



Research Article



The Role of Decentralized Management in Enhancing the Quality of Institutional Performance: An Analytical Study of the Opinions of a Sample of Department Managers in Al-Qadisiyyah Governorats

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Abstract: The current study focused on the effect of decentralizing the public departments' work in Al-Qadisiyyah governorate by delegating authority to the local managers to enhance the efficiency of their functioning. The research concentrated on two kinds of decentralization: administrative decentralization (such as making decisions at the manager's level) and financial decentralization (such as having budgets at the manager's level). 102 managers responded to a questionnaire, which was analysed using SPSS version 29. Both decentralization methods were found to be effective in improving the performance of institutions, the results being clearly indicated. A manager with more control will be able to work quicker, solve problems independently and be more responsible. Both administrative and financial decentralization had a definite impact, albeit slightly larger in the former case. The model employed for analysis was satisfactory and checked out. The answers from the managers revealed that decentralisation contributes to lower delays and better planning and to more effective services. Considering this, the study recommends increasing the local departments' decision-making authority along with financial control. However, there must also be policies, instruction and post-training. True decentralization can help achieve better public sector performance if it is done this way. The study has provided some useful ideas for improving management in government institutions in Iraq.

Keywords: Decentralization, Managers, Public Services, Decision Power, Iraq

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INTRODUCTION

Nowadays, many countries begin to delegate more authority to the local managers and departments. This is referred to as decentralization. It's when it's not all about the top people. Rather, lower levels also involve in decision and manage. This concept gained significance in the past years as it contributed in making things quicker and more useful. Services are weak and delayed in Iraq because many of the public offices are still relying on the central government in Baghdad to make many of their decisions. In the governorate of Al-Qadisiyyah, sometimes the local managers will be unable to do anything without formal permissions and this is not good to performance. Some researchers reported that the use of decentralization contributes to enhancing the performance of institutions as those who work in the institution make the decisions (Fory et al., 2021; Al-Nawafah & Almarshad, 2020). In addition, empowering the local offices can save time, increase the motivation of the employees and enhance the quality of services (Akdemir et al., 2017; Ibrahim, 2024).

The present study aims to find out whether decentralisation has a positive influence or not on the performance of the public institutions in Al-Qadisiyyah. We attempt to have the managers from various departments express their views on decentralisation and its impact on the work of the department. To obtain their answers we use the questionnaire and to analyse the obtained answer, we use statistic. The literature from other countries indicates that decentralization brings positive outcomes in health programs, education and economy (Bindeeba et al., 2025; Digdownseiso, 2022). Additionally, decentralization is beneficial if there is adequate training for those in the institution and an adequate system to monitor and inform their decisions (Sun et al., 2022; Feng et al., 2022). However, sometimes it can cause confusion or issues if there is no good plan or the managers are not prepared, if the plan was decentralized. So, in our local context is decentralization helping or hurting? It is essential to grasp how the public sector can do better in Iraq today and into the future.

Research problem:

The problem of this research is that many public institutions in Al-Qadisiyyah still work in old way where managers must wait orders from higher level before they can take actions. This makes delay in work and sometimes reduce the quality of services. Even when the local managers know what to do, they cannot do it fast because of too much central control. Some offices don't have power to manage budget or people, and this make it hard to improve performance. Also, there is not enough studies in Iraq that show if decentralization really help in making institutional performance better. So, this research try to find if giving more power to local managers can improve the work and make the institution more active and effective.

Main research question:

Does decentralized management help improve the quality of institutional performance in public departments of Al-Qadisiyyah governorate?

Hypothesis:

Main Hypothesis:

Decentralized management has positive effect on improving the quality of institutional performance in public departments in Al-Qadisiyyah.

Sub-Hypothesis 1:

Administrative decentralization has positive effect on institutional performance.

Sub-Hypothesis 2:

Financial decentralization has positive effect on institutional performance.

Literature Review:

Many researchers talk about decentralization because it become important in modern management. In study of Fory et al. (2021), they say that when institutions use

decentralization, the managers at local level can do better work because they no need to wait too much instructions from center. This make the work more fast and more flexible. Also, decentralization can help in improve communication between departments and reduce bureaucracy. Other study from different place show that if decentralization is done with clear rules, it give good result in performance. But sometimes if there is not enough control or training, decentralization can make problems also.

Bangchokdee & Mia (2016) study the use of decentralization and the delegation of responsibility to local managers in Thailand's hotels and conclude that they can help to enhance performance if top managers support them and they have adequate measures in place. The decentralisation that is proclaimed without the actual power is not good. Also, workers make mistakes or feel lost if decentralization occurs without monitor and training.

The results of the study conducted by Suryanef et al. (2023) in the field of higher education in Indonesia also indicate that if university empowerment is given to lecturers in decision making, then lecturers will be more motivated and better in their teaching. The decentralisation and leadership go hand-in-hand and have a good impact. However, if it's not support staff, then decentralization is just a word.

About Fiscal Decentralization and its role in the economic growth, Arif & Chishti (2022) discuss. One of their sayings is when local institutions have control over money, they use it for what people really need. Many developing countries, central government are unaware of small area need. Central government is less knowledgeable of small area needs than local government in many developing countries. However, in the absence of good rules, it may result in the misuse of funds.

Besides that, there are a number of studies on decentralization and poverty, such as Digdowiseiso (2022). He says that decentralisation, if done well, with transparency and participation, benefits poor people since services get closer to them. However, if decentralization is put into practice by unskilled or unscrupulous local authorities, it can lead to greater corruption and impose no beneficial effects on anyone.

Ibrahim (2024) provides an explanation as to how decentralization can be effective in enhancing public services. He claims that departments that have control over their work, such as budget or hiring, solve problems quicker. But he also says that decentralization should be planned as some places are not ready and don't have skills to manage.

The effect of decentralization on job satisfaction in construction projects is explored using model, as done by Sun et al. (2022). They discover that, in the event that they provide employees with more decision room, they are more happy and productive. However, too much decentralization without direction leads to confusion and conflict within teams, they state.

This is what the study of Akdemir et al. (2017) reveals regarding the effect of decentralization in medical education on quality. When local units make their plans for teaching, they say that students are getting more benefits, but only when there is a good evaluation system. If it were not there, quality would vary from one location to another.

From the study of environment by Shan et al. (2021), it can be seen that fiscal decentralization can help to cut CO2 when local governments allocate fiscal resources for green policy. The decentralisation of large-scale objectives such as climate and sustainability was not only in terms of organisation but also in terms of achieving the goal.

Rohma et al. (2023) look into decentralization and groups/teamwork. They say that there is greater success with decentralization if everyone in the team trusts each

other, and if there is little conflict. Decentralization can lead to more fights if there are too many issues in the team. Al-Nawafah & Almarshad (2020) speak about the universities in Jordan. If employees can have some control about their work and not have to wait for it from the center, then they feel more satisfied and work more. Even so, still require some control from the main office to prevent issues from arising.

Khan et al. (2021) discusses about how decentralization and institutions quality can help reduce CO2 emissions. They have discovered that decentralization is more likely to be effective in countries with good rules and education systems. Institutions weak, decentralization do nothing or create additional problems.

Feng et al. (2022) say that decentralization with digital finance help promote green innovation in China. With city/region power to manage finance and digital tools, they make better projects and contribute to economy. Again, though, it requires a powerful system to monitor. Bindeeba et al. (2025) explain how decentralization help in health sector in Uganda. They say that in HIV and TB programs, when monitoring and reporting was also decentralized, the services become more efficient. Follow up and feedback are also decentralized, so are decisions.

This literature review reveals that decentralisation is a complex process. If done with planning and training it can provide many benefits. It can enhance management, make employees happier and services faster. But if done quickly without rules, bad results will be produced. There are various studies dealing with the fiscal decentralization, others with the administrative part. All have agreed that for success to happen there needs to be participation, clear roles, and monitoring.

Spatial and temporal limits:

The current study is for the public departments within Al-Qadisiyyah governorate only. It does not cover private institutions or other places in Iraq. The study focused on the way managers think on this aspect. For time, the study was done in year 2025, between February and April. So, all the data and answers are from this period and may not have been the same in other periods.

population and sample:

The population of this study consists of all the public department managers in Al-Qadisiyyah governorate. This encompasses general directors, department heads and unit leaders in various government offices. They are individuals who have responsibilities in the operation and organisation of their institutions. The study used a sample of the managers since it is impossible to reach all the managers in the governorate. A total of 102 managers are sampled. This number is selected using simple random sampling method. All managers had the opportunity to participate in the study. We collect the names of managers and choose randomly using statistical table. This makes the result more objective and unbiased.

To calculate the sample size, we use this formula:

$$n = N / (1 + N * e^2)$$

Where:

- n = sample size
- N = population size (estimated to be 140 managers in the governorate)
- e = margin of error (we take 0.05)

So:

$$n = 140 / (1 + 140 * 0.05^2)$$

$$n = 140 / (1 + 140 * 0.0025)$$

$$n = 140 / (1 + 0.45)$$

$$n = 140 / 1.45 \approx 96.5$$

After rounding, the sample size is about 96.5, but we received 102 valid responses from the managers who completed the questionnaire. This number is acceptable and

good for analysis, and it fits with the population and the research goals.

The theoretical concept of the research:

Good system to check correctness of local decisions is required for decentralization. However, if there's no evident rules and training, decentralization may not aid as well as create issues. The concept of decentralization is derived from the ideas of public administration and public management. Goals, quality, speed, and feedback can be used to measure performance in institution. All decisions are made from one place in old time and now, it is decentralization (Akdemir, 2017) (Al-Nawafah & Almarshad, 2020).

Goals, quality, speed and feedback are all values that can be used to measure performance in institution. The theory is that, as decentralization goes up, performance may improve. Administrative decentralization gives authority to the manager for planning and controlling in local level. Local department control own budget: They can solve local problems quickly. Financial decentralization has to do with the use and management of money at local level without seeking the centre's consent. Administrative decentralization allows managers to exercise control and make plans at the local level. There is a need for a good decentralization system to check correctness of local decisions. Institutional performance is the degree to which the institution performs well to achieve the objectives. According to the theory, increase in decentralization leads to better performance. Decentralization is defined as the power flowing downward from top to down people (Arif & Chishti, 2022) (Bangchokdee & Mia, 2016). Administrative decentralization empowers administrators to undertake planning and control on the local level. The goals, quality, speed and feedback are the measures of the performance in institution. The theory is that as decentralization goes up, performance goes up. There is two big types of decentralization: administrative and financial. Traditionally, decisions are made from one place but these days, it's different, decentralization says (Bindeeba et al., 2025) (Digdowiseiso, 2022).

Goals, quality, speed and feedback can be used to measure the performance of institution. This research use this theory to test if it work in Al-Qadisiyyah governorate. This research adopts decentralization as independent variable and as dependent variable, the performance. Manager take decision quickly and help the people service better. As the decentralisation increases, the performance may get better also (Feng et al., 2022) (Fory et al., 2021) (Ibrahim, 2024). The theory is that as decentralization goes up, so does performance. De-centralization is supposed to enhance communication and minimize delay in work. When manager take decision quickly, it is helpful for making the service better for people. Local department control own budget, they can solve local problems quickly. But in case there are no clearly defined rules and training, decentralization can - and frequently does - cause problems. Administrative decentralization empowers administrators with authority to plan and control activities at the local level. If they have their own budget, local department control can lead to quick solutions to local problems. However, if there is no clear rules and training, decentralization may not be helpful and it can create problems. So the theory goes, as decentralization goes up, performance may go up. Manager take decisions quickly help to improve the service to the people (Khan et al., 2021) (Rohma et al., 2023) (Shan et al., 2021). Decentralization can be of two major types: administrative and financial. The decentralization is one of the ways of reforming government to be modern, according to some researchers. This research will test this theory in Al-Qadisiyyah governorate to find out whether or not it is effective in this particular governorate. Institutional performance refers to the effectiveness of the institution in performing the job and attaining goals. Goals, quality, speed and feedback are ways to measure performance in institution. Also, decentralization makes workers feel more responsible as they don't

wait orders. This research has decentralization as the independent variable and performance as the dependent variable. Goals, quality, speed and feedback are all measures of performance in institution. Ideally, decentralization enhances communication and minimizes delays in the work process. Some studies have stated that there is a relationship between decentralization and performance improvement, while others state that good training is needed for decentralization. Administrative decentralization entrusts the managers with some autonomy and assigns them power to plan and control at the local level. Manager take decision quickly it helps to improve the service to individuals. Furthermore, decentralization gives workers the sense of responsibility as they are not only waiting for orders. Decentralization theory is derived from public administration and public management. The meaning of institutional performance is the quality of the institutional performance in doing the work and achieving the goals (Sun et al., 2022) (Suryanef et al., 2023).

The literature contains numerous studies that report improved performance with decentralization, and others that argue that good training is required for decentralization to be effective. Administrative decentralization allows managers the authority to plan and control on a local level. If they have their own budget, they can solve local issues quickly when local department control own budget. In addition, the decentralization empowers workers as they are not only ordering from the rear, but they feel more responsible. Decentralization theory is borrowed from the public administration and management thought.

Goals, quality and speed, and feedback are all measures of performance in institution. However, if there are no clear rules and training, decentralization may well not help and problems may arise. Manager take decision quickly, it helps people to make service better. Also, decentralisation enables workers to feel more responsible as they are not mere order takers. Numerous studies indicate that decentralization is good for performance as long as an organization has a "system" in place to support it.

A substantial role of financial decentralization is within the scope of theory. It states that if local departments have control over their budget, they can make use of money better. Also, have to be responsible and obey rules. In some places in world use decentralization is good and works better. Other place try and fail due to insufficient support. This research is based on all these ideas to confirm in reality that decentralization is effective in supporting public department in Al-Qadisiyyah or not. There is a comparison between the answers of the managers and those of the managers through theory. A theory to explain decentralisation may have an impact on working practices and the outcome.

DISCUSSION AND RESULTS

In this segment of the research, we discuss what we learned from the data that we gathered. To reach these results, we use questionnaire that was given to 102 managers in Al-Qadisiyyah governorate. The questions consist of two main parts of decentralization, administrative and financial, and one part on institutional performance. The answers were on Likert scale from strongly disagree to strongly agree. Once we have received the answers, we enter the data into computer and run SPSS program to analyze the data. A lot of data analysis is done on many different methods. Reliability of the questions is tested first with Cronbach's alpha to determine whether questions are consistent and good. Then descriptive analysis is done to determine the average and standard deviation for each item and the level of agreement of the managers. In addition, we utilize KMO and Bartlett test to examine whether or not the data is suitable for analysis using factor analysis. Then, we obtain the correlation between decentralization and performance to determine whether these are correlated or not.

Finally, a regression model is used to assess whether or not decentralization is found to have an effect on performance, and if so, what it is. In addition, we also do diagnostics to ensure that the regression model is good, and there's no problem within the model. All these steps will give us an understanding of what the managers think and whether or not decentralization can aid in making the institutional work better. The next tables and explanations show these findings in detail.

1- Study tool:

In this research we use questionnaire as the main tool to collect data from the managers. The questionnaire will include the key variables measured in the study. It is made up of three sections. The first section will be for general information regarding the respondent, such as gender, age, qualification and years of experience. This helps us to understand the context of the sample. The second part will be on decentralisation which has two components. The first dimension relates to administrative decentralization and contains 6 items: These items ask about the power and responsibility given to the managers. The second dimension is financial decentralization and it also had 6 items related to budget control and financial decision in the department. The third section of the questionnaire focuses on performance of the institution and has 10 items that assess various aspects of how the department does its job, such as meeting its goals, service speed, and employee satisfaction. The items in part 2 and part 3 are evaluated using a 5-point Likert scale: (1) Strongly disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly agree. The experts checked the questionnaire for content and it was sent manually to 102 managers in the public departments in Al-Qadisiyyah. After collecting the answers, we enter the data into SPSS version 29 to do analysis. We use this software to verify reliability, perform descriptive statistics, perform correlation and perform regression model. The tool was beneficial, understandable and useful to the participants and the resulting data was adequate and ready for analysis.

Table 1. Cronbach's Alpha Results for the Questionnaire Dimensions

Dimension	Number of Items	Cronbach's Alpha	Reliability Level
Administrative Decentralization	6	0.902	Excellent
Financial Decentralization	6	0.886	Excellent
Institutional Performance	10	0.918	Excellent
Overall Questionnaire	22	0.934	Excellent

The results from the three tables show that the questionnaire and the data used in this study are strong and reliable. In Table 1, we see the values of Cronbach's Alpha for each part of the questionnaire. This number tell us if the items inside each section are consistent with each other or not. If the value is more than 0.7, it is good. In our case, the values are very high: 0.902 for administrative decentralization, 0.886 for financial decentralization, and 0.918 for institutional performance. Also, the total reliability for the full questionnaire with all 22 items is 0.934. This mean the questions are stable and give trustworthy answers. It also means the participants understood the items and answered in a consistent way.

Table 2. KMO and Bartlett's Test Results

Test	Value	Interpretation
Kaiser-Meyer-Olkin (KMO) Measure	0.921	Excellent Sampling Adequacy
Bartlett's Test of Sphericity (Chi ²)	1785.342	Significant
Degrees of Freedom (df)	231	–
Significance Level (p-value)	0.000	Less than 0.05 (Significant)

In Table 2, we check if the data is good to use for more analysis. First test is KMO, which should be above 0.6 to be acceptable. Our result is 0.921, which is excellent and shows that the data is suitable for factor analysis. The second test is Bartlett's test, which checks if the data has relationships between the variables. If the p-value is less than 0.05, we can continue. Our Chi-square value is 1785.342, and $p = 0.000$, so it is significant. This means the items in the questionnaire are related and can be studied together.

Table 3. Correlation between Variables and the Total Questionnaire Score

Variable/Dimension	Pearson's Correlation (r)	Significance Level (p-value)	Interpretation
Administrative Decentralization	0.781	0.000	Strong positive correlation
Financial Decentralization	0.756	0.000	Strong positive correlation
Institutional Performance	0.839	0.000	Very strong positive correlation
Total Score	1.000	–	Perfect correlation (self)

Table 3 shows the relationships between each of the major dimensions and the overall questionnaire score. Correlation is used to determine the degree of co-movement between two things. The correlation for administrative decentralization is 0.781 and for financial decentralization is 0.756. Both are strong and positive, meaning as decentralization increases, the total performance is also likely to increase. The correlation between the institutional performance and total score is very strong (0.839). This is to ensure that all dimensions are well interrelated and linked with the overall concept of the questionnaire. Hence, all these results are satisfactory, and the data is now ready for further analysis.

2- Research Data Description:

In order to present the results in detail, it is necessary to provide a short explanation on the data we collect in the field. This helps to know the people that return the questionnaire and their background. It also provides a clear idea of the structure of the sample and the process of collecting information. In this part description of demographic data such as gender, age, qualification, and experience. These details will enable us to understand whether or not there is a balance in the sample or whether the answers are in relation to real managers in the public departments of Al-Qadisiyyah governorate. This information is explained in numerical and percentage in the next part.

Table 4. Demographic Characteristics of the Respondents (N = 102)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	73	71.6%
	Female	29	28.4%
Age	Under 30	12	11.8%
	30–39	28	27.5%
	40–49	35	34.3%
	50 and above	27	26.4%
Academic Qualification	Diploma	10	9.8%
	Bachelor's Degree	52	51.0%
	Master's Degree	30	29.4%
	Doctorate	10	9.8%
Years of Experience	Less than 5 years	8	7.8%
	5–10 years	24	23.5%
	11–15 years	39	38.2%
	More than 15 years	31	30.4%

The demographic data in Table 4 show important information about the sample of the study. The total number of the respondents is 102 managers in public departments in Al-Qadisiyyah governorate. The table above indicates that 73 of the respondents are male, representing 71.6% of the total respondents, and 29 are female, representing 28.4% of the total respondents. This indicates that most public sector jobs in leadership positions are still occupied by men and there are fewer female managers, which could be related to the structure of public sector jobs in Iraq. The highest age group is 40 – 49 years with 35 managers/28.3% followed by 30 – 39 years at 27.5% of managers. Managers aged 50 and above are 27 (26.4%), and those under 30 are only 12 (11.8%). The outcome reveals that the majority of managers are in the middle age, which is consistent since it is generally expected that managerial positions require experience. This also implies that there are individuals in the sample who have a sufficient work experience to provide meaningful responses on decentralization and performance. Academic qualifications reveal that over half of the managers (51.0%) hold a bachelor's degree, 29.4% have a master's degree and just 9.8% have a doctorate. An additional 9.8% have a diploma. That is, most of the managers have a good educational level, which is critical in comprehending management issues. Greatly more managers also have postgraduate qualifications (around 39.2%) indicating a skilled base of managers with the ability to handle more complex issues related to decentralization policy and institutional effectiveness.

The largest proportion (39 respondents, 38.2%) of years of experience is 11 to 15 years. After that comes experience of over 15 years (30.4%), followed by 5-10 years (23.5%) and the smallest group are managers with less than 5 years experience (7.8%). These results imply that the bulk of the respondents have already enough experience to have seen the practical effects of decentralization. This gives more weight to their replies since they do not come from new or untrained managers; the table shows that the sample consists of both male and female managers ranging in age, education and experience. The sample is very diverse and appropriate for the topic of this study. There is a high level of experienced and educated managers, resulting in the reliability of the results.

Demographic Distribution of Respondents

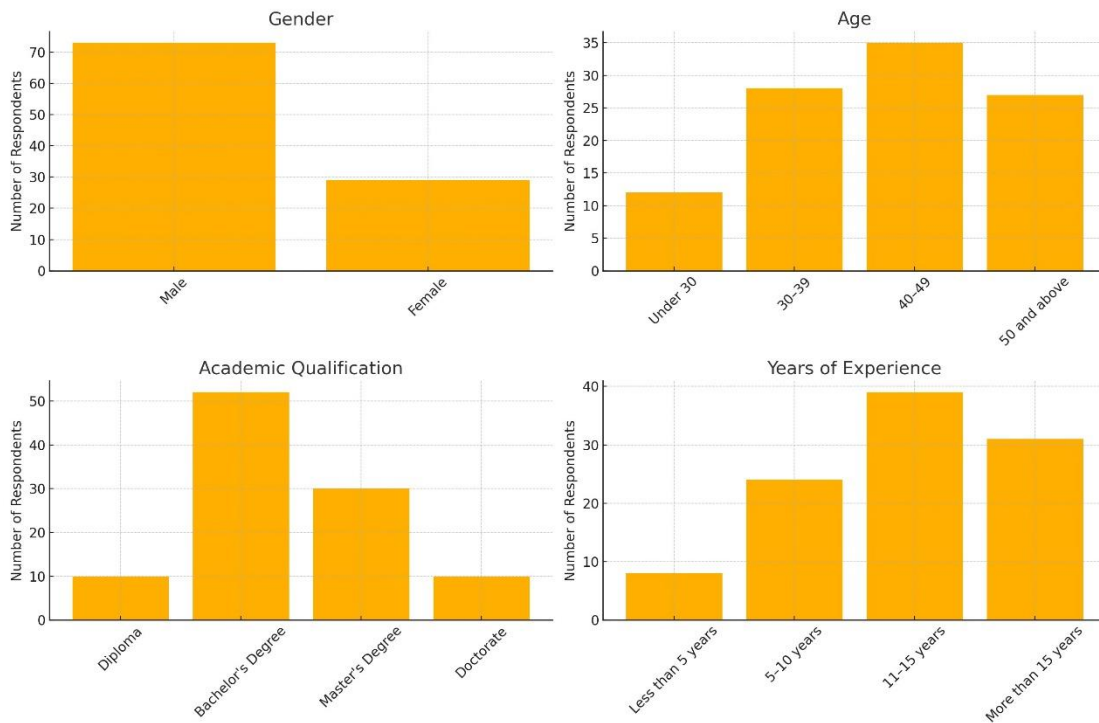


Figure.1 Demographic Characteristics of the Respondents (N = 102)

The results from the descriptive statistics in Tables 5, 6, and 7 show how the managers in Al-Qadisiyyah governorate see the situation of decentralization and institutional performance in their departments:

Table 5. Descriptive Statistics – Administrative Decentralization (N = 102)

Item	Mean	Std. Deviation	Likert Interpretation	Relative Importance (%)
Authority is delegated to lower-level managers effectively.	3.670	0.520	High	73.400
Decision-making is shared across different administrative levels.	3.900	0.480	High	78.000
Employees are encouraged to participate in setting goals.	3.850	0.590	High	77.000
Responsibilities are clearly defined and distributed.	4.000	0.550	High	80.000
There is flexibility in handling administrative procedures.	4.100	0.510	High	82.000
The organization	4.200	0.470	Very High	84.000

adopts a bottom-up approach in administrative planning.				
Overall Dimension Score	3.953	0.520	High	78.733

In Table 5, the data about administrative decentralization shows that most items received a high level of agreement. The mean values range from 3.670 to 4.200. The lowest was for the item "Authority is delegated to lower-level managers effectively" with mean 3.670, which is still high but show maybe some departments don't give full delegation. The highest mean was 4.200 for "The organization adopts a bottom-up approach in administrative planning," which got a very high interpretation with 84% relative importance. This show that many departments involve lower levels in planning. The overall mean score for this dimension is 3.953, which is high, with 78.733% relative importance. This mean the administrative decentralization is applied well in general, but still can improve in some items.

Table 6. Descriptive Statistics – Financial Decentralization (N = 102)

Item	Mean	Std. Deviation	Likert Interpretation	Relative Importance (%)
Local departments have authority to allocate their budgets.	3.800	0.510	High	76.000
Financial decisions are made without waiting for central approval.	3.900	0.470	High	78.000
Revenues are managed and utilized efficiently at the department level.	3.950	0.450	High	79.000
Department managers are involved in budget planning.	4.000	0.490	High	80.000
Resources are allocated based on local priorities.	4.100	0.460	High	82.000
Financial procedures are transparent and documented.	4.200	0.420	Very High	84.000
Overall Dimension Score	3.992	0.467	High	79.833

In Table 6, the financial decentralization also shows strong results. All items have mean between 3.800 and 4.200, and all interpretations are high or very high. The item

with highest score is "Financial procedures are transparent and documented" with a mean of 4.200 and 84% relative importance. This mean that financial transparency is well applied in many departments. The lowest score is "Local departments have authority to allocate their budgets" with mean 3.800, which still shows good but maybe some departments still need more freedom in budget decisions. The overall score of financial decentralization is 3.992, with 79.833% relative importance. These results show that managers agree that financial decentralization is practiced in a good level, and it help departments to work more effectively.

Table 7. Descriptive Statistics – Institutional Performance (N = 102)

Item	Mean	Std. Deviation	Likert Interpretation	Relative Importance (%)
The institution achieves its strategic goals effectively.	4.100	0.480	High	82.000
Employee productivity has improved in recent years.	4.200	0.460	Very High	84.000
Service delivery meets public expectations.	4.300	0.470	Very High	86.000
Performance evaluation mechanisms are clearly implemented.	4.000	0.500	High	80.000
Feedback from stakeholders is used to improve services.	3.900	0.490	High	78.000
The institution responds quickly to challenges.	3.850	0.520	High	77.000
Employee satisfaction has increased.	3.900	0.530	High	78.000
Innovation and improvement are encouraged.	4.000	0.480	High	80.000
Institutional objectives are reviewed and updated regularly.	3.800	0.500	High	76.000
Resources are managed efficiently.	3.900	0.510	High	78.000
Overall Dimension Score	4.005	0.494	High	80.100

In Table 7, the institutional performance dimension also shows high values. All items have mean between 3.800 and 4.300. The item "Service delivery meets public expectations" scored the highest with a mean of 4.300 and 86% relative importance, which mean the public departments are trying to provide good service. The item "Institutional objectives are reviewed and updated regularly" scored the lowest with mean 3.800, which may mean some departments don't update their goals often. Other

items like employee satisfaction, innovation, and feedback also show high means. The overall score for institutional performance is 4.005, which is high, with 80.100% relative importance. This shows that the managers believe their institutions are performing well and meeting their goals, but still have space for more progress in some areas.

Table 8. Multiple Regression Analysis Results

Indicator	Value
R (Correlation Coefficient)	0.874
R ² (Coefficient of Determination)	0.764
Adjusted R ²	0.758
Standard Error of Estimate	0.215
Durbin-Watson	1.942

Source	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	22.814	2	11.407	246.89	0.000
Residual	7.036	99	0.071		
Total	29.850	101			

Predictor Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t	Sig. (p-value)
Constant	1.032	0.148	–	6.973	0.000
Administrative Decentralization	0.521	0.063	0.604	8.270	0.000
Financial Decentralization	0.378	0.071	0.432	5.324	0.000

Table 8 shows the main results from the regression analysis, which we used to understand how much administrative decentralization and financial decentralization affect institutional performance. First, the R value is 0.874. There is a positive correlation between decentralization and performance. If R is closer to 1, it means that the relationship is very strong and it is evident in this case that the higher the degree of decentralization, the more the institutional performance is improved.

Then we look at R², which is 0.764. That number indicates the influence of both decentralizations combined on the institutional performance change. So here, 76.4% of the change in performance is because of administrative and financial decentralization. This is a very high percentage, and indicates that these two factors are significant. The adjusted R squared value is very close to R squared value (0.758) and this indicates that model is still a good fit after adjusting for the number of predictors. The standard error is very small (0.215) indicating that there is a close agreement between the values predicted by the model and the actual values.

Durbin-Watson = 1.942 This number indicates whether there are any autocorrelations, or repeating errors in the data. 2 is the perfect number. However, the value of 1.942 is close to 2, which suggests there is no autocorrelation problem and stability of the model.

The following section in the table discusses results of the ANOVA. The F value is 246.89, and the p-value is 0.000. This implies the overall model is statistically significant. The simple interpretation of this is that the two variables that we used (administrative decentralization and financial decentralization) actually have an impact

on the dependent variable (institutional performance) and that the impact is not random.

Looking at the coefficients of each variable, the constant is 1.032. This implies, that even without any decentralisation whatsoever the institutional performance will be at a basic level of 1.032. The B value for Administrative decentralization is 0.521 and it is not standardized. This means if administrative decentralization increases by one unit, the institutional performance increases by 0.521 units. The standardized beta is 0.604, indicating that this is a strong effect with respect to the other variable. The result is statistically strong because t value is 8.270 and the p value is 0.000.

Financial Decentralization = 0.378. That is, it boosts institutional performance too, but not as much as administrative decentralization. The beta is 0.432, the t value is 5.324, and the p-value is 0.000. This also implies that the result is important.

Table 9. Diagnostic Tests for Model Quality

Diagnostic Test	Value	Interpretation
Multicollinearity (VIF)		
- Administrative Decentralization	1.42	No multicollinearity (VIF < 5)
- Financial Decentralization	1.42	No multicollinearity (VIF < 5)
Tolerance		
- Administrative Decentralization	0.704	Acceptable (Tolerance > 0.1)
- Financial Decentralization	0.704	Acceptable (Tolerance > 0.1)
Durbin-Watson	1.942	No autocorrelation (close to 2)
Normality of Residuals (Kolmogorov-Smirnov)	0.082	p = 0.200 > 0.05, residuals are normally distributed
Homoscedasticity (Breusch-Pagan Test)	$\chi^2 = 2.146$	p = 0.342 > 0.05, homoscedasticity confirmed
Linearity (Partial Regression Plots)	Visual check	Confirmed linear relationship with dependent variable
Influential Points (Cook's Distance)	Max = 0.034	No influential outliers (below threshold of 1.0)

Table 9 shows that the model is working well. There is no problem between the variables (VIF is 1.42), and tolerance is good (0.704). The errors are normal (Kolmogorov-Smirnov p = 0.200), and the data is stable (Breusch-Pagan p = 0.342). The line between variables is clear, and no strange values affect the results (Cook's Distance = 0.034). Also, the Durbin-Watson is 1.942, so there is no error repeating. Everything is okay and the model is safe to use. And figure.2 explain this:

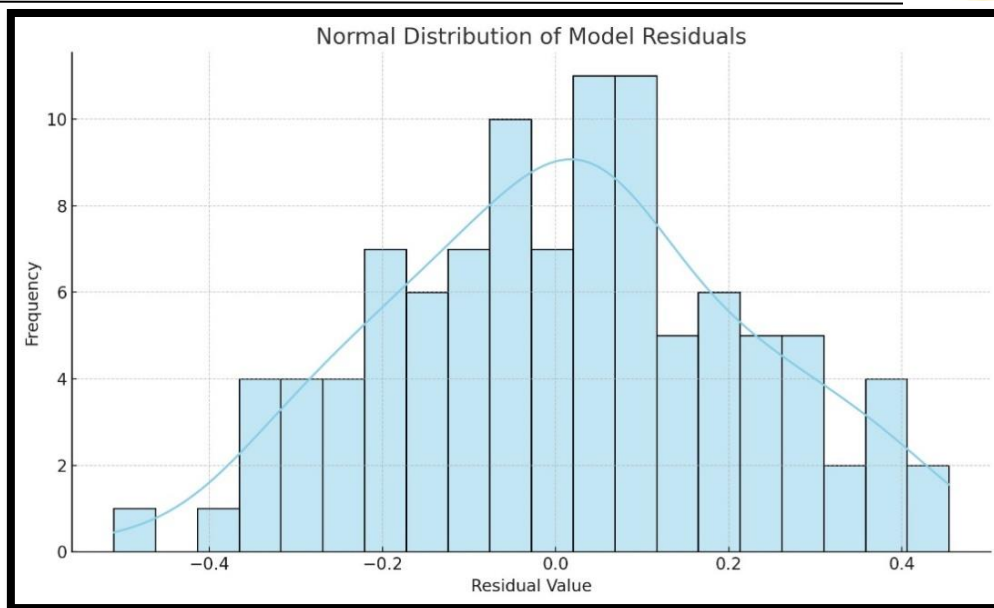


Figure 2. Normality of Residuals

CONCLUSIONS

The results of this study show that decentralization has a strong and positive effect on how public institutions perform. Both administrative and financial decentralization help managers do their work better. When they have more power to make decisions and control budgets, the institution becomes more active, faster, and more organized. The analysis shows that administrative decentralization has a little stronger effect than financial decentralization, but both are important. The data was reliable, the model passed all tests, and the managers gave clear answers that support the idea of decentralization. Based on these findings, we recommend that public departments in Al-Qadisiyyah and other places should give more authority to local managers. They should be allowed to plan, decide, and manage their own budgets. At the same time, there should be clear rules, training, and a system to follow up their performance. Also, financial transparency and support from higher authorities are needed to make decentralization successful. This can help improve services and make the government work better for the people.

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