study, as it aims to analyze the relationship between digital transformation and the efficiency of institutional performance, rather than to generalize statistics on a large scale, which makes the selected sample suitable to achieve the research objectives.

The sample members were distributed according to a set of demographic characteristics, such as gender, age, educational qualification, and years of experience, in order to analyze the differences between the sample members and identify the impact of these variables on their opinions.

Fourth : Research Tool

The questionnaire was used as the main tool, and it consisted of (40) items distributed over four axes:

t	Axis	Number of paragraphs
1.	Infrastructure and Digital Support	10
2.	Employee Digital Competence	10
3.	Effectiveness of electronic systems	10



4.	Efficiency of Institutional Performance	10
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Table of the researchers' work based on the questionnaire data

Fifth: Study Scale

The Pentacle Likert scale was used:

t	Value	Interpretation
1.	5	I strongly agree
2.	4	I agree
3.	3	Neutral
4.	2	I don't agree
5.	1	I strongly disagree

Table of the researchers' work based on the questionnaire data

Sixth : Stability of the tool (Cronbach Alpha)

t	Axis	Alpha Value
1.	Infrastructure	0.84
2.	Digital Competence	0.81
3.	Electronic Systems	0.86
4.	Institutional Performance	0.88
5.	Kidney	0.89

Seventh: Sixth: Analysis of the Results

Table (1): Mathematical Averages

t	Axis	Medium	Deviation	Exporting
1.	Infrastructure	3.92	0.65	High
2.	Digital Competence	3.75	0.70	High
3.	Electronic Systems	4.05	0.60	High
4.	Institutional Performance	3.98	0.68	High

The results indicate that the level of digital transformation at the university came to a high degree, with the overall average reaching (3.90), which indicates that there is a clear interest in the application of digital technologies within the university.

Eighth: Hypothesis testing

Hypothesis One: The Relationship between Digital Transformation and Performance

Table (2): Correlation Coefficient

t	Variable	Correlation coefficient	Sig
1.	Digital Transformation × Performance	0.78	0.000

There is a strong and statistically significant correlation between digital transformation and the efficiency of institutional performance, where the correlation coefficient reached (0.78).

Hypothesis Two: The Impact of Digital Transformation

Table 3: Regression Analysis

t	Variable	Correlation coefficient	Sig
1.	Digital Transformation	0.78	0.000

The results indicate that there is a significant impact of digital transformation on organizational performance, as it reached a value of (Beta = 0.74), which indicates that digital transformation contributes significantly to improving performance.



Axis Analysis

- Infrastructure: The results showed that there is a good digital infrastructure that supports e-work within the university.
- Digital proficiency: Employees have been shown to have good skills in using systems.
- Electronic systems: The results were high, which shows the effectiveness of the systems used.
- Institutional Performance: The results showed a clear improvement in performance as a result of the digital transformation.

CHAPTER FOUR CONCLUSIONS AND RECOMMENDATIONS

First: Results

In light of the statistical analysis of the questionnaire data collected from the research sample, a set of important results were reached that reflect the reality of digital transformation and its impact on the efficiency of institutional performance at the University of the Future, and they can be presented as follows:

1. The results showed that the level of digital transformation application at the university came to a high degree, which indicates that there is a clear interest on the part of the administration in adopting modern technologies in administrative work.
1. The results showed that the university's digital infrastructure is well-available, as it contributes to supporting administrative processes and facilitating the completion of business.
2. The results showed that employees possess a good level of digital proficiency, enabling them to deal with electronic systems effectively.
3. The results revealed that there is a high efficiency of the electronic systems used at the university, as they contribute to speeding up procedures and improving the quality of work.
4. The results showed that the level of efficiency of institutional performance came to a high degree, which reflects the university's ability to achieve its goals efficiently.
5. The results of the statistical analysis proved that there is a strong and statistically significant correlation between digital transformation and the efficiency of institutional performance.
6. The results showed that there is a direct moral effect of digital transformation on improving the efficiency of institutional performance, which shows that increasing the level of digital transformation leads to improved performance.
7. The results showed that digital transformation contributes to reducing administrative errors and improving the accuracy of work.
8. The results showed that digital transformation contributes to improving communication and coordination between departments within the university.
9. The results revealed that digital transformation enhances the speed of decision-making by providing information in real time and accurately.

Second: Conclusions

Based on the findings, a set of conclusions can be drawn that reflect the nature of the relationship between digital transformation and the efficiency of institutional performance, which are as follows:

1. Digital transformation is a key factor in improving the efficiency of institutional performance within universities.
2. The availability of digital infrastructure is the foundation on which the success of digital transformation depends.
3. Employee digital proficiency plays a pivotal role in leveraging modern technologies.
4. Electronic systems directly contribute to improving the quality of services and accelerating business delivery.
5. There is a close correlation between the level of digital transformation and the level of institutional performance, which underscores the importance of investing in the digital space.
6. Organizations that embrace digital transformation are better able to adapt to environmental changes.
7. Digital transformation contributes to improved resource utilization and reduced waste.
8. Digital transformation enhances the level of transparency and accuracy in administrative work.

Third: Recommendations

In light of the findings and conclusions, a set of recommendations can be made that contribute to enhancing digital transformation and improving the efficiency of institutional performance, which are as follows:



1. The need to continue developing the digital infrastructure within the university, in line with modern technological developments.
2. Enhancing training and qualification programs for employees in the digital field, to raise the level of their skills and capabilities.
3. Supporting senior management of digital transformation projects and providing the necessary resources for their implementation.
4. Developing the electronic systems used to achieve ease of use and raise the efficiency of performance.
5. Promote a culture of digital transformation within the organization by spreading awareness of its importance.
6. Paying attention to information security and protecting data from cyber risks.
7. Conduct a periodic assessment of the level of digital transformation with the aim of improving performance.
8. Encouraging innovation and the use of modern technologies in administrative work.

Fourth: Future Proposals

To complement the findings of the study, a number of future research topics can be proposed, including:

1. Studying the impact of digital transformation on the quality of university education.
2. Analyze the role of artificial intelligence in developing organizational performance.
3. Examine the relationship between digital transformation and job satisfaction.
4. Conducting a comparative study between public and private universities in the field of digital transformation.

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