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The Mediating Role of Organizational Performance in the Relationship between Strategic Partnerships & Sustainable Development Goals for Saudi Institutions

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Abstract

The study aimed to investigate The Mediating Role of Organizational Performance in the Relationship between Strategic Partnerships & Sustainable Development Goals for Saudi Institutions at Al-ahli Bank in Kingdom of Saudi Arabia.

The study followed the descriptive analytical method. The study sample consist of (75) Leadership Members. The results indicate that there is a significant positive relationship between Strategic Partnerships & Sustainable Development Goals with correlation coefficient of (0.812). They also show that Organizational Performance partially mediates the relationship between Strategic Partnerships & Sustainable Development Goals with an indirect effect of (0.834). The study recommended there is a need to increase Managers at Al-ahli Bank awareness in the importance of Strategic Partnerships and Improving Organizational Performance to reflect on achieving Sustainable Development Goals for the Bank.

Keywords: Strategic Partnerships & Organizational Performance; Sustainable Development Goals; Al-ahli Bank in Kingdom of Saudi Arabia.

1. Introduction

The success of business enterprises, including banks, depends on their ability to achieve a sustainable competitive advantage. Strategic partnerships play a crucial role in achieving this advantage by increasing competitiveness, reducing taxes and administrative expenses, managing costs, developing human resources, and improving profitability (Al-qaaydeh, 2012: 18). Similarly, Vanhala and Janhonen (2019) state that organizational performance is a key concept for institutions, encompassing various aspects of management. It is particularly important for managing strategic partnerships and achieving sustainable development goals.

Johannes, et al, (2020) mentioned that to achieve sustainable development goals in Saudi Arabia, banking institutions have prepared plans and development models prioritizing sustainable development. The challenges of globalization highlight the need for clear studies to establish effective partnerships both locally and globally, similar to successful institutions that have utilized mergers, alliances, and strategic partnerships for development, despite existing threats.

Almhemieri, N., Alnooshan, N. & Klemes, J.J. (2022) also examined sustainable development goals and strategic partnerships for a sustainable future in Saudi Arabia. They highlighted the role of partnerships in supporting sustainability goals.

According to (www.alahli.com), The National Commercial Bank and Samba Financial Group merged in 2021 to form Saudi National Bank (SNB), headquartered in Riyadh. SNB is the largest bank in Saudi Arabia, serving 25% of the retail and commercial banking sectors. It supports major companies and projects, facilitates capital flows, and plays a crucial role in achieving Vision 2030's transformation plans and sustainable development goals.

Recent studies have shown that strategic partnerships have a significant positive impact on achieving sustainable competitive advantage in Saudi banks (Alharbi et al., 2021; Almhemieri et al., 2022). They also play a crucial mediating role in the relationship between organizational performance and factors such as innovation capability (AlTaweel & Al-Hawary 2021), strategic thinking (Alnajem et al., 2023), export performance (Dassouli et al., 2022), and supply chain performance (Thongrawd et al., 2020).

These partnerships are important for enhancing organizational performance by facilitating the development of innovative products and services, improving institutional excellence, boosting export activities, and enhancing supply chain

management. Organizations should prioritize building and nurturing strategic partnerships to leverage their impact on organizational success (Savitri & Indarto 2020).

2. Literature Review

2.1 THE IMPORTANCE OF STRATEGIC ALLIANCES, MERGERS, AND PARTNERSHIPS

The era of globalization has brought economic changes that have led financial institutions to be concerned about future outcomes. These institutions search for strategic partners to help navigate the challenges they face, such as through alliances, mergers, and acquisitions (Larsen, 2006: 167). Strategic partnerships involve the union of interests between firms, which can be achieved through alliances, mergers, or acquisitions (Jareer, 2005). Mergers, in particular, have become a manifestation of globalization and have led to the emergence of multinational companies (Ross & Rondolph, 2010: 680), and it has an impact on the profitability of banks (Al-Qaaydeh, 2012).

Studies have shown that strategic partnerships in the banking sector can improve performance, reduce competition and risks, facilitate technology diffusion, and contribute to business development and innovation (Ater, 2018; Sanford, 2016). Additionally, collaborations between traditional banks and FinTech start-ups in the Open Finance framework are crucial for success.

These partnerships involve strong commitment from start-ups and may not require equity investments (Faes et al., 2022). Strategic intrapreneurship, or corporate entrepreneurship, is important for business development in commercial banks. It has a positive relationship with bank innovation, revitalizing and improving firm performance (Ighiebemhe & Awua-Ikhia 2019). Lastly, the theory of strategic groups suggests the existence of stable groups of banks with similar strategies in the banking sector, which can impact profitability and stability (Halaj & Zochowski 2009).

2.2 INTEGRATING SUSTAINABLE PRACTICES TO ACHIEVE THE GOALS OF SUSTAINABLE DEVELOPMENT

The United Nations launched the sustainable development plan (2030) consisting of 17 goals and 169 purposes (United Nations, 2015). These goals focus on economic, environmental, and social aspects. The plan aims to achieve a balance between these dimensions and considers the differences and priorities of each country (Musleh & Hasan, 2022: 54). It covers various objectives like inclusive cities, sustainable consumption, ecosystem protection, and peaceful societies. Manufacturing organizations need to adopt sustainable practices like reconfigurable manufacturing systems and Industry 4.0 technologies to contribute to these goals (Pansare et al., 2023).

Similarly, agile new product development (ANPD) practices, Industry 4.0 technologies, intentional sustainable communities (ISCs), and circular supply chain (CSC) practices can contribute to achieving the Sustainable Development Goals (SDGs). These approaches involve scaling innovation practices, collaborating through networks, and adopting circular economy principles (Palsodkar et al., 2023; Nogueira et al., 2022; Lahane & Kant 2022).

Ali, (2023) study also highlights the importance of environmental accounting in improving the quality of accounting information and recommends senior leadership support for its implementation to enhance financial, administrative, social, and environmental performance towards sustainable development goals.

2.3 THE MEDIATING ROLE OF ORGANIZATIONAL PERFORMANCE

Organizational performance is crucial for the success of businesses. Various studies have explored the mediating role of organizational performance in different contexts. For instance, Alnajem et al., (2023) examined the impact of organizational culture on institutional excellence, with strategic thinking as a mediator. Van Nguyen (2023) explored the mediating role of customer accounting information in the relationship between market orientation, competitive intensity, and operational performance.

Additionally, other studies investigated the mediating role of organizational commitment (Junaid et al., 2023), organizational citizenship behavior (Setiani et al., 2023), and organizational agility (Chen & Kim, 2023) in different performance-related factors.

The mediating role is defined as a process that connects or complements two entities to achieve advantages in commercial or non-commercial processes. It provides an appropriate environment to bridge any gaps and is considered an effective method in obtaining suitable solutions that satisfy all parties in the business environment (Suleiman & Nour Al-Daa'im, 2021: 64).

Organizational performance, including financial, administrative, human, environmental, and social aspects, is a vital component of strategic management. Merely having a good strategic plan is insufficient for success; implementation must align with institutional goals, resulting in exceptional performance that ensures survival, growth, and competitiveness (Wheelen & Hunger, 2008: 230-231). Financial performance is crucial for the success and continuity of institutions (Lynch, 2003: 376), while administrative performance relies on operational measures like market share and marketing effectiveness (Amer, 2013: 35).

Musleh & Hasan (2022: 51) define human performance as the achievement of tasks and duties, reflecting the employee's behavior and capabilities. Weng et al (2015) and Daood et al (2022: 59) describe environmental performance as the impact of an organization's activities on the natural environment. Alkababje (2014) and Abu-Maria (2018: 44-45) highlight that organizational social performance focuses on the social effects of an organization's activities on workers and society, including social returns, responsibility, services, and relationships.

Mohammad (2022) states that institutional performance plays a mediating role between leadership styles and customer satisfaction. On the other hand, Kibukho (2021) states that citizen empowerment has a significant impact on social sustainability compared to healthcare and evaluation.

This study focuses on the influence of strategic partnerships on sustainable development goals in the Saudi Arabian banking sector, which hasn't been extensively researched. It also examines the relationship between strategic partnerships, organizational performance, and sustainable development goals for the first time. Lastly, it investigates strategic partnerships within the Saudi National Bank, addressing a research gap in the Arab context. This study provides a comprehensive understanding of the topic, practical implications for decision-makers in banking, and contributes to knowledge development in this field.

3. Methodology

3.1 PROBLEM STATEMENT

According to Al-qaaydeh (2012: 3), failed mergers have negative impacts on profitability, competition, and efficiency. To mitigate these consequences, businesses must assess their post-merger situation. The Saudi National Bank, experienced in banking mergers, may face challenges due to deficiencies affecting its performance.

The problem addressed in this study revolves around the primary question: Can strategic partnerships effectively contribute to the achievement of sustainable development goals, with the mediation of improving the performance of the Saudi National Bank? Within this central question, two pivotal sub-questions arise:

1. Is there a correlation between strategic partnerships and the sustainable development goals of the Saudi National Bank?
2. Does organizational performance mediate the relationship between strategic partnerships and the sustainable development goals within the Saudi National Bank?

The study uses a descriptive approach, combining theoretical analysis and surveys.

3.2 STUDY HYPOTHESES

Based on the problem statement, two hypotheses can be formulated:

H1: There is a statistically significant relationship between strategic partnerships (strategic alliance, strategic merger, strategic acquisition) and sustainable development goals (economic, environmental, social) in Saudi National Bank at the level ($\alpha \leq 0.01$).

H2: Organizational performance mediates the relationship between strategic partnerships and sustainable development goals in Saudi National Bank.

Fig. 1 showcase the study variables and their relationships.

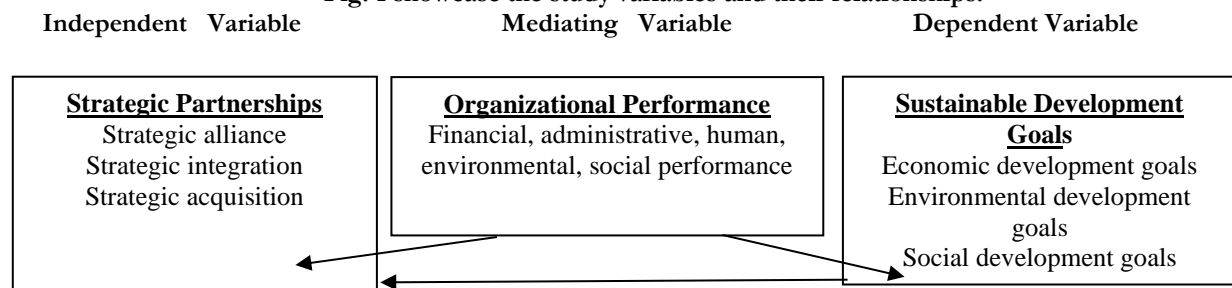


Figure (1) Scheme of the hypothetical study prepared by researchers with reference to previous studies, 2023, Riyadh.

3.3 STUDY OBJECTIVES

The primary objective of this study is to investigate the direct relationship between strategic partnerships and sustainable development goals. Additionally, it aims to explore the indirect relationship between these variables through the mediating role of organizational performance. To achieve this, the researchers have formulated a set of sub-objectives as follows:

1. To determine the direct relationship between strategic partnerships and sustainable development goals.
2. To monitor the relationship between strategic partnerships and organizational performance.
3. To examine the relationship between organizational performance and sustainable development goals.
4. To monitor the indirect relationship between strategic partnerships and sustainable development goals by considering organizational performance as a mediating variable.

3.4 SOURCES OF DATA AND INFORMATION COLLECTION

The primary sources of data for this study consisted of respondents and experts. To gather data from the respondents, a questionnaire was utilized, while personal interviews were conducted with the experts. Additionally, secondary sources were employed, including books, scientific research articles, studies, reports, magazines, newspapers, seminars, and conferences related to the subject matter of the study.

3.5 THE STUDY POPULATION AND ITS SAMPLE

The study population refers to a group of individuals with common characteristics (Al-Fadni, 2008, p. 29), which is the senior leadership of the Saudi National Bank in this study, totaling 135 individuals. The researchers chose this group because of its significant role in establishing strategic partnerships.

According to Suleiman (2006, p. 68), the study sample refers to a relatively specific number of members selected from the original community, considering the available time and resources. A simple random sample was used to select a specific number of participants from this population, with the sample size determined using an equation that considered the known size of the original community. The findings from the study sample will be generalized to the entire population (Cochran, 2007, p. 200).

$$n = \frac{N \times p \times (1 - p)}{[(N - 1) \times (d^2 \div z^2)] + p \times (1 - p)}$$

Whereas;

n) = sample size, (N) = population size, neutral feature availability ratio (p) = (0.50), error percentage (d) = (0.05), and (z) standard score corresponding to the significance level (0.95) = (1.96)

According to the previous equation, the sample size was determined to be 100 items, and 90% of the distributed lists were completed electronically using Google Forms. After sorting and reviewing, 15 lists were excluded for incomplete data. Therefore, 75 lists were analyzed, representing 75% of the total sent lists. This response rate is considered high, meeting the minimum response rate of 75% (Alshehri & Morsy, 2021: 116).

To address potential bias, a one-factor Herman test was conducted, showing that the total variance of one variable is less than 50% (Saira et al., 2020), indicating that the data is free from common systematic variance. The results of the one-factor Herman test are presented below.

Table (1) One-factor Hermann test to verify that the data are free from risks of co-systemic variance.

S/ N	Variable	Statement	Number of Paragraphs	Total Variance	Statistical Decision
1	Independent	Strategic partnerships	12	%4.866	less than %50
2	Mediating	organizational performance	20	%8.407	less than %50
3	Dependent	Sustainable Development Goals	12	%5.079	less than %50

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

3.6 STUDY TOOL

A questionnaire consisting of two parts was developed for the study. The first part focused on personal data of the respondents, while the second part addressed objective data related to strategic partnerships, organizational performance, and sustainable development goals. The study used scales from previous research, including 12 items for strategic partnerships (Jareer, 2005), 20 items for organizational performance (Vanhala & Janhonen, 2019), and 12 items for sustainable development goals (Ali, 2023).

3.7 THE USED METHOD IN ANALYZING THE DATA

The Statistical Package for Social Sciences (SPSS) program was used to process the study data statistically through a number of statistical methods, including Cronbach alpha coefficient, Skewness test, frequencies and percentages, arithmetic averages, regression model, and (Sobel) test.

3.8 TEST THE VALIDITY AND RELIABILITY OF THE STUDY TOOL

To test the internal reliability and self- validity of the questionnaire items, the coherence of the questionnaire was assessed by calculating the value of (α) alpha to calculate the internal reliability coefficient, and the square root to calculate the self- validity coefficient, although there are no standard rules regarding appropriate values (Alpha), but in practice it is considered (0.60 α ≥) is reasonable in research related to the humanities, and the following table shows the reliability and the validity coefficient of the variables.

Table (3) internal reliability coefficient and self- validity for the variables and axes of the questionnaire (Cronbach alpha) for the field study sample.

Variable	Dimensions	Number of Paragraphs	Internal Reliability	Self-Validity
Independent	strategic partnerships	12	0.853	0.924
Mediating	organizational performance	20	0.921	0.960
Dependent	Sustainable Development Goals	12	0.865	0.930
The questionnaire as a whole		44	0.958	0.979

Source: Prepared by researchers from the results of the SPSS analysis, 2023, Riyadh.

The table shows that the tool has high reliability and validity, with a questionnaire internal reliability coefficient of 0.958 and subjective validity coefficient of 0.979. This suggests that the questionnaire can produce valid results when used in the Saudi National Bank.

Apparent Validity

The researchers verified it by presenting the list in its initial form to a group of arbitrators consisting of three professors from the faculty at the University of Dongola (Sudan), King Khalid University, and Imam Mohammed bin Saud University, specializing in business administration, economics, accounting, and an expert in statistical analysis. The arbitrators completed a questionnaire in the presence of the researchers, clarifying any unclear paragraphs. The feedback was incorporated, resulting in the final study tool.

Structural Validity

After the researchers made sure of the apparent validity of the study tool (questionnaire), they applied it to a sample of the community to be conducted with (10) items of the senior leadership, this step aimed to identify the degree of internal homogeneity between the statements of the questionnaire list; By using the normal distribution test for the questionnaire data, in order to find out the normal distribution of the data, the Skewness test was used, which is a necessary test in the case of testing hypotheses because most of the parametric tests require that the data be distributed normally (Sekaran & Bougie, 2010: 185), and the following table Demonstrates a normal distribution test.

Table (4) Skewness test to test the normal distribution of the axes for the experimental sample

Variable	Dimensions	Number Of Paragraphs	Skewness	Error	Statistical Decision
Independent	Strategic partnerships	12	-0.843	+0.277	Follows a normal distribution
Mediating	Organizational performance	20	-0.536	+0.277	
Dependent	Sustainable Development Goals	12	-0.558	+0.277	Follows a normal distribution
The questionnaire as a whole		44	-0.645	+0.277	

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

It is concluded that the torsion coefficient is confined to the range (± 1), and the standard error value is (0.277+), meaning that the data follows a normal distribution, and that the axes follow a normal distribution, and that the torsion coefficient is confined to the range (± 1), which is the approved level in the statistical treatment. for this study, and this indicates a good correlation between the variables of the study, which confirms that these variables have the ability to explain the effect between them.

4. Results

4.1 DESCRIPTION OF THE PERSONAL DATA OF THE SAMPLE

Table (5) Distribution of sample items according to their demographic characteristics

Demographic Characteristics	Type	Females	Males	Total
Age	From 30 and less than 40 years old	7	10	17
	From 40 and less than 50 years old	15	14	29
	From 50 years and over	18	11	29
Educational Level	University	19	18	37
	Above university	21	17	38
Scientific Specialization	Business Management	10	8	18
	Accounting	13	13	26
	Economy	10	6	16
	Other	7	8	15
Duration of Organizational Experience	Less than 5 years	21	16	37
	More than 10 years	19	19	38

Source: Prepared by researchers from the results of the SPSS analysis, 2023, Riyadh

The data in Table 5 shows the distribution of participants based on age, education level, scientific specialization, and organizational experience. In terms of age, there were 17 participants between 30 and 40 years old, 29 between 40 and 50 years old, and 29 who were 50 or older. The educational level was divided into university (37 participants) and higher education (38 participants). In terms of scientific specialization, there were business administration specialists (18 participants), accounting specialists (26 participants), economics specialists (16 participants), and specialists in the last term (15 participants). Lastly, the duration of organizational experience was categorized as less than 5 years (37 participants) and over 10 years (38 participants).

4.2 DESCRIPTIVE ANALYSIS OF THE VARIABLES OF THE STUDY

Table (6) Descriptive analysis of strategic partnerships in Saudi National Bank

Dimension	Arithmetic average	Standard deviation
Strategic Alliance	4.06	0.666
Strategic Merger	4.33	0.530
Strategic Acquisition	4.11	0.570
Strategic Partnerships	4.16	0.502

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

Table 6 indicates that strategic partnerships were highly important in the merger process. The order of importance was: strategic merger, strategic acquisition, and strategic alliance. This reflects the interest of the study sample, senior leadership, in the merger between National Commercial Bank and Samba Financial Group. On April 1, 2021, the new bank, Saudi National Bank, was officially launched with its headquarters in Riyadh.

Table (7) Descriptive analysis of organizational performance in Saudi National Bank

Dimension	Arithmetic Average	Standard Deviation
Financial Performance	4.10	0.5672
Administrative Performance	4.09	0.699
The Human Performance	4.14	0.613
Environmental Performance	4.15	0.641
The Social Performance	4.20	0.540
Organizational Performance	4.14	0.508

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

Table 7 shows that The organizational performance variable importance level was high, with social performance being the highest followed by environmental, human, financial, and administrative performance. Saudi National Bank prioritizes social and environmental performance, develops human resources, and focuses on financial and administrative control. This aligns with the findings of Mohammed (2022).

Table (8) Descriptive analysis of the sustainable development goals in Saudi National Bank.

Dimension	Arithmetic average	Standard deviation
The Economical Sustainable Development Goals	4.20	0.540
The Environmental Sustainable Development Goals	4.15	0.641
The Social Sustainable Development Goals	4.06	0.666
Sustainable Development Goals	4.14	0.523

Source: Prepared by researchers from the results of the SPSS analysis, 2023

Table 8 shows that the sustainable development goals variable was highly important, with economic goals being prioritized over environmental and social goals. This aligns with the findings of Ali's study (2023).

4.3 HYPOTHESIS TESTING

Testing the First Hypothesis

The (Person) correlation coefficient test was used to assess the strength of the correlation, with values below 0.10 indicating a low correlation, values between 0.10 and 0.30 indicating a moderate correlation, and values above 0.30 indicating a strong correlation (Al-Fatlawi, 2017: 33).

Table (9) Correlation Matrix between the dimensions of strategic partnerships and the goals of sustainable development.

Variable	Alliance	Merger	Acquisition	Strategic Partnerships
Economic goals	0.400**	0.586**	0.541**	0.587**
Environmental goals	0.578**	0.492**	0.485**	0.612**
Social goals	1.000**	0.466**	0.643**	0.848**
Sustainable Development Goals	0.798**	0.600**	0.657**	0.812**

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

Table 9 presented the correlation coefficients between different types of strategic partnerships (strategic alliance, strategic merger, strategic acquisition) and sustainable development goals (economic, environmental, social) in the Saudi National Bank. There were 16 significant correlations observed, indicating varying levels of correlation. All the correlation coefficients between the independent and dependent variables exceeded the threshold of 30%, indicating a strong correlation between the two variables and their dimensions.

The highest correlation was found between strategic alliance and sustainable social development goals (correlation coefficient of 1.000), while the lowest correlation was between strategic alliance and sustainable economic development goals (correlation coefficient of 0.400).

Overall, the results suggest a statistically significant correlation between strategic partnerships and sustainable development goals in the bank. This highlights the importance of implementing strategic partnerships to achieve sustainable development goals. The first hypothesis, stating the existence of a statistically significant relationship between strategic partnerships and sustainable development goals in the Saudi National Bank, was confirmed with a correlation coefficient of 0.812 at a significance level of 0.01.

Testing the Second Hypothesis

To verify the second hypothesis of the study, researchers used the multiple hierarchical regression model. This model is based on the approach of Barone & Kenny (1986) and Alshehri & Morsy (2021: 123), which states that three conditions

must be met for mediation to occur: a significant relationship between the independent and mediating variables, a significant relationship between the mediating and dependent variables, and the introduction of the mediating variable weakens or eliminates the relationship between the independent and dependent variables.

The researchers used the multiple hierarchical regression method because it is suitable for testing mediating variables. This method involves repeating and re-testing the variables and maintaining the independent variables in the regression models based on their predictive strength. The researchers also used non-normative values of simple and hierarchical regression analysis and the Sobel (1986) test to determine the significance of the mediating variable, as follows;

Table (10) Non-normative values for the simple regression analysis of the relationship of strategic partnerships with organizational performance.

Independent variable	Mediating variable	Estimated parameters Bi	Standard error	T-test The value	Morale level
Strategic Partnerships	Organizational Performance	0.782	0.075	10.444	0.000

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

Table (11) Non-normative values for multiple hierarchical regression analysis

Dependent variable	Model	Estimated parameters Bi	Standard error	T-test The value	Morale level
Sustainable Development Goals	First	Strategic Partnerships	0.102	6.192	0.000
	Second	Strategic Partnerships	0.101	-2.012	0.048
		Organizational performance	0.100	3.521	0.000

Source: Prepared by researchers from the results of the SPSS analysis, 2023.

Table (12) Sobel test results for mediating organizational performance

Independent variable	Mediating variable	Dependent variable	Z	Morale level
Strategic partnerships	Organizational performance	Sustainable Development Goals	7.454	0.000

Source: Prepared by the researchers from the results of Sobel Test Calculator, 2023

From Table 10 and 11 we can conclude that there is a positive and significant relationship between strategic partnerships and organizational performance in the Saudi National Bank ($***0.782$), as well as a positive and significant relationship between organizational performance and sustainable development goals ($***1.066$). When introducing organizational performance as a variable, the relationship between strategic partnerships and sustainable development goals remained significant. However, its impact coefficient decreased to become ($***0.203$ -), while the mediator's influence became significant, as the value of the influence coefficient reached ($***1.066$), fulfilling the third condition of mediation.

According to the research conducted by Barone & Kenny (1986), it is found that organizational performance partially mediates the relationship between strategic partnerships and sustainable development goals in Saudi National Bank. The researchers used the Sobel test (1986) to confirm this mediation, with a value of $7.454=Z$ from Table 12. This confirms that organizational performance acts as a partial mediator between strategic partnerships and sustainable development goals in the bank. Hence, the second hypothesis stating that organizational performance mediates this relationship is correct.

4. Results and Discussion

The study found a significant positive correlation between strategic partnerships and sustainable development goals. This aligns with past research by Johannes et al. (2020) who highlighted the importance of partnerships in supporting sustainability goals, and Alharbi et al. (2021) who found positive relationships between strategic partnerships and sustainable competitive advantage in Saudi banks.

The positive correlation indicates that increasing strategic alliances, mergers and acquisitions can enhance the attainment of economic, environmental and social sustainability objectives. This supports Almhemi et al. (2022) who emphasized the role of partnerships for a sustainable future in Saudi Arabia. As suggested by Jareer (2005), mergers and acquisitions can increase profitability and market share, which contributes to economic sustainability.

Furthermore, the mediating role of organizational performance found in this study is consistent with past findings. For instance, AlTaweel and Al-Hawary (2021) found innovation capability mediates between strategic agility and firm performance. Additionally, Thongrawd et al. (2020) showed supplier partnerships improve supply chain performance and customer relationships, influencing overall organizational performance.

The mediating effect suggests strategic partnerships positively shape performance outcomes relating to finances, operations, human capital, environment and society. This facilitates the bank's capability to implement sustainable practices across economic, environmental and social domains, ultimately enabling the attainment of sustainable development goals, as highlighted by Nogueira et al. (2022).

Overall, the results align with and build upon past scholarly work emphasizing the enablement of strategic partnerships for organizational performance and sustainability. The findings provide original evidence in the context of the Saudi National Bank, made possible by the recent historic merger. This addresses a literature gap and enriches understanding of consolidated banking institutions in the Arab region.

The study findings indicate that strategic partnerships have a significant impact on sustainable development goals, with organizational performance playing a partial mediating role in this relationship.

5. Conclusion and Recommendations

The present study aimed to enhance understanding of the goals of sustainable development and determine the necessary conditions for their attainment. Specifically, it focused on elucidating the mechanism by which strategic partnerships influence the achievement of sustainable development goals, with organizational performance serving as a mediating factor. Consequently, this research has contributed to the expansion of knowledge and interest in supporting these organizational variables within the context of the Saudi National Bank.

Based on these findings, we recommend that The Saudi National Bank's senior leadership should focus on fostering a climate that recognizes the importance of strategic partnerships and emphasizes organizational performance. They should engage in international partnerships to expand their market presence. Transparency should be upheld through comprehensive reports on financial, administrative, human, environmental, and social performance. Monitoring sustainable development goals is crucial and should be reflected in financial statements.

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