



THE IMPACT OF RE-ENGINEERING HUMAN RESOURCES ON ADMINISTRATIVE CREATIVITY A FIELD STUDY IN THE GENERAL COMPANY FOR TEXTILE AND LEATHER INDUSTRIES

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Article history:	Abstract:
Received: April 6 th 2023 Accepted: May 6 th 2023 Published: June 11 th 2023	The research aims to identify the impact of re-engineering human resources on the administrative creativity of the General Company for Textile and Leather Industries and by increasing the level of clarity in the concepts and dimensions of the main and sub-variables by collecting and analyzing the opinions of researchers. The research problem crystallizes in a number of questions, the most important of which are the following: How to achieve the research sample Its goal is to continue and survive when applying human resources re-engineering and its impact on the process of administrative creativity. Where (120) questionnaires were distributed, which represents the sample size, while only (102) forms were subjected to analysis. The most important results were reached, namely: The statistical results extracted showed that the independent variable represented by (re-engineering human resources) had an effect of 89% on the dependent variable represented by (administrative creativity). The most prominent recommendations were: reducing gaps and weaknesses in senior management through Increasing participation in planning with all administrative levels to apply human resource re-engineering and explaining its importance as it constitutes its most important resource and the main driver for all its operations.

Keywords: Human Resources Re-engineering, Administration Creativity, Human Resources Dimension ,Technological Dimension ,Organizational Dimension

THE INTRODUCTION

Human resources re-engineering programs are one of the contemporary administrative trends that researchers in contemporary administrative thought have paid attention to, as well as those interested in the field of business administration and applied aspects, due to their important role in helping organizations to invest the resources available to them in the best possible way. Human resources are the most prominent of these resources and the engine. The foundation for all continuous improvement programs that the organization may seek to achieve to ensure its survival within the framework of the environment in which it operates It is also possible to take advantage of the advantages provided by human resources management reengineering programs in enhancing the morale of

workers, as the workers feel that the various methods and policies of the organization in dealing with them are based on objective and fair rules based on efficiency in work, and contribute to developing their abilities and skills and reducing unproductive effort. exerted by them, as well as their sense of justice in work contributes to raising their morale and motivates them to perform work more efficiently and this in turn will contribute to strengthening the organization's ability to compete with other organizations.

Administrative creativity is one of the elements of the country's administrative reform plan, in addition to being one of the axes of economic development within the framework of the sustainable development plan, so that it occupies an advanced position among countries in the areas of creativity and innovation. Creativity is



considered one of the most important successful entrances in facing the challenges facing organizations. Studies show that administrative creativity is a challenge to any organization due to its impact on shaping employees' behavior, habits, and expectations. Therefore, organizations' interest in creativity should not be limited to employing the latest information technology applications only, but it should focus on developing employee attitudes and behaviors as well. Studies have confirmed that administrative creativity leads to many positive outcomes at the level of the individual and the organization, as it contributes significantly to improving job performance and improving productivity.

THE FIRST CHAPTER / METHODOLOGY OF THE STUDY

Study problem:

The primary objective of any company, organization, or economic unit is (continuation). This goal is supposed to pay attention to the most important resource of the economic unit, which is the human resource. Rather, it is considered the strategic resource in the institution and a source of all innovations through which the institution achieves its primary goal and helps it interact with opportunities and take advantage of them and deal with threats and avoid them.

And because human resources engineering has become a necessity with the emergence of new human sciences, the increasing aspirations in specialization and professionalism, and the increase in the need for interdependence and continuity in light of external environments that are more threatening and less predictable, and through the foregoing, the problem of the study crystallizes in the following questions:

Is there a significant effect of re-engineering human resources on administrative creativity? And branching from it:

1. Is there an effect of the human resources dimension on administrative creativity in the study sample?
2. Is there an effect of the technological dimension on administrative creativity in the study sample?
3. Is there an effect of the organizational dimension on administrative creativity in the study sample?

Reasons for choosing the study:

- The novelty and scarcity of the subject.
- Lack of recent studies linking the two variables.
- The importance of achieving administrative creativity in institutions.

The importance of the study:

- 1- Scientific importance:

This study came in response to the recommendations of previous studies, and this study gains its importance from the importance of re-engineering human resources and its impact on administrative creativity for the General Company for Textile and Leather Industries, And the need of the Arab Library for such studies, especially in light of the apparent lack of studies dealing with the relationship between re-engineering human resources and administrative creativity and increasing the level of clarity in the concepts and dimensions of the main and sub-variables by collecting and analyzing the opinions of researchers, and drawing attention to addressing the subject of the study in different sectors and access To more comprehensive and deeper studies that reinforce the importance of the topic.

2- Significance from a theoretical point of view:

A- Creating a clear conceptual framework on the main research variables (re-engineering of human resources and administrative creativity) in a way that contributes to analyzing their contents and knowing their importance and benefits.

b- Enriching theoretical literature on this topic in general, to contribute to bridging part of the knowledge gap of these important topics, which represent an opportunity for organizations in various sectors to enhance the utilization of their own capabilities.

C - Motivating researchers to expand the study and analysis of these variables on large companies, and to cover aspects not covered by the current study.

OBJECTIVES OF THE STUDY:

1- To identify the impact of re-engineering human resources on administrative creativity in the General Company for Textile and Leather Industries.

2- Identifying the reality of administrative creativity in the General Company for Textile and Leather Industries.

3- Identifying the reality of human resources re-engineering and its three dimensions in the General Company for Textile and Leather Industries.

4- Presenting a set of recommendations and proposals that would enhance work and interest in the study variables.

Hypotheses Of The Study:

The first main hypothesis was adopted:

There is a significant effect between re-engineering of human resources and administrative creativity

The following sub-hypotheses are derived from it:

1- There is an effect of the human resources dimension on administrative creativity.

2- There is an impact of the technological dimension on administrative creativity.



3- There is an effect of the organizational dimension on administrative creativity

Study Variables:

1- The independent variable:

It is the re-engineering of human resources and its dimensions (the human resources dimension, the technological dimension, and the organizational dimension). (Hussain, 2018:16)

2- The dependent variable:

It is administrative creativity.

Study Methodology:

In the study, the researcher adopted the descriptive analytical approach to describe the role of re-engineering human resources in developing administrative work in the General Company for Textile and Leather Industries and its fields from the point of view of its employees, as well as to show the impact of the special variables of re-engineering human resources on administrative creativity.

Study Procedures:

-Examine the theoretical literature and previous studies related to the problem of the study.

- Preparing and designing the study tool in its final form after verifying the indications of its validity and reliability.

- After obtaining the official approval from the general manager of the company, the study tool was distributed manually to the study sample, after explaining the purpose of the study to them.

- The researcher asked the members of the study sample to answer the paragraphs of the questionnaire, how much they see as expressing their point of view with all sincerity and objectivity, after informing them of the confidentiality of their answer and that it will only be used for the purposes of scientific research only.

-Collecting data and then entering it into the computer's memory, where the researcher used the SPSS program to analyze the data and perform the appropriate statistical analysis to extract the results.

The Limits Of The Study:

- Spatial boundaries: The General Company for Textile and Leather Industries in Iraq _ Baghdad _ Karrada.

- Temporal limits: during the academic year 2022-2023

Methods Of Obtaining Information:

1- Secondary sources: These included books, articles, published studies, master's theses, annual reports, and websites, in order to clarify the concepts related to the study, build the theoretical framework for the study, in addition to setting hypotheses.

2- Primary sources: It was represented in the questionnaire that was prepared with the aim of testing hypotheses, where the questionnaire .

THE SECOND CHAPTER / THE THEORETICAL SIDE

The concept of human resource re-engineering

This concept emerged as one of the mechanisms adopted by various organizations in their attempt to adapt to the changes that occurred in the business environment. As the approaches followed by organizations in previous eras have become unable to meet the needs of organizations in the 21st century, as they require a radical change in the performance of their activities and operations in order to improve administrative performance, in terms of speed of completion and lower cost, which is what re-engineering seeks, by addressing the gap between the targeted results and the results actually achieved, and thus the organization's access to the optimal utilization of its energies and the level of quality and efficiency in performing various activities, and it was written about the "re-engineering" of human resources at the beginning of the last century and referred to it as "the process of using tools and means within the framework Benefit from modern technology to create the best possible combination of these tools and means, leading to a radical change in all parts of the organization in order to meet the needs of customers. (Al-Shammari, 2010: 16)

Dimensions of human resource reengineering

Human resources re-engineering is a new approach that affects all areas of the organization, starting with employees and ending with the pivotal concepts in the work, and leads to a change in several aspects, which we call the dimensions of human resource re-engineering. The dimensions of resource re-engineering can be summarized as expressed by researchers in previous studies. Which was discussed: (Hussain, 2018: 235).

• Human resources dimension:

Customers and employees are the main goal at all in order for the re-engineering to be completed, so we must focus on managing human resources in the way used by international organizations to select, develop, train and qualify employees to achieve the full percentage of the workforce to serve and support the company's goals and performance and win in the Arab industry We need to develop To change through individuals, even if we can manage people well and work to satisfy them because they are an important resource and the best wealth for the organization that helps it



achieve the impossible (Eng. Yasser Abdul Latif Khalaf and others,2022:12).

Technology dimension:

Information technology is one of the most important results of the global information technology revolution, which has greatly and directly affected the formation of human life in this era, as information has become an essential and integral part of human life and basic needs. us from every aspect, as education and training have become completely dependent on technology for the process of development and progress, Information technology is defined as software, hardware, wireless communications, database management and information operation technology used in information systems (Aboudi, 2007: 68). The use of information technology is a tool for building new processes and the main support for the implementation of the re-engineering approach, as it contributes to the development of resource performance methods. human resources by using innovative information and communication mechanisms and tools, and developing and revitalizing the organization's memory and capabilities, and human resources re-engineering is considered one of the most important of these contemporary trends that relied on the vocabulary of information technology in order to achieve progress and success through the process of processing multiple data and ensuring that it is formulated as information to support all decisions related to the human resource to implement organization tasks.

• Organizational dimension:

The organizational dimension is mainly related to the organizational structure of the organization through the final abandonment of activities and certain sections, and it is replaced by a group of horizontal operations of a technical nature And punctuated by changes that include many elements, with the aim of overcoming deficiencies in operations, and given the difficulty of identifying the elements that fall within the structural field, the institution resorts to making a comprehensive change that affects its organizational basis, which is an arrangement of the different and divergent parts within the organization and in a general situation that clarifies the elements of the structural framework and shows the relationship In other words, it is a system of tasks, a workflow mechanism, and communication channels that link individuals and their work to the various groups in the organization to each other.

The importance of re-engineering of human resources:

The importance of re-engineering human resources is highlighted here as it is one of the modern administrative and engineering methods that help organizations to face changes and meet the desires and aspirations of their customers. This importance is represented in the following: (Hussein, 2018: 234).

1. Re-engineering of human resources helps to make the best investment of the human, material and technological resources available to the organization, by employing them in their designated place to achieve competitive advantage and meet quality requirements.
2. Re-engineering of human resources in general contributes to the introduction of modern and advanced techniques and methods of work in the field of work of the organization, which helps in achieving high quality services.
3. Enable managers and heads of departments and give them the freedom to work and improve the level of business with a high degree of independence while bearing full responsibility for the results of creativity and innovation.
4. Re-engineering of human resources seeks to enhance the organization's ability to achieve its vision, strategic mission, and goals it seeks to achieve through ideas, methods, plans, and methods of implementing new businesses.
5. Re-engineering of human resources gives a new path to how to improve and design work, reach an ideal and distinguished performance and achieve a competitive advantage in the market so that the organization can reduce the production of services or products that are not required as well as fill the existing void (gap) and errors resulting from random actions.

Organizations that need to re-engineer human resources according to the opinion of (ALDajni,2010), (Doudin, 2012: 132) and (Mahboob, 2014: 81), where the researcher agrees with them that there are three types of organizations that need to be re-engineered. Engineering, which is:

- Companies in a deteriorating situation that have achieved a rise in operating costs and have moved away from competition, and whose services have decreased to the level of prompting their customers to openly complain and complain or the repeated failure of their products in the markets.
- Companies whose management expects the situation to deteriorate in the near future, such as companies that have looming clouds of deterioration, the emergence of new competitors, or the change in customer tastes or in labor laws and the economic environment.



Companies that have reached the pinnacle of development and success are like companies that do not face tangible difficulties and do not loom in their future prospects, but whose management is characterized by ambition and achieving more superiority over competitors.

The concept of administrative creativity

It came from the tongue of the Arabs that the word creativity is from heresy, and he created the thing, that is, he created it without an example, and he invented the thing, that is, he invented it, (Al-Mujam Al-Wajeez, 1980: 40).

In English, the meaning of the word creativity is to create something new. (Modern Dictionary, 1988: 20).

Administrative creativity is a set of procedures, processes and behaviors that lead to improving the general climate in the organization and activating creative performance by motivating workers to solve problems and make decisions in a more creative manner and in an unfamiliar way of thinking. This definition indicates that administrative creativity expresses a departure from traditional thinking and knowledge.

The importance of administrative creativity

The importance of creativity lies as one of the most important components of successful and distinguished organizations in their performance and achievement, which seeks to bring about a quantum leap and fundamental changes in their administrative work methods, support the individuals working in them, and encourage their creative behavior so that they become more efficient and effective, as he sees (Najm, 2015: 125) And (Al-Khasawneh, 2010: 32) that administrative creativity is important, which is that:

1- Creativity develops the ability to generate ideas, and helps in deducing the successful solution to problems in a unique way.

2- Administrative creativity is a life skill, and it can be developed through the learning and training process.

3- Administrative creativity contributes to the realization of the creative self, the development of talents and the ability to understand the market in a better way.

- Enabling individuals to have fun and discover new ways, methods and ideas.

5- Administrative creativity leads to openness to new ideas, responding effectively to opportunities and challenges, and taking advantage of the strengths and weaknesses of the organization.

6- The role of creative people in raising the efficiency and productivity of the organization and then providing services in a distinguished manner.

7- Modern and innovative creative methods for organizations that are compatible with the environment and help them manage their operations, solve their problems, and get out of crises with minimal losses.

Here, the researcher indicates that the importance of creativity came through the need for creativity at work, and it is an important requirement for every organization that seeks progress and excellence in performance, and creativity is present to ensure the successful application of these contemporary concepts and methods, especially quality and improvement, progress, knowledge and management of organizations in light of the progress made. And the acceleration of events through the introduction of innovative administrative methods and entrances.

Previous studies:

- Study name: The effect of re-engineering human resources in enhancing the morale of workers, an analytical research at Al-Rafidain University College

Researcher: Hussein Study, 2018

Study Objectives: This research aims to study the degree of contribution of human resources re-engineering programs in enhancing the morale of workers, and an attempt to address the obvious shortcoming in employing human resource re-engineering programs in enhancing the morale of workers in the researched organization.

The study population and sample and the methods used: Al-Rafidain University College was chosen as the field of application, and the research sample was selected using the simple random sampling method, consisting of (138) individuals from the human resources in the college above.

The questionnaire was adopted as a tool to obtain the research data that was prepared based on a number of ready-made measures after subjecting them to validity and reliability tests, and the ready-made statistical program (SPSS) was used to enter and analyze the research data.

The most prominent results: The results most of them emphasized the importance of human resources re-engineering programs in enhancing the morale of workers through the results of analyzing the relationship and the impact between them. Accordingly, the main and sub-hypotheses included in the research were accepted.

The most prominent recommendations: The need for the researched organization to identify the most important areas in which it can benefit from human resources re-engineering programs and to employ the same in enhancing the morale of the workers within it.



- The name of the study: (The elements of administrative creativity and their role in improving the performance of the organization, an analytical study on a sample of commercial banks in the city of Duhok)

Researcher: Study (Omar, Muhammad Abd al-Rahman, Muhammad, Rosh Ibrahim, 2017)

Study Objectives: The aim of the research is to identify the reality of the elements of administrative creativity and the ability to improve performance in the organizations and to identify the extent to which the elements of administrative creativity are practiced in the researched organizations.

The study population and sample and the methods used: In this research, the descriptive analytical method was used to test a sample of (62) individuals working in the organization, the research sample. Research questions in order to achieve the desired goals, and statistical methods have been used to process the data and reach the results of the research using the statistical program

The most prominent results: the most important of which is the tendency of individuals working in the research sample organizations to present and generate creative ideas in an attempt to find new ways to perform the work assigned to them and their desire to creatively solve the problems they face.

The most prominent recommendations: the most important of which is the need to establish an incubating administration for creativity and to secure a stimulating work environment for working individuals that allows freedom of expression, self-development and proposals, and the adoption of the principle of individual participation in the decision-making process in which they influence or are affected by its results.

The relationship of human resources re-engineering with administrative creativity

Human resources re-engineering is the latest trend in the world of management today, after several companies were able to achieve unprecedented results in development and improvement as a result of the application of human resources re-engineering. Many companies around the world rushed to start this new management method and employ it to develop various aspects of work. And achieving creativity. (M. Yasser Latif Khalaf, and others).

The method of re-engineering human resources appeared at the beginning of the world of management consulting in 1990, and after that it began to develop, expand and spread because of the success it achieved. Therefore, it became necessary to adopt this method in

human resource management in particular because of its administrative and organizational benefits for the organizations that adopt it, as it works to motivate individuals to creativity. Getting rid of all stereotyped and repetitive restrictions helps to explode the creative potential of individuals. (Eng.Yasser Latif Khalaf, and others).

Management specialists and managers unanimously agree today that the contemporary organization lives in changing and complex circumstances due to internal and external challenges. This is why organizations need creative leaders (a human resource) to deal with emergency circumstances. (Al-Zahrani: 2015).

Researcher's opinion:

After reviewing the previous studies and applying the field study in the General Company for Textile and Leather Industries, showing the results, studying the variables and knowing their dimensions and characteristics, it was found that the distinguished and successful institutions in their management are working on re-engineering human resources and improving the functional structure, considering the human resource as an important element to achieve administrative creativity, by motivating individuals with incentives And rewards and training them through the establishment of local and international courses and programs and promotion and upgrading for each individual who creates a new administrative system that facilitates routine contexts and long work procedures that take a lot of time and more costs, so there is an impact of re-engineering of human resources on administrative creativity.

CHAPTER THREE: THE PRACTICAL SIDE

Study Tools

In order to achieve the objectives of the study, the researcher prepared a questionnaire form, which is defined as (a form with a set of questions directed to the respondents in order to obtain specific information, and it is one of the most used tools in scientific research). The point of view of its employees, after referring to the theoretical aspect and previous studies related to the subject of the study, and that the researcher prepared the questionnaire form and presented it to the scientific supervisor who helped and directed it, and it was also presented to a group of arbitrators where they expressed their opinions and observations about the list and the necessary and necessary amendments were made. Take it out in the final form.



The internal consistency and stability of the study tool

It is meant by internal consistency (the extent through which the interdependence of the questionnaire paragraphs is measured) and for the purpose of ascertaining the consistency and stability of the questionnaire before attempting to conduct the necessary statistical tests, the stability coefficient (alpha Cronbach) was extracted, and stability means the degree of internal consistency between the different

expressions that measure a variable, and the coefficient was tested Consistency or stability, which means obtaining almost the same results when reusing the measurement tool under the same conditions every time the measurement is re-measured. For this purpose, the stability coefficient (Alpha Cronbach) was calculated for the questionnaire list to know the possibility of generalizing the results of the research and through the results of the analysis using the statistical program (SPSS) The results appeared as follows:

Alpha cronbach coefficient

Axes	paragraphs	Alpha cronbach
HR dimension	5	0.794
technological dimension	5	0.743
organizational dimension	5	0.775
administration creativity	10	0.812
Total axes	25	0.861

Through the above table, it is clear that the stability coefficient is 0.861, equivalent to (86.1%), and this indicates that there is stability and consistency equivalent to (74%), which indicates that there is a correlation between the questions and axes of the questionnaire and the answers to the extracted results, and as we explained previously, the higher the coefficient Consistency or stability the better and it is supposed to be greater than (60%).

Hypothesis testing

The research consists of a main hypothesis:

(There is a statistically significant effect of re-engineering human resources on administrative creativity).

model summery				
Std. Error of the Estimate	Adjusted R Square	R	R Square	Model
0.4319	0.799	0.801	0.895a	1

ANOVA a						
Sig.	F	Mean Square	df	Sum of squares	MODEL	
0.000b	401.901	74.991	1	74.991	Regression	1
		0.187	100	18.659	Residual	



			101	93.650	Total	
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Coefficiensta						
Sig.	t	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std.Error	B		
0.000	3.608		0.178	0.642	(Constant)	1
0.000	20.047	0.895	0.044	0.874	VAR0004	

The table shows the values of the binary correlation coefficient in the simple correlation coefficient (R), which amounted to (0.895), and the coefficient of determination (R SQUARE) is (0.801), and finally the correct coefficient of determination (R SQUARE) amounted to (0.799), and this means that the independent variable "re Human Resources Engineering" was able to explain (89%) of the changes in administrative creativity, and the rest is due to the influence of other factors.

As for the analysis of variance, through which the value of (B) equal to (0.000) appears, it is less than a significant level (0.05%), and therefore this indicates the proof of the main hypothesis that indicated that "there is

a statistically significant effect of re-engineering human resources on creativity Administrator.

With regard to the regression equation and the statistical test, the results showed us that the independent variable had a significant effect from a statistical point of view, according to the (t) test at a significant level $\leq (0.05\%)$. At the lowest, the simple linear regression equation for the main hypothesis:

$$Y = .005 - .000$$

The following sub-hypotheses are derived from the main hypothesis:

Testing the first sub-hypothesis: There is a statistically significant effect of the human resources dimension on administrative creativity.

Test the first sub-hypothesis

Model summary				
Std.Error of the Estimate	Adjusted Square	R	R Square	Model
0.5787	0.584	0.589	0.767a	1

ANOVAa



Sig.	F	Mean square	Df	Sum of squares	Model	
0.000 b	143.018	47.897	1	47.897	Regression	1
		0.335	100	33.490	Residual	
			101	81.387	Total	

Coefficienst						
Sig.	T	Standrized coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
0.000	6.186		0.238	1.474	(Constant)	1
0.000	11.959	0.767	0.058	0.699	VAR00004	

The table shows the values of the binary correlation coefficient in the simple correlation coefficient (R), where it reached (0.767a), and the coefficient of determination (R SQUARE) is (0.589), and finally the correct determination coefficient (R SQUARE) amounted to (0.584). The numbers extracted through the statistical program indicate (SPSS) The independent variable of the first sub-hypothesis represented by "human resources" could not explain what is equivalent to (76%) of the changes that occurred in administrative creativity, and the rest is attributed to other variables, and thus its effect is small.

As for the analysis of variance, through which the value of (B) equal to (0.000b) appears, it is less than a significant level (0.05%). Thus, this indicates the proof of the first sub-hypothesis, which indicated that "there is

Test the second sub-hypothesis

a statistically significant effect of the human resource dimension on administrative creativity."

With regard to the regression equation and the statistical test, the results showed us that the independent variable does not have a significant effect from a statistical point of view, according to the (t) test at a significant level \leq (0.05%). At the lowest, the simple linear regression equation for the fifth hypothesis:

$$Y = 0.05 - .000b$$

Testing the second sub-hypothesis: - There is a statistically significant effect of the technological dimension on administrative creativity.



Model Summary				
Std. Error of the Estimate	Adjusted R square	R square	R	Model
0.5575	0.686	0.689	0.830a	1

ANOVAa						
Sig	F	Mean square	Df	Sum Squares	Model	
0.00b	221.399	68.826	1	68.826	Regression	1
		0.311	100	31.087	Residual	
			101	99.913	Total	

Coefficients						
Sig.	t	standardized coefficients	Unstandardized coefficients		Model	
		Beta	Std. error	B		
0.005	2.882		0.230	0.662	(constant)	
0.000	14.879	0.830	0.056	0,838	Var00004	



The table shows the values of the binary correlation coefficient in the simple correlation coefficient (R), where it reached (0.830), and the coefficient of determination (R SQUARE) is (0.689), and finally the correct determination coefficient (R SQUARE) amounted to (0.686), and this means that the independent variable of the sub-hypothesis The second "technological dimension" was able to explain (83%) of the changes that occurred in administrative creativity, and the rest is due to the rest of the variables.

As for the analysis of variance, through which the value of (B) equal to (0.005) appears, it is equal at a significant level of (0.05%). Thus, this indicates the proof of the second sub-hypothesis, which indicated that

"there is a statistically significant effect of the technological dimension on administrative creativity."

With regard to the regression equation and the statistical test, the results showed us that the independent variable had a significant effect from a statistical point of view, according to the (t) test at a significant level \leq (0.05%). At the lowest, the simple linear regression equation

$$Y = .005 - .005$$

Testing the third sub-hypothesis: There is a statistically significant effect of the organizational dimension on administrative creativity.

Test the third sub-hypothesis

Model summary				
Std.Error of the Estimate	Adjusted R square	R square	R	Model
0.4848	0.770	0.772	0.879a	1

ANOVAa					
Sig.	F	Mean square	Df	Sum of squares	Model
0.000b	338.843	79.652	1	79.652	Regression
		0.235	100	23.507	Residual
			101	103.160	Total

1

Coefficients			
		Standardized coefficients	Unstandardized coefficients



Sig.	t	Beta	Std. Error	B	Model	
0.006	2.821		0.200	0.563	(constant)	1
0.000	18.408	0.879	0.049	0.901	Var0000 4	

The table shows the values of the binary correlation coefficient in the simple correlation coefficient (R), which amounted to (0.879a), and the coefficient of determination (R SQUARE) is (0.772), and finally the correct determination coefficient (R SQUARE) amounted to (0.770), and this means that the independent variable of the sub-hypothesis The third, "the organizational dimension," was able to explain (88%) of the changes that occurred in administrative creativity, and the rest is due to the influence of other coefficients .

As for the analysis of variance, through which the value of (B) equal to (0.000) appears, it is less than a significant level (0.05%). Thus, this indicates the proof of the third sub-hypothesis, which indicated that "there is a statistically significant effect of the organizational dimension on administrative creativity ":-

Y=.005- .000

Hypothesis Test Results

1- The extracted statistical results showed that the independent variable represented by (re-engineering human resources) had an effect of 89% on the dependent variable represented by (administrative creativity).

2- Human resources have a statistically significant impact on the administrative creativity process, with a rate of 76%.

3- The technological dimension has a statistically significant effect on the administrative creativity process, with a rate of 83%.

4- The organizational dimension has a statistically significant effect on the administrative creativity process by 88%.

THEORETICAL AND FIELD RESULTS

1- There is an endeavor by the senior management in the company to rethink the basics of work to get away from routine and it is working to convey a message to its employees to clarify the importance of applying human resources re-engineering in the company, and it contributes to human resources re-

engineering policies in reducing the stages of control and auditing to provide speed and improve performance.

- 2-** The director of the company presents the message and vision of the company in a renewed manner, but he performs the administrative work in a renewed and developed manner and needs more development.
- 3-** The employees of the company have the ability to adapt to the new ways of working and they have the ability to express their ideas easily and formulate them in useful words. The workers have the ability to propose legitimate solutions to face work problems with the need to increase their involvement in finding solutions to work problems.

RECOMMENDATIONS

- 1-** Increasing the company's reliance on technology when making any changes in its various operations, increasing its support for computer systems when preparing human resources re-engineering programs, and keeping the board of directors in accordance with professional standards away from quota standards and partisan aspirations, but it needs more support for technology.
- 2-** Increasing flexibility in jobs within the company in order to adapt to all changes and crises, and make them clear and in a way that does not hinder the process of implementing any new programs. Re-engineering of human resources is one of the main goals that the company seeks to achieve. It is assumed that the pursuit of bringing about the necessary changes will increase.
- 3-** Allocating more funds to implement and follow up high-risk ideas.



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