



## ADMINISTRATIVE REFORM AND ITS IMPACT ON ACHIEVING THE MENTAL IMAGE OF THE ORGANIZATION (A CASE STUDY OF AL-FURAT AL-AWSAT TECHNICAL UNIVERSITY)

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Article history:	Abstract:
<b>Received:</b> 20 <sup>th</sup> August 2022 <b>Accepted:</b> 20 <sup>th</sup> September 2022 <b>Published:</b> 26 <sup>th</sup> October 2022	<p>This research deals with the concept of administrative reform, which is one of the most important scientific concepts that accommodate proposals in various sciences, including management, sociology, psychology and other sciences.</p> <p>The aim of the research is to reveal the extent of the interest of the Middle Euphrates Technical University, the research sample, which is considered one of the government technical universities in Iraq, to support administrative reform in its three dimensions (service quality, creativity and innovation, and technology) and its impact on achieving a positive mental image of its university services, which it seeks to develop every One of the administrative and academic leaders at the researched university.</p> <p>The research found that there is a growing interest from the researched university in supporting the administrative reform of university services. As this is evident in the administrative interest, considering the entry of the Middle Euphrates Technical University in the international rankings as an indicator of the quality of technical education, the power of knowledge is the ability of minds that produce it and put it into practice to improve and develop the internal community of the university in question, and elevate it forward to the ladder of development and Innovation</p>

**Keywords:** Administrative reform, the mental image, Al-Furat Al-Awsat Technical University

### THE FIRST TOPIC: RESEARCH METHODOLOGY

#### 1-1 Introduction:

Technical education in the world is rapidly developing and developing new curricula and specializations that are compatible with the requirements of this development, and development can only occur if it is supported by thought and the creative mind. There is also a need to improve technical education to enhance the capabilities and skills of the workforce with a comprehensive focus on the application of standards of quality and excellence, reconsideration for this type of education, improving its image and valuing technological culture, and making technical universities able to respond to the changing needs of all industrial sectors as well as to individuals benefiting from their services. Educational and problem-solving ability and the use of electronic technologies and self-learning, this research seeks to find out the main concepts of administrative reform that are necessary to be followed by the Iraqi technical universities, including Al-Furat Al-Awsat Technical University, the research sample, to reach an efficient administrative body capable of facing the many challenges it faces , and the nature of the relationship between reform and its impact on the image that is drawn in the minds of the internal and external public of the university, but the

researcher decided to choose the internal public of the university as the research sample, and the researcher reached conclusions and recommendations that fit the research results. 1-2 The importance of the research: The importance of the research was manifested in the following:

- 1- Contribute to providing libraries with information about administrative reform and the mental image of government technical universities in Iraq, including the researched university.
- 2- This research is of great importance from a practical point of view on the researched university, and its ability to implement administrative reforms. And useful for revealing the imbalances in the mental image of the beneficiaries of the internal public of the university related to their perception as beneficiaries of the reform process implemented by the university.
- 3- As for the practical importance arising from the results of the research, it may be important for those in charge of the educational process, whether leaders or academics, to benefit from. In order to set controls, and take the creative and innovative organizational measures necessary to



evaluate the administrative reform process in a way that contributes to enhancing the university's scientific and social status and image in the minds of its beneficiaries.

4- Identifying the gap between the positive and negative perceptions of the image of the university in question, and they are the category of beneficiaries of its services from the internal public. This may help determine what to consider about their needs and aspirations.

5- This research can, and based on its results, contribute to presenting some of the suggestions and recommendations that it is hoped to adopt at the university to enhance its mental image of all kinds in the future.

1-4 Research Methodology: In order to achieve the objectives of the research, the researcher used the descriptive-analytical approach, using the questionnaire form, where information was collected from a quota sample of university employees (969 members) for the academic year (2022).

#### 5 - 1 Research Problem:-

The research attempts to focus on administrative reform, as it seeks to know the mental image of the internal audience who benefits from the employees of the university in question, given the importance of the role played by Al-Furat Al-Awsat Technical University in the process of technical education and highlighting its goals. And presenting some suggestions to activate its application, and based on the foregoing, the research problem is manifested in its quest to obtain a clear answer to the question:- (What is the impact of administrative reform on the mental image of Al-Furat Al-Awsat

Technical University?)

#### 6 1 Research Hypothesis:-

The research hypothesis goes that administrative reform has an impact on achieving the mental image of Al-Furat Al-Awsat Technical University, and the research hypothesis can be formulated:

1 - There is no statistically significant correlation between administrative reform and the institution's mental image.

2 - There is a statistically significant correlation between administrative reform and the institution's mental image.

#### 7-1 Research Limits:

Spatial boundaries:  
The application was searched on (Al-Furat Al-Awsat Technical University): It is a public technical university established in the 2014-2015

academic year. It includes colleges and technical institutes in five governorates of Iraq, which are:

1. Al-Najaf Al-Ashraf: It is located in the province of Najaf (Najaf Technical Institute, Engineering Technical College, Health and Medical Technical College / Kufa, Technical Institute in Kufa, Administrative Technical College).

2. Babylon: The Technical Institute is located / Babylon, located in Al-Musayyab (Engineering Technical College, Technical College, Agricultural Departments)

3. Karbala: Technical Institute/ Karbala

4. Al-Qadisiyah, Technical Institute/Al-Diwaniyah

5. Muthanna. Technical Institute/ Samawah

- Time limits: The research time limits are for the period (1/1 to 1/7/2022).

8-1 Research Structure: The research included four sections: the first topic dealt with the research methodology and the second topic was devoted to the concepts of administrative reform, while the third topic focused on the mental image, and the fourth and last topic dealt with the most important analysis of the questionnaire and its conclusions and recommendations.

The second topic: The conceptual framework of administrative reform

2-1 The concept and importance of administrative reform

The concept of Administrative Reform is an important part of political reform, and an important part of comprehensive reform and development. Administrative reform includes developing the administrative authority structure, amending administrative organization, and administrative management systems, innovating administrative means, individuals, and the administrative process. This is to reduce the routine office complications and create an appropriate administrative climate, and to move away from the unified stereotypes that paralyze the creativity and innovation of its members working at all administrative levels (Al-Azzawi, 2015, p. 151).

The term administrative reform in its modern sense began in the late sixties of the twentieth century in some studies when management scholars such as Bribanti and Spengler called for the reorganization of administrative systems to keep pace with the change taking place at that time (Al-Khidr, 2010, p. 8).



The Administrative Reform Conference in Developing Countries, held by the United Nations at the British Sasuke University in 1971, defined the process of administrative reform as: "the outcome of efforts with special numbers aimed at introducing fundamental changes in the general organization through system-wide reforms" (Al-Hasnawi, 2007, p. 34). ).

However, there is a group of scholars who believe that the concept of administrative reform is an inevitable and natural result of the development of social forces that seek to achieve the required administrative development, not automatically, but in a deliberate and deliberate manner (Al-Maaytah, 2011, p. 2).

Cooper defined it as (change for the better and not just a change, and the problem occurs when any scientific change is referred to as reform) (Al-Ferjani, 2008, pg. 13). The importance of the administrative reform process in the development of technical universities, for the purpose of achieving a high degree of efficiency and flexibility, to enhance accountability and transparency, especially since employees here are only asked about their own business directly, and a level of performance is determined only by the nature of their jobs (Al-Mutairi, No Sunna, p. 674). Administrative reforms are used to simplify bureaucratic procedures, but most of them encounter resistance or stagnation, forcing their proponents to reform from time to time. Moreover, every administrative reform is a change towards improvement, depending on the ideology of the reformer (Gow, 2010, 2).

#### **2-2 Objectives of Administrative Reform:-**

Administrative reform aims to achieve a number of goals, the most important of which are as follows: - (Al-Waer, 2016, p. 13) (Al-Akash, 2003, p. 227):

1. Improving performance levels in the administrative apparatus and raising productivity.
2. Rationalizing government spending and focusing on the economics of operation by reducing the volume of programs and devices and the excessive numbers of workers.
3. Simplify the administrative procedures that include shortening the steps of completing transactions related to specific services or rearranging them.
4. Improving the methods of dealing with citizens and enhancing the concept of the necessity of responding to their demands, given that

providing services to citizens is the justification for the existence of administrative bodies.

5. Harmonizing the public administration with the tasks of the state and satisfying the needs of citizens.
6. Modernizing and renewing the public administration at all levels and in all its structural and functional dimensions, in a way that contributes to eliminating the problems it faces.

**2-3** Forms of administrative reform: Administrative reform may take two forms: One of them is to rely on the special capabilities within the framework of the public administration organs in the state, which undertakes the process of preparing and implementing administrative reform programs automatically, relying on the personal capabilities of the elements of administrative systems. In order to achieve this form of administrative reforms, the administrative system must be competent to accommodate the process of change and development that takes place in the internal and external environments. The other form of reform is directed reform, that is, that is carried out through the convictions of the higher authorities as a result of the feeling of these authorities that there are shortcomings and defects in the administrative system that do not Representatives of the latter can detect and treat it (Al-Hasnawi, 2007, pp. 38-39).

**2-4** Steps to implement the administrative reform process:

The first basic steps for administrative reform begin with performance evaluation based on collecting the necessary data and information from all sectors and analyzing them with the plan and pre-defined criteria (Abu Aoun, 2010, p. 2).

Kish believes that the administrative reform process requires, above all, the existence of a special regulatory body that undertakes this important activity with the aim of defining and limiting responsibilities in coordination with the rest of the others. So that this body is responsible for securing qualified and insured human frameworks in reform on the one hand, and creating the appropriate atmosphere on the ground to accept and implement reforms through cooperative formulas in all the joints of the general administrative system on the other hand (Kiosk, 2007, p. 3).

The process of administrative reform in Iraqi universities depends on the requirements of



accountability and transparency. To improve the level of performance, and rationalize spending through well-thought-out programs and plans. In addition to the efficiency and effectiveness represented in maximizing returns and reducing expenses, as well as the use of modern methods and technology through a network of qualified technical and administrative personnel (Ali et al., 2020, p. 11).

The researcher humbly believes that educational leaders have a major role in feeling the need for educational administrative reform as a leadership process and adopting it, supporting it, and directing its implementation so that it can be achieved in its correct sense, otherwise it becomes in the form of a set of sterile procedures and simple modifications that do not meet the needs of its beneficiaries from the internal and external public of the university.

### **THE THIRD TOPIC: THE MENTAL IMAGE**

3-1 The concept of a mental image:- It is a "mental perception common among members of a certain group towards a certain person or thing" and he declared it as "the mental impression" (Sheikh, 2009, p. 2).

Hardy and Jones (1994) suggested a mental image is a symbolic sensory experience that may occur in any sensory situation (Fournier, 2018, 1).

The mental image has been defined as: (All that is formed in the human mind of perceptions and impressions about an individual or, established through perceptions, life experiences, and experiences acquired as a result of a relationship with the individual) (Fraihat, 2015, p. 21).

The researcher believes that the mental image is the actual image in the mind of the individual. Which consists in the individual and his conscience, as a result of objectivity, and credibility of the various institutions. It is based on the perceptions and tendencies of the individual himself.

2-3 The Importance of the Mental Image: The mental image and its importance lie within the cognitive psychology literature; Because of the effective value it plays in: forming opinions, forming self-impressions, and creating positive behavior among individuals. It mainly targets the human mind (Galti and Qasous, 2019, p. 69).

1. Increasing the confidence of the various publics in the institution.
2. Attract funding sources to support institutions and increase funding for their programs or activities.

3. Attracting human skills to volunteer in the institution's activities.
4. Generate a sense of trust and belonging to the institution in the hearts of the founders and employees.
5. Increasing the interest of public opinion leaders and the media in the institution and its role in serving the community.

The researcher believes that the mental image plays a major and important role in shaping the right opinions of the individual and directing his behavior towards the right direction and affecting his future positive attitudes towards various issues.

**3-3** The nature and characteristics of the mental image:- (Al-Desouki) mentioned many features of the mental image, the most prominent of which were: (distrust, built for change, generalization and ignoring individual differences, leading to biased perception, prediction of the future, and transcending the limits of time and space) (Al-Farra, 2018, pp. 14-15)

**3-4** Types of mental image: One of the most important types of mental image are: (Mirror Image, Present Image, Desired Image, Optimal Image, and Multiple Image) (Nada, No Sunna, p. 5)

**3-5** Components and advantages of the mental image: - Among the most important components of the mental image: (the image of the brand, the image of the products / services of the institution, the image of the management of the institution / the philosophy of the institution, the image of the institution as a place for the performance of the employees of the institution, and the efficiency of the organization's communications) (Abu Aker, 2016), p. 30).

As for the most important advantages of a positive mental image of the institution, it is that the formation of a positive mental image of the institution achieves for this institution several benefits, including:

1. Assist the organization in attracting the best elements to work for.
2. Strengthening the institution's relationship with its internal and external audiences.
3. Convincing the government, authorities and the masses of the importance of the institution's social role in serving society.
4. Develop the public's willingness to wait before passing judgment on the institution in times of crisis.
5. Strengthening the institution's good relations with the legislative and executive authorities in the country.





6. Assisting in persuading the financial institutions to invest their money in the institution.
7. Assistance in supporting the marketing efforts of the institution.

**3-6** stages of forming the mental image: - It is formed in any person from: (his home environment, educational incubator, social customs, or cultural and societal environment) (Al-Mutairi, 2021, p. 99).

**3-7** Factors affecting the formation of the mental image of the organization: The formation of the mental image of its internal audience needs multiple activities at all levels. Violation of one of them means confusion in part of the image. Therefore, executives must form a culture that all parties concerned with the mental image abide by, so we see that the most important factors affecting it are (Executive officials, vision, corporate culture, professional values, industry image, competition activities, sponsorship, employees' view of images in external groups, advertising, productions, services, official policies of the institution) (Ben Ferdi and Belzouh, 2015, p. 110)

#### FOURTH TOPIC: STATISTICAL ANALYSIS

##### 4-1 Statistical Processing

The data obtained from the study's questionnaire were entered into the Excel program (within the Microsoft Office package) for the purpose of tabulating and coding the data, and then entered into the Statistical Package for Social Science, known as the SPSS program in its twenty-sixth edition and through it The following actions were taken:

- Descriptive Statistics: through which the descriptive characteristics and criteria were calculated, which included frequencies, arithmetic means, standard deviations, validity and reliability measures, and the normal distribution of study items and variables.
- Inferential Statistics: through which statistical tests were conducted to prove the hypothesis of the study or not, through Simple Regression Analysis.

##### 4-2 Study Scale:

The degree of possible responses to the items was measured according to the Likert Scale, in the distribution of the weights of the answers of the sample members, which is distributed from the highest weight for which (5) degrees were given to him, and for which he was given (1) one degree, as shown in (Table-1). The responses to the questionnaire items (strongly agree, agree, neutral, disagree, strongly disagree) were converted to the following degrees:

(Table-1)

the answer	Degree
Strongly agree	5
I agree	4
neutral	3
I do not agree	2
Strongly disagree	1

3-4 Statistical treatment to determine the approval level criterion:

To determine the judgment criterion (the level of approval) the following equation was used:

$$\text{Class Length} = \text{Range} / \text{Number of Classes} \dots\dots\dots 1$$

Where the range was calculated by subtracting the lowest score in the scale from the highest score in the

scale (5 - 1 = 4), and since the number of categories is (5), the length of the category is calculated as follows:

$$4/5=0.8\dots\dots\dots 2$$

The averages of the sample responses and the criteria for judging them were classified and clarified (Table-2).



Table (2) Categories of arithmetic averages and their criteria

Categories of arithmetic averages	Standard
less than 1.80	Strongly agree
2.59 – 1.80	I agree
3.39 -2.60	neutral
4.19 – 3.40	I do not agree
greater than 4.20	Strongly disagree

#### 4-4 Data Validity Test for Statistical Analysis:

The need to test the two hypotheses of the study requires the application of statistical procedures, and for the purpose of ensuring the safety of their conduct, some conditions must be met (Mishra, et al. 2019:70, as follows:

- Normal distribution of data
- The independence of the study variables and the absence of an overlap between them (multicollinearity).
- In order to demonstrate the availability of these conditions in the current study sample, the researcher took the following measures:
- The normal distribution of the answers of the sample members:

The suitability of the data to a normal distribution was revealed through several tests, the Kolmogorov-Smirnov test and the Shapiro-Wilk test are among the

Table (3) Statistical values of the Kolmogorov-Smirnov and Shapiro-Wilk tests

variable	kulmujruf - smirnof	shabiru- walak
Administrative reform	0.090	0.968
Mental image	0.078	0.981

- Test the independence of variables:

The researcher relied on the Tolerance tests and the variance inflation factor (VIF) to test the independence of the variables and their non-interference among them. VIF values are less than 5.

The data was examined in light of that, and the following are the outputs of the two tests on the study variables. The outputs of the statistical procedure

most important methods used to examine the normal distribution of the data (Hair, et al. 2010: 105). In order to show the normal distribution of the study variables, the following hypothesis must be verified: The null hypothesis (H0): The data of the variable are subject to a normal distribution.

Alternative Hypothesis (H1): The variable data is not subject to a normal distribution. The data was examined in light of this and the following are the outputs of the two tests on the study variables, as the outputs of the statistical procedure indicate that the values of the two tests were greater than 0.05 for the study variables, and since the statistical values under the two tests are greater than 0.05, we accept the null hypothesis which indicates that the data The variables under study are subject to a normal distribution. Thus, the first condition is fulfilled (Table - 3):

indicate that the values of tolerance were greater than 0.20 for the two study variables, and that the values of (VIF) were less than 5, thus confirming the independence of the variables and fulfilling the second condition and accordingly The data of the study is suitable for applying the statistical procedures (Table - 4).

Table (4) Statistical values of the two tests of independence of the study variables

variable	Tolerance	VIF
Administrative reform	0.630	1.923
Mental image	0.452	2.456

#### 4-5 procedures for honesty and consistency

To ensure the validity and accuracy of the data collected, the researcher must verify the criteria for its construction and validity, and the most important of

these criteria is the stability and validity of the tool (Abu Allam, 2006: 448).

Accordingly, the procedures for honesty and constancy were carried out, as follows:



• Validity procedures:

Honesty is one of the most important standard characteristics that are required to be available in the questionnaire measures because it represents one of the important means in judging the validity of the scale, and honesty refers to the confidence that is placed in the cause and effect relationship. In other words, it addresses the question, "To what extent does the research design allow saying that the independent variable causes a change in the dependent variable, (Sekaran, 2003:150). The researcher calculated the validity of the questionnaire through the following:

Content validity:

It means that the content of the tool measures the dimensions and concepts of the study, and it means

the extent to which the paragraphs of the questionnaire represent a proper representation of the target area by measurement, and it is done by knowing the point of view of a group of experts.

Constructive validity:

Constructive (formative) honesty means the scale's success in measuring a theoretical concept, and it is done by analyzing the scores of the scale's paragraphs and showing their internal consistency.

The (formative) validity was calculated by the internal consistency method using the Pearson correlation coefficient, by knowing the extent to which the questionnaire phrases are related to the variable to which they belong, as shown in (Table - 5) (Table - 6).

(Table - 5) The values of the correlation coefficients between each paragraph of the administrative reform variable and the total value of the variable (n = 969)

Paragraph	correlation coefficient
1	0.666**
2	0.731**
3	0.677**
4	0.659**
5	0.417**
6	0.528**
7	0.714**
8	0.657**
9	0.684**
10	0.628**

(Table - 6) the values of the correlation coefficients between each paragraph of the variable of the mental image of the institution And the total value of the variable (n = 969)

Paragraph	correlation coefficient
1	0.820**
2	0.779**
3	0.785**
4	0.787**
5	0.752**
6	0.714**
7	0.647**
8	0.773**
9	0.792**
10	0.809**
11	0.783**



The results in tables (1 and 2) indicate that all items are associated with its variable at a level of statistical significance ( $P \leq 0.01$ ), which confirms the consistency of all phrases with its variables, and the items have high structural validity.

• **Stability procedures:**

The concept of reliability refers to the extent of consistency of the results of the scale, that is, the extent to which the same results can be reached if the same scale is applied several times to the same examinees (Alba Hussein and Tony 2016: 172).

The researcher calculated the test reliability coefficient by the method of internal consistency (also

called "internal consistency") in order to ensure the validity of the questionnaire as a tool for collecting data necessary for the current study. The concept of "internal consistency" relates to the degree of consistency of the test items, and there are several ways to measure it. The Cronbach Alpha correlation coefficient, and the two half-hash coefficients (Spearman-Brown coefficient and Guttman coefficient), and (Table -7) shows the values of the alpha coefficients and the hash-half coefficients for each variable and the total value of the questionnaire:

(Table - 7) the Stability values of the two variables of the questionnaire and the total score of the questionnaire.

variable	Paragraph	mueamil thabat alfa kurunbah	mueamil sbirman brawn	mueamil jatman
Administrative Reform (X)	10	0.869	0.805	0.800
mental image (Y)	11	0.942	0.928	0.927
The overall score of the questionnaire	21	0.969	0.813	0.808

The data in Table (7) show that the values of the reliability coefficient of the respondents' answers to the two variables were high, which indicates a very high stability, and the reliability coefficient calculated for the total score of the questionnaire showed high levels of stability. researcher.

4-6 Descriptive characteristics (demographic variables) of the sample members (Table - 8) shows the frequencies and percentages of the characteristics of the sample members. Most of the respondents are males, as their number is 604 (62%) and females (38%).

(Table - 8) Distribution of the sample members according to descriptive characteristics

variable		Repetition	The ratio
gender	male	604	62.3
	female	365	37.7
the age	under 30 years old	883	91.1
	30-40 years	51	5.3
	41-50 years old	16	1.7
	More than 50 years	19	2.0
Academic achievement	middle school or less	185	19.1
	diploma	608	62.7
	BA	116	12.0
	Master's Degree	60	6.2
Years of service	1-5 years	741	76.5
	6 - 10 years	43	4.4
	11 - 15 years	89	9.2
	More than 15 years	96	9.9





Participation in courses	did not participate	732	75.5
	1 cycle	117	12.1
	2 cycles	53	5.5
	three courses	27	2.8
	4 courses or more	40	4.1

The distribution of the sample members according to academic achievement indicates that most of the respondents are 608 diploma holders, and they constituted (62.7%) of the sample.

The years of service indicator shows that (741) (76.5%) of the sample members whose service was (1-5 years).

In terms of participation in training courses, most of the respondents did not participate in any course, and their number reached 732 (75.5%).

4-7 Descriptive statistical analysis of the answers  
 The information of this analysis contributes to the statement of the descriptive characteristics of the paragraphs of the study variables, and for the purpose of indicating the trends and level of approval of the sample members on the paragraphs (questions) included in the study variables, the arithmetic averages, standard deviations, and the approval level for the paragraphs were calculated as follows: (Table - 9).

(Table - 9) Arithmetic averages, standard deviations, and the level of approval of paragraphs for the administrative reform variable

sequence	Paragraph concept	Arithmetic mean	standard deviation	ranking	approval level
1	Administrative reform starts from the top of the administrative structure of the organization?	3.77	0.96	6	I agree
2	Administrative reform is a viable innovative case for development?	3.84	1.02	3	I agree
3	The possibility of implementing administrative reform in light of the strict laws in the organization?	3.60	1.02	7	I agree
4	Transparency and accountability are important in administrative reform in the organization?	3.59	1.04	8	I agree
5	Publicity campaigns denouncing administrative corruption are a means of administrative reform of the organization?	3.20	1.18	10	neutral
6	Technology (automation) contributes to the process of administrative reform of the organization?	3.47	0.97	9	I agree



7	Acquired personal qualities (for managers) affect the administrative reform process of the organization?	3.81	0.94	5	I agree
8	The country's economy affects the administrative reform process of the organization?	3.87	0.96	2	I agree
9	The political stability of the country has an impact on the process of administrative reform of the organization?	3.83	1.00	4	I agree
10	Administrative awareness towards change has an impact on the administrative reform process?	3.98	0.90	1	I agree
Total		3.70	0.63		I agree

The statistical outputs of the descriptive statistical analysis of the paragraphs of administrative reform refer to the following facts:

1. The arithmetic mean of the total administrative reform variable was (3.70), which is higher than the hypothetical average of (3) and with a standard deviation of (0.62), indicative of the non-dispersal of the answers of the sample members, and the level of agreement (I agree) with the study standard, and this indicates an overall agreement percentage High for the study sample on the paragraphs of this variable.

2. It was agreed on all the paragraphs of the administrative reform except for paragraph (5), as the level of approval for it was neutral

(Table -10) Arithmetic averages, standard deviations, and approval level for the items of the institution's mental image variable

3. All the arithmetic mean values for the items of this variable were higher than the hypothetical mean (3).

4. In terms of ranking, the tenth paragraph (administrative awareness towards change has an impact on the administrative reform process?) ranked first, while the fifth paragraph (propaganda campaigns denouncing administrative corruption are a means of organizational reform?) ranked tenth and last. (Table-10 )

sequence	Paragraph concept	Arithmetic mean	standard deviation	ranking	approval level
1	The university provides advanced and distinguished quality services that keep pace with scientific progress?	3.30	1.16	8	neutral
2	Does the university provide the needs of its beneficiaries?	3.27	1.06	9	neutral
3	The university possesses a cadre of highly qualified workers and professionals in serving its beneficiaries?	3.49	1.12	4	I agree
4	Does the university have a line of action with specific activities and timetables in providing its services to the beneficiaries?	3.43	0.98	6	I agree



5	Does the university have appropriate modern devices and equipment in order to provide the best services?	2.85	1.19	11	neutral
6	Are the university's philosophy and values compatible with the reality of Iraqi society?	3.41	1.00	7	I agree
7	Does the university take into account its mental image of the beneficiary public?	3.50	0.91	3	I agree
8	The university is working hard to develop its services in the future so that it can compete with other universities?	3.59	1.08	1	I agree
9	The university refuses credibility in dealing with the beneficiaries?	3.47	0.98	5	I agree
10	The university administration is interested in following up its employees in order to provide impartial services to the beneficiaries in general?	3.50	1.01	2	I agree
11	Are the services provided by the university superior to other universities?	2.95	1.16	10	neutral
Total		3.34	0.81		neutral

The statistical outputs of the descriptive statistical analysis of the paragraphs of the mental image of the institution refer to the following facts:

1. The arithmetic mean of the total mental image variable was (3.34), which is higher than the hypothetical average of (3) and with a standard deviation of (0.81), indicating that the answers of the sample members are not scattered, and the level of (neutral) agreement on the study criterion and this indicates a neutral agreement ratio For the study sample on the paragraphs of this variable

2. Seven out of eleven items got a criterion (agree), while four items got a criterion (neutral). This indicates a discrepancy in the opinions of the respondents about the paragraphs of this variable.

3. Most of the arithmetic mean values for the paragraphs of this variable were higher than the hypothetical mean (3).

4. In terms of ranking, the eighth paragraph (the university is working hard to develop its services in the future so as to compete with other universities?) ranked first, while the fifth paragraph (the university owns appropriate modern devices and equipment in order to provide the best services?) ranked last.

3 - 8 Analytical statistics for the respondents' opinions and testing the two hypotheses of the study

The information, facts, analyzes, and interpretations of this statistic contribute to answering the study's questions and verifying the validity of the two hypotheses of the study, which clarify the expected correlation relations between the study variables, and the evidence of the impact relationship of the administrative reform variable (as an independent variable) in the mental image of the institution (as a dependent variable) and that is inferred by the statistical outputs. The procedures and tests necessary for this in an attempt to reflect the researcher's desire to reach conclusions that may support or reject the two hypotheses of the study plan, in whole or in part. Testing the two hypotheses of the study:

- Analysis and testing of the correlation between the study variables: (Table - 11) Simple linear regression analysis was used for this purpose and the computed correlation coefficients were tested using t-test statistics to know the significance of the relationship between the two variables. A-1. First Main Hypothesis (H1):

The Null Hypothesis "There is no statistically significant correlation between administrative reform and the mental image of the institution."

The alternative hypothesis: "There is a statistically significant relationship between administrative reform and the institution's mental image."

(Table - 11) Results of simple linear regression analysis of the correlation between administrative reform and the mental image of the institution (n = 969).

Correlation coefficient	Calculated value (t)	Tabular value (t)*	Significant value
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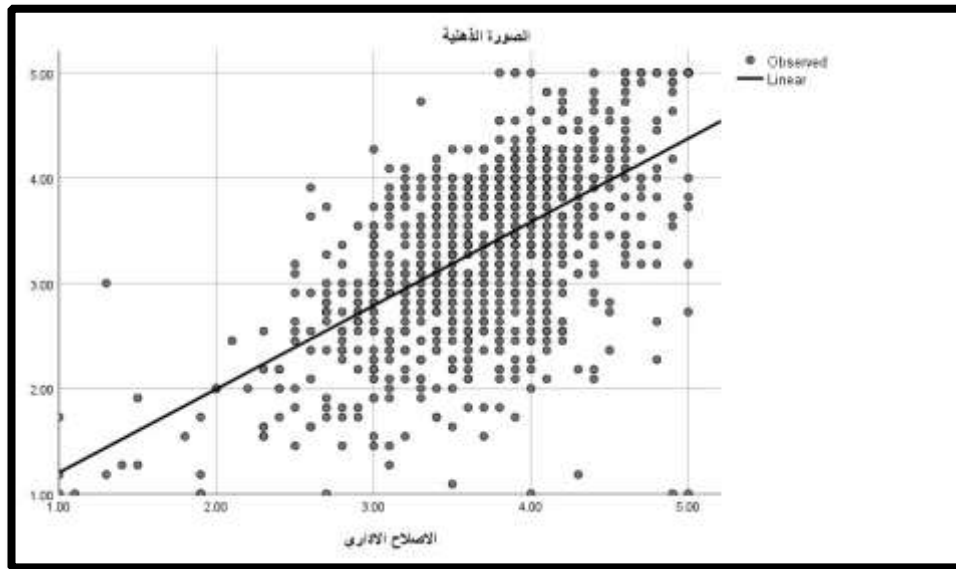
0.616	24.31	1.647	0.000
Statistical significance is statistically		significant at the 1% level.	

\*Table value (t) at 1% level and 967 . degrees of freedom

It is clear from the results in (Table-11) that the value of the correlation between administrative reform and the mental image of the institution is a positive value, higher than the average and significant at the level of 1% in terms of the calculated (t) value (24.31), where this value was greater than the value of (t). The table

amounting to (1.647), and this leads us to reject the null hypothesis and accept the alternative hypothesis which states "there is a statistically significant correlation between the administrative reform and the mental image of the institution" (Figure -1)

(Figure - 1) The correlation between administrative reform and the mental image



• Analysis and testing of the influence relationship between the study variables:  
 This part includes the influence relationships and their testing between the study variables included in the second study hypothesis, as shown in the following:  
 (Table -12) The second main hypothesis (H2):

The Null Hypothesis "There is no statistically significant effect of administrative reform on the mental image of the institution.  
 The alternative hypothesis: "There is a statistically significant effect of administrative reform on the organization's mental image.

(Table 12) Results of measuring the effect of administrative reform on the mental image of the institution

Statistical output of the model				
cutting constant	regression coefficient B1	F . value calculated	Moral value	The coefficient of determination R <sup>2</sup>
B0	0.793	590.95	0.000	0.379
0.407	Statistically significant at the 1% level.			

The results of estimating the parameters of the simple linear regression model show a number of facts that translate the ability of administrative reform to affect the mental image, as follows:  
 The administrative reform variable showed a statistically significant effect in the mental image in

terms of the calculated F value of (590.95) for the simple linear regression model, as it was greater than the tabular F value of (3.84) at the level of significance (P≤0.01)), and it is inferred from the coefficient of determination ( Which represents the percentage of variance in the dependent variable that can be



predicted through the independent variable), whose value is (0.379) that the administrative reform variable alone explains 37.9% of the variance in the mental image, and in terms of the regression coefficient (which reflects the amount of change in y if x changed by one unit), the increase in administrative reform by one unit leads to an increase of 0.793 in the mental image.

In light of the aforementioned facts, we reject the null hypothesis and accept the alternative hypothesis of the second main hypothesis, which indicates "there is a statistically significant effect of administrative reform on the mental image of the institution."

### CONCLUSIONS AND RECOMMENDATIONS

**First: - Conclusions:** The research reached a number of conclusions, the most important of which are:-

1. The scarcity of sources that dealt with the topic of research, so there was a need to search for that.
2. Most of the respondents agreed on the conceptual aspect of administrative reform by agreeing to all of its paragraphs except for the fifth paragraph, which refers to "propaganda campaigns that denounce administrative corruption are a means of administrative reform for the organization? Which obtained a "neutral" level of approval, and this indicates the divergence of respondents' opinions about The concept of this phrase.
3. The respondents' opinions about the articles of the institution's mental image were not at a high level of approval of some of the paragraphs of this variable, which indicates the university's weakness in possessing appropriate modern devices and equipment in order to provide the best services, and the services provided by the university do not have superiority On other universities, there is a discrepancy in the respondents' opinions about "the university providing needs for its beneficiaries, despite the fact that the university provides advanced quality services that keep pace with scientific progress." 6. The results of the research showed that the level of administrative reform of the AlFurat Al-Awsat Technical University is embodied according to the quality of its services according to the research scale, due to the great interest that the university administration gives to the continuous changes and improvements in its university services.

7. Overall, the research results indicated that there is a positive and moral correlation between the research variables. And that administrative reform has a clear impact on the mental image of the university, and that any direction of administrative reform and its advancement improves the mental image of the university.

**Second: Recommendations:** In light of the findings of the research, the following recommendations can be made:

1. Doubling the interest on the part of the Middle Euphrates University, the research sample, to enhance its mental image, especially in light of the growing requirements and needs of the local community on the one hand, and other responsibilities that have become a moral and legal obligation on the shoulders of technical educational institutions and businesses on the other hand, through diversification in ways and its methods of work in this regard.
2. The necessity of developing a clear vision for the university with regard to its administrative reforms. As well as being included in its strategic objectives.
3. The results revealed the absence of a moral effect in managing the self-mental image, which is the mental image associated with the employees in particular, which means the necessity of doing more by the university towards the employees, because attracting or retaining qualified employees necessarily depends, as well as building bridges of trust necessarily depends On the extent of the university's commitment to its responsibilities towards its employees.
4. It is hoped that the university will make more innovations and improvements to enhance its mental image of its three types, subjective, desirable and perceived, by engaging more in administrative reforms.
5. The necessity of holding conferences and workshops by the university as a means of communicating with people, to demonstrate the activities and investment projects undertaken by the university, and to listen to their opinions, in line with the needs of society.
6. It requires an advanced evaluation system, in order to rely on it in evaluating its performance related to various activities periodically, which will enhance the possibility of continuous improvement in its various obligations.
7. Establishing a specialized department concerned with managing the mental image or (customer experience) of all kinds, especially in light of the fierce competition between universities in terms of creativity and innovation in developing university





services through their sound organizational procedures, and what could affect the mental image, and increase opportunities Excellence.

The study targeted the Al-Furat Al-Awsat Technical University to conduct the research, which encourages the conduct of similar future studies and research, but in other sectors, with the aim of evaluating the extent of commitment of other institutions to the mental image.

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