RE-ENGINEERING OF ADMINISTRATIVE PROCESSES AND THEIR ROLE IN REDUCING WORK PRESSURE

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Article history:		Abstract:
		The current research aims to determine the extent of the impact of applying business process re-engineering and its dimensions (the technological dimension, the human dimension, the organizational dimension), as an independent variable on work pressure and its dimensions (workload, work environment, role conflict) as a dependent variable, to find the effect between them. The research seeks to diagnose and understanding the extent to which the University of Information and Communications Technology manages re-engineering practices and work pressure. The questionnaire was the main tool for collecting data and information, in addition to personal interview procedures. A sample consisting of (188) employees was selected from the research sample community, and the questionnaire suitable for analysis was (134) questionnaires. (54) were excluded due to the lack of validity of the analysis in the university investigated, and the statistical system (SPSS) and (STAT) were used, and a set of conclusions were reached, the most important of which is the existence of a relationship between process re-engineering and work pressures at the university at the macro level, while there was no The organizational dimension has an impact in reducing work pressures in the university under study. The most important recommendations were to work on investing in the relationship between re-engineering processes and work pressure by increasing attention to human resources, providing training requirements regarding new operations, and using technology and electronic platforms to help in knowing everything related to employees.

INTRODUCTION

Re-engineering is considered one of the best management methods in contemporary administrative thought, as its importance stems from the fact that it adopts fundamental rethinking of processes, organizational structure, information technology, job content, and work flow in order to achieve tangible improvements in productivity. Organizations need to achieve their goals, which are measured by a set of variables. According to this concept, process re-engineering is a practical effort and not an impossible solution, as work pressures constitute the most important challenges in light of intense competition and technological development (Amanquah & Adjei, 2013.(Many specialized studies have proven that the pressures that workers are exposed to in the work environment does not only affect their health and psychological state, but is also reflected in their level of performance at work and thus their inability to work, which hinders organizations from reaching the goals they seek to achieve, so that it is restored. Evaluating all the processes that take place, whether from an administrative, executive, or human perspective, and redesigning them in a way that helps create a new organizational environment that is quick to respond, keeps pace with changes, and is consistent with the goals and ambitions of the organization (Aniambrade Kenebara, 2016). As a result of the great pressures due to increased proliferation, inflation, and intense competition, it was necessary to Change and facing the changes of the modern era and advanced technology. Whereas the human element in any university institution at its various administrative levels is the basic foundation for achieving its goals and success, and therefore the administration must develop its individuals well and build their capabilities by linking their goals to the goals of the institution, and working to create an organizational climate that would strengthen participation, a sense of responsibility, loyalty at work, and satisfaction at work. Career (Ghadi, 2019) Changing the university has become an urgent necessity because it is considered the basic unit for educational change,

and for this reason the University of Information and Communications Technology was chosen as a field of application because it is considered one of the modern universities and its importance because of the modern and pioneering scientific and information curricula it offers in Iraq, as it is the responsible university About change, modernization and renewal, which has become a feature of this era in which movement and speed represent the basic factor for excellence, and for reaching the highest levels of the university in quantity and quality by introducing an advanced administrative method through which it is directed towards the university's goals and mission. This is why administrative engineering is mainly concerned with administrative processes and not with organizations. Administrative, and often there is confusion between management and operations on the part of leaders and workers in the administrative apparatus. Management is concerned with organizational and structural matters, while operations management is concerned with the tasks that administrative departments perform through two basic elements, which are process inputs and outputs (Rifai, 2006).

Study Problem

The challenges of the modern era contribute to directing Iraqi companies to strive to make efforts to keep pace with global markets and reach the forefront. Therefore, they must rely on new methods represented by re-engineering administrative processes, as they are considered the most important main methods for achieving goals, as the concept of process re-engineering began to take hold. The interest of academic institutions in order to achieve significant improvements in quality and distinction.
Therefore, the researcher went to the studied university to identify the problem based on the many problems related to the performance of its basic functions, as the administrative apparatus in the studied university serves the university's colleges and is characterized by work pressure in relation to the size and nature of the colleges' activities, in addition to the fact that there are no specific mechanisms to deal with the shortage and increase in its personnel. This results in work pressures that lead to reduced job satisfaction, decreased organizational performance and general performance of employees. The problem can be summarized in the following main question: What is the role of re-engineering administrative processes and its impact in reducing work pressure?

Objectives of the study

The main objective of this study is to identify the impact of re-engineering administrative processes and its role in reducing work pressure, by achieving the following objectives- :
- Evaluating the reality of technology in the studied university, identifying it, the extent of its use in re-engineering the process, and knowing its impact in reducing work pressure.
- Getting to know the theoretical aspect, terminology and concepts of the study.
- Clarifying the work pressures facing the university and proposing solutions by re-engineering processes.
- Clarifying the relationship between the dimensions of administrative process engineering and the dimensions of work pressure, studying and analyzing them.

Proposing a set of recommendations that contribute to the interest in applying the administrative process re-engineering method in the study community.

Figure (1) Model of study variables
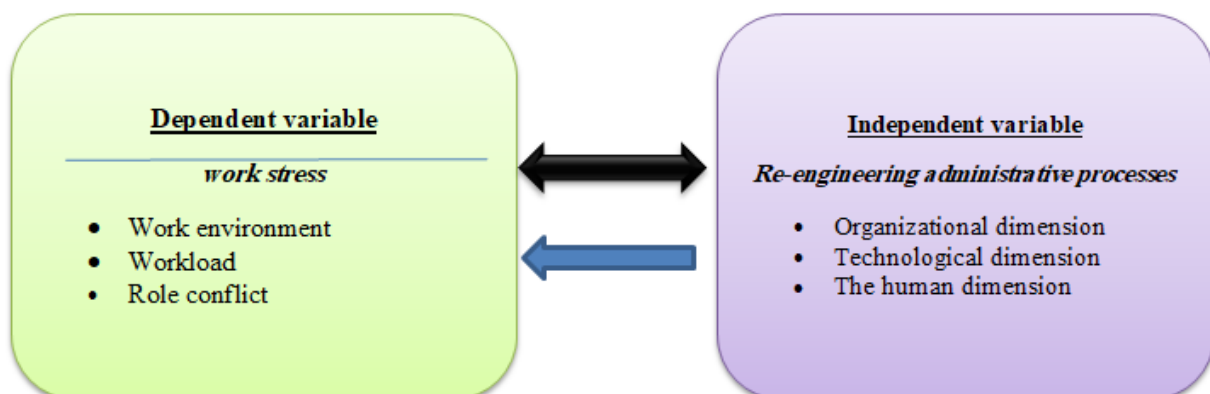
Study hypothesis

1. The results of the study indicate that there is an effect of the variable of business process re-engineering as a whole in reducing work pressure in general at the University of Information and Communications Technology in Baghdad, the research community.

2. There are statistically significant effects of the technological, human and organizational dimensions on the work pressure dimension "work environment" in the university studied as a research community.

3. There are statistically significant effects of the technological and human dimensions on the "workload" dimension of work pressure, while there was no effect of the organizational dimension on the workload at the University of Information and Communications Technology in Baghdad, the research community.

4. There are effects of the technological dimension and the human dimension on the work pressure dimension (role ambiguity), while there was no statistically significant effect of the organizational dimension in reducing the role ambiguity dimension at the University of Information and Communications Technology in Baghdad, the research community.

Re-engineering administrative processes
First: The concept of re-engineering administrative processes:

It appeared at the beginning of the nineteenth century, when companies relied on both structure and organization to achieve high efficiency, but with the growth of the global economy, intense competition to provide creativity and quality increased (Davis, 2003). At the beginning of the nineties of the twentieth century, specifically in the United States of America, it appeared by... (Michael Hammer) where he set the challenges of replacing old rules and assumptions and innovating new processes through cross-functions using the principles he referred to for the concept of process re-engineering, and then it spread to include many countries of the world in both the private and governmental sectors. Through re-engineering, organizations re-engineer Thinking about the methods of work that it has adopted to produce and provide goods and services , There have been many definitions of engineering based on the views of researchers, including:

- (Turban et al) defined re-engineering as part of process innovation, through which one must go back to research the basic objectives of this process, and then introduce advanced and effective changes to obtain significant improvements, including examining new strategies for process designs. And activities, and investing in all their complex dimensions, technical, human and organizational (Turban et al, 2000.)

- A systematic administrative method based on organizational rebuilding from its roots and depends on restructuring and designing administrative processes with the aim of achieving ambitious fundamental development in the performance of organizations (Al-Hashim, 2010.)

- Reconsidering the methods used in dividing work into simpler tasks, and replacing them by integrating the main tasks into coherent processes so that the organization starts from scratch in redesigning the processes. (Harem, 2003)

- Fundamental rethinking and overall design of operations to raise the level of their performance in terms of cost, quality, speed and service. It also means reinvention rather than incremental improvement, and the large cash flow invested in the field of information technology, which is accompanied by a broad process of change (Krajewski & Ritzman, 2005).

Second: Objectives of process re-engineering and its importance

The goal is to redesign processes to achieve a holistic and comprehensive improvement in performance. Whereas organizational development is a continuous process, the stage of change has increased tremendously rapidly in light of the era of globalization, and organizations are enhancing their competitive advantage by relying on re-engineering and through radical re-designs of selected processes (Sidikat & Ayanda, 2008).

Re-engineering is one of the many tools that can be relied upon to improve operations, as it provides a new view of operations in the organization and several ways to improve the results of facilitating operations, increasing their flow, and moving away from activities that do not add value (Schroder, 2007).

To prepare for the demands for products with great quality, flexibility, and low cost, it is necessary for the processes to be easy. Re-engineering the process radically changes the work environment, works to integrate individual processes to obtain efficiency and productivity, and gives employees the opportunity to make immediate decisions to get rid of the problems that stand in front of them. The process of reaching markets quickly, and this is not only beneficial to overall business performance, but also increases customer satisfaction and loyalty, and employees can increase their skills and knowledge in several other

areas, and obtain the ability to make decisions that affect individual performance (Chiapputo, 2004)

The process re-engineering approach organizes the overall processes that add value to customers (Slack, 2004), and is considered a means of competitive advantage that helps to achieve a number of continuous successes, and its actual experience gives the clearest picture of the application of process re-engineering (Krajewski & Ritzman, 2007).

Third: Dimensions of process re-engineering
1- The organizational dimension

Organization is defined as the process of organizing and arranging the structure of the organization's current reports, procedures and policies (Jackson et al., 2018). It is also known as assigning responsibility for its performance. In the changing work environment, the organization needs a new model of organizational structure that is more flexible or permanently adaptable (Daft, 2016)

As the application of administrative re-engineering in organizations moves from a strong vertical structure to a stronger horizontal structure, this is because the horizontal structure focuses on horizontal business flows rather than vertical ones. (Samson et al., 2018)

Many organizations have decentralized decision-making, and this is important to remain competitive. Currently, there is a global trend in which organizations are restructuring the decision-making process to allow for greater speed, flexibility, and effectiveness of management (Cherunilam, 2015). Restructuring is characterized as the process by which managers change the relationships of tasks and authorities and redesign the organizational structure and culture to improve organizational effectiveness (Jones, 2013).). Managers design formal structures to organize the organization's resources (Lussier et al., 2020). Modern and innovative organizational structures are characterized by their creativity, and do not resort to submitting official reports, due to the presence of strong work teams that bring together experts with different skills, so these teams carry out the work Without large hierarchies and with open working methods (Lynch, 2015).

2- The technological dimension

Technology is an important resource for developing organizations' work, and it is very necessary to invest in designing it and acquiring a strategy for the organization. It means that it is the way employees use the tools, i.e. the skills, techniques, and competencies used by the organization's human resources to carry out work more effectively and efficiently (Stacey &

Mowles, 2016). Technology has a strong impact on human resources management in all its operations and practices, the most important of which is the human resources information system, which emerged as a result of the change that must be implemented in productive ways, taking into account the accuracy that is important for faster access to information, increasing the effectiveness and efficiency of the organization, and re-engineering human resources functions. (Pathak & Rana, 2021) Others point out that the computer technology revolution has brought about a change in how workers work and how they are managed through robots, information technologies, and human resources information systems (Jackson et al., 2018).

3- The human dimension

Senior management must increase attention to the human element, as they are the ones who influence change. Human elements are considered the most difficult in the re-engineering process, because through them, opportunities for change are identified and implemented, and they have a fundamental role in solving problems at work. (Abubakar & Palisuri, 2019) Therefore, organizations and management must Taking a new way to work is an approach to business relations, or the term most used in human resources nowadays is the "strategic business partner", which works to engage employees emotionally, as through it employees demonstrate their commitment to a set of organizational values that are determined by senior management, where the Its focus is largely on the beneficiaries, as they are considered the main employers and employees are empowered to act in a way that meets their needs, so the most important target when applying re-engineering are the beneficiaries and employees (Torrington et al., 2020). From what was stated above, human resources are known as the most important and basic element in the organization on which the process of change depends. The individuals working in the organization have intellectual and cognitive capabilities and practical skills, so they are the main goal in order to complete the re-engineering of human resources.

Fourth: Success factors for re-engineering administrative processes

Reengineering success factors can be defined as those factors specific to organizations for implementing process reengineering. Therefore, organizations need to identify success factors for reorganization and reengineering processes. We mention some of them: (Eldouda, 2017)(Swartz, 2019, 2018) (Awolusi & Atiku, and (Kalinina et al.) .,2020):

- The need to train employees on all skills and effective communication with external consultants.
- Allow employees to participate in designing and implementing work procedures.
- Relying on horizontal organizational structures, as the organization is more flexible and responsive to change.
- Redesigning employee roles must be taken into account.
- It is necessary to obtain the support of senior management, as engineering is applied in the organization from the upper, middle and then lower levels.
- Compensation linked to organizational performance.
- The need to effectively re-engineer old information systems, make optimal use of software tools, invest in information technology and provide decision-making resources.

Fifth: Information technology and its role in administrative engineering

Technology has played an effective role in terms of engineering, as it is considered an integral part of all re-engineering efforts as a basic and supporting factor. However, this does not mean that simply introducing computers to address existing problems will lead to engineering the methods for addressing them. Failure to apply them correctly may hinder efforts. Systems engineering, thinking methods, and previous behavioral patterns (Hamber and Champy, 1995)

The role of technology is different compared to re-engineering from its role in relation to the rest of the administrative models and methods of managing the institution, as we find that its use facilitates its transfer at high speed and low costs, starting with the devices of the automated world and the telephone, as information technology is used when re-engineering the institution to make the practice of activities Easier, by enabling senior management to reach better designs for operations, and simplify their performance procedures

The most important contributions of information technology in facilitating the implementation of the principles of re-engineering and process redesign can be highlighted as follows:

- The ease of sending instant reports without the need to be present in the work office, via computers and smart phones, and using the Internet, e-mail, and many sources of information at the same time.
- Moving away from centralizing decisions and using decision networks, considering that every employee in the organization is responsible for making appropriate decisions related to his field of work.
- .Helping to develop the skills and expertise of the organization's members and their education, by holding conferences that include training and qualification programs based on software for holding audio and video conferences remotely, which would reduce training costs and achieve optimal use of time.
- Developing the positive behavior of individuals in the organization, as an inevitable result of continuous communication between managers and subordinates and the resulting clarification of all planned goals and methods for achieving them.
- Reducing costs by eliminating redundant activities and reducing the time required to perform the process. - Eliminating paper records, reducing gaps in data transfer and improving its accuracy.
- Eliminating errors between administrative units, as a result of the availability of electronic information that can be used when needed
- The necessity of controlling all the problematic steps and stages that make up the processes, and addressing all errors caused by redundant and useless activities, which can be stored with the help of a database that provides the necessary data.
- .The use of this technology must be expanded to achieve a balance between centralized work and decentralization at the same time, through existing databases and an internal communications network that achieves flexibility in exchanging information between individuals, which works to consolidate the principles of re-engineering.
- Improving the intensity of cohesion of the process activities, by improving coordination between the individuals responsible for it, and removing spatial and temporal barriers.
- Achieving speed in completing work and excellence with greater flexibility, which allows avoiding the occurrence of errors and reducing their impact if they occur.

Work pressure
First: The concept of work pressure

During the course of his life, the individual faces all kinds of risks, threats, and pressures, and it is necessary to confront them effectively in order to reduce their harmful effects, which sometimes cause an obstacle that the individual cannot solve, and their severity varies, according to the data of each environment. The pressure that the employee faces at home is not the same. It is the same pressure that the

employee faces in the organization's environment, but the interaction of these pressures may cause clear negative effects on the employee's health as well as on his proper performance whether he is inside or outside the organization.Work pressure is something that cannot be avoided, given that the individual is still interacting with his environment and responding to the demands of life and work that lead to pressure.

Therefore, work pressures due to the increasing demands of life and work have become an almost general feature. The word stress expresses the tension and discomfort that an individual feels, and it is also a programmed and complex response that turns into a perceived threat that is likely to have positive or negative consequences, which could also be the result of not meeting the workers' demands or the sufficiency of their demands (such as disguised unemployment) at work. Many researchers have known about work pressures, including:

• It is a number of important elements and features of the organization that employees adapt to by facing changes with the rest of the employees, as these features influence employees' motivations and their level of performance. (Abdul Rahman, 2019).

• They are all the factors that surround employees in their work and that affect their performance and behavior and towards the work team and management (Ben Rahmoun, 2019).

• They are all the physical and psychological reactions that an employee faces when the work requirements are greater than the employee's capabilities, as they result in negative effects on his health (Qaja, 2010).

• It is a condition that occurs due to the interaction of some work-related issues with the worker's personal characteristics, causing him psychological and physical imbalance and pushing him to irrational behavior (Makhloufi, 2015).

• It is the employee's feeling of anxiety, tension, and dissatisfaction that occurs as a result of the availability of reasons for anxiety, such as the lack of means to carry out work tasks or the lack of respect for employees' freedoms (Youssef et al., 2021)

Second: The importance of studying work stress

Work pressure has become of great importance in the modern era, as it has been called (the silent killer), especially since many organizations and institutions are increasingly facing work pressure and its spread is rapidly spreading among their employees, as it has been proven that the continuation of work pressure leaves negative effects on the physical and psychological health of employees and and a decrease in their job performance. Baruch also believes that the importance of studying work stress is due to the resulting organizations bearing the costs of employees' absence or leaving work, a decreased desire for creativity and lack of commitment to work, in addition to a feeling of dissatisfaction which leads to a decrease in the quality of the required performance. Studying the importance of work stress also helps in the following: (Khamisi, 2015)

- Increasing production and improving productivity: making the motivations of those who make decisions in the organization simpler by raising their capabilities and abilities to face work pressure and difficult factors.

- Creating the appropriate conditions and atmosphere in the work environment: within the organization and in a situation that provides each manager with a comfortable atmosphere for work, which gives him the ability to make decisions and exercise his administrative duties and all his activities in an appropriate and best manner.

- Developing quick compatibility skills and effective dealing with internal and external pressure: This is through developing control skills in an atmosphere that is not free of pressure on decision-makers in the organization.

- The impact of the organization's profitability: It works to reach its goals in the required manner and as planned and included in the executive programs.

- Protecting decision makers and then the facility: from directing wrong decisions resulting from neuropsychological emotions and the emotional impact of some difficult situations facing the decision maker.

Third: Characteristics of work stress

Among the most important characteristics of work pressures that differ according to different societies, we mention: (Adan, 2020)

• Work pressures are widespread and always present, and are present in work environments, such as crowded offices, large burdens and responsibilities, or increased demand from customers. All of these factors become pressures that negatively affect employees.

• People's reactions and the extent of their responses to work pressures vary. The large workload and the limited time required to complete it lead to some employees feeling extremely stressed, unlike others

who see it as an opportunity to prove themselves and compete.

- Work stress varies depending on its nature and the extent of its impact on employees, so it can become a positive factor that raises rates of product or service quality, competition, creativity, skills and innovation, or it can become negative and have an impact on employees personally or organizationally, such as job instability, tension, fatigue and exhaustion.

Fourth: Dimensions of work stress

1- Workload: It means an increase or decrease in the volume of work assigned to employees at work. An increase beyond the required rate may result by assigning new work and tasks to the employee whose completion time is short or requires high capabilities that are not available to the employee himself, causing stress. Work in which there must be a compatibility between the workload assigned to him and the employee's capabilities without increase or decrease

2- The work environment: The work environment is represented by all the factors surrounding the work site that affect the employee's health in terms of the workplace, office furniture, noise, means of heat and cooling, etc., as the lack of these means in the work environment leads to high work pressure among employees and their desire to leave work or perform better. To work as required.

3- Role ambiguity: This is the lack of availability of all the information necessary for employees to perform their work, which is represented by the goals, rules, and regulating policies, or their lack of clarity for employees, which leads to increased work pressures.

Fifth: The effects of work pressures

Employees within the organization may face a lot of pressure while performing their duties, but the continuation and increase of these pressures beyond the reasonable and acceptable level may cause a negative impact on the employees and the organization alike, which may not allow both parties to reach their desired goals. But this does not mean that pressure cannot contribute to improving the employee's performance within the organization, and therefore pressure has negative and positive effects, some of which we mention below (Awatif et al., 2021).

The positive effects of professional stress are as follows:

- Perseverance and cooperation to solve problems.
- Increasing employees' desire and motivation to work

- High level of employee job satisfaction and increased work completion.
- Low absenteeism and tardiness rates for employees at work.
- Increase the development of communication between employees in the organization, whether this communication is formal or informal, as pressures require a large number of communication channels of all kinds and their effective use in order to confront these pressures.

-**Negative effects of professional pressure**: There are various negative effects that affect the employee and the organization, which are as follows:

- Low performance: A high or low level of pressure above or below a reasonable amount has a negative impact on the employee's performance, and leads to a decrease in his performance. A high or low amount of pressure may not be encouraging and motivating for performance, while a reasonable amount of pressure may be motivating for the employee.
- Boring: This means that the employee is forced to stay in a job that he is not interested in, and pressure creates a state of boredom or boredom in the individual as a result of the external circumstances of the work, and the social and personal situation, which reduces the employee's attention and attraction towards his work.
- Fatigue: Vernon defines it as a group of work results that appear in a decreased ability to do work, and is a feeling accompanied by fatigue, instability, anxiety, extreme distress, and emotionalism for the employee, which leads to low performance due to his exposure to pressures resulting from the external work environment or from the nature of the employee himself. .
- Absenteeism: The problem of absenteeism represents a fundamental problem, as it is linked to the nature of work and the situations that the employee goes through in the organization, as the employee tends to be late for work and then to be absent completely.
- Health problems: The employee's exposure to emotional situations increases his ability to endure. Therefore, he may be exposed to serious health diseases such as: constant headaches, palpitations, angina, various nervous system diseases, high blood pressure, and increased levels of cholesterol in the blood.

Sixth: The relationship between process re-engineering and work pressure

The concept of re-engineering is deeply rooted in management theories that developed at the beginning of the eighteenth century. In 1860, Frederick Tyler referred to the adoption of re-engineering methods by managers to arrive at the best procedures for doing business. Re-engineering reflects the concept of classical theories, which is that there is one distinct way to do business. However, at the time of Tyler, organizational techniques were not able to redesign business and adopt the principle of specialization to improve efficiency.

By the concept of engineering, we mean: It is a comprehensive rethinking and redesign of operations work to achieve a high improvement in work performance, such as cost, service, and quality. This requires advanced and new changes despite the availability of experiences and practices, but it seeks to change them with new ideas and solutions. (Engineering) is a relatively recent concept, and this concept has become famous. In business organizations, and information systems to clarify organizational transformation in those organizations. Working in business organizations may lead to the worker feeling psychological and physical pressure while performing his work, whether from within or outside the organization, which in turn will affect his performance at work. Because the environment forces organizations to re-engineer their processes and designs, the main goal is to restructure or produce the product at the lowest possible cost, the shortest time, and with high quality. This is done by skillfully achieving operational goals and improving the quality of the service or product. Therefore, the focus must be on administrative processes rather than functional tasks. It is measured in how tasks are performed only, but rather in ensuring that production tasks are important to reach operations directed towards the beneficiary (customer), and when implementing management re-engineering in any organization, jobs grow and develop to be multi-dimensional tasks (Bayomy (2021)

Considering that the change is a departure from the routine work, procedures and systems that employees are accustomed to, and that moving to new systems will push the employee who has interests and relationships with the current system that he fears losing by moving to the new change, which will push him to resist the change, which leads to an increase in psychological pressure. Therefore, the relationship between the organization and the employee has an important role in work stress and its various effects on the performance of employees in organizations. Excellent stress

management clearly shows its results on the achievements of employees within organizations. On the other hand, administrative re-engineering and the strategies that employees and the organization can follow to reduce the effects and results of those pressures, taking into account that the engineering method or strategies that are successful in a particular environment may not be effective in another environment, and that the appropriate methods or strategy must be adopted. Mainly on the type of pressure, employee characteristics, and work environment, and these factors vary from one environment to another (Plagmas, 2019).

It has been shown that there are jobs in which employees suffer from high work pressures. Therefore, work must be redesigned in an engineering style that contributes to enriching the work by improving aspects of the work so that it helps give the employee responsibilities, independence, feedback, and greater contribution to decision-making.

The primary purpose of reducing work stress is to achieve the main goals of the organization by raising the skill and improving the employee's productivity according to the application of the administrative process re-engineering method, where several important and main factors must be available, including the support and support provided by the organization's senior management so that employees at all levels can Providing their suggestions and encouraging them to find solutions to problems and develop skills and creativity through innovative and diverse methods. Their views must be taken into account while delegating informal, flexible and organizational authority between departments and divisions.

Testing the study hypotheses

Through descriptive research analysis, which represents the process of analyzing qualitative or quantitative data collected in a particular study, with the aim of understanding and describing phenomena and relationships between different variables. The descriptive analysis of the research includes summarizing the data, classifying it, converting it into standard measures, and conducting the appropriate descriptive statistics for analysis, such as the arithmetic mean, standard deviation, percentages, and relative frequencies. Descriptive analysis of research helps determine the link between variables and disparities in data, monitor general trends and tendencies, analyze causal relationships between different variables, as well as determine the relative importance index. Regarding (dimensions of re-engineering administrative processes, and dimensions of work pressure). Table No. (1) below shows these statistics:

Table (1) Descriptive analysis of study variables

Variables	Obs.	Mean	Std. Dev.	RII	Rank	Importance level
(1) Independent Variable:						
a. Technological dimension	134	3.973	0.674	0.795	1	Medium – High
b. Human dimension	134	3.678	0.863	0.736	2	Medium – High
c. Organizational dimension	134	3.591	0.739	0.718	3	Medium – High
Reengineering of administrative processes	**134**	**3.747**	**0.681**	**0.749**	**-**	**Medium – High**
(2) Dependent Variable:						
a. Work environment	134	3.585	0.788	0.717	1	Medium – High
b. Workload	134	3.386	0.831	0.677	2	Medium – High
c. Role ambiguity	134	3.200	0.843	0.640	3	Medium – High
Work pressure	**134**	**3.378**	**0.692**	**0.676**	**-**	**Medium – High**

We note from the main features of the data that the average responses of respondents to the study variables were relatively close, ranging between 3.20 and 3.97. Therefore, the relative importance of each variable in the study model was above average.

This reflects the actual, relatively average level of the underlying dimensions of administrative process re-engineering and work pressure from the point of view of employees of the University of Information and Communications Technology in Iraq at all administrative levels. As for the overall variables, the level of business process reengineering was relatively most important to the respondents at 74.9%, followed by the work pressure variable at a rate of 67.6. As for the sub-dimensions that constitute the main variables, the technological dimension is relatively the most important for the respondents at 79.5%, and it comes close to It has a very high relative importance level, followed by the human dimension with a relative importance of 73.6%, and finally the organizational dimension with an importance level of 71.8%. Thus, it is clear that the relative importance of the dimensions of business process reengineering is close, as the difference between the relative importance of the first and last dimension is 7.7%, as for the sub-latent dimensions that constitute work pressure; Coming in first place as the most important dimension for the respondents is the work environment with a relative importance of (71.7%), followed by a very small margin of workload (67.7%), and finally role ambiguity (64%). Therefore, the respondents' perception of the three dimensions of work pressure are very close, as the difference between the relative importance of first and last place is (7.7%).

Correlation Analysis

One of the methods used to determine the correlation between the investigated variables and the direction of the nature of that relationship, whether it is inverse or positive, is based on the Pearson correlation coefficient, in addition to ensuring the construct validity of the variables to ensure that there is no problem of double linear correlation, as shown in Tables (2), (3).

Table (2) Correlation matrix between variables

		(1)	(2)
Reengineering of administrative processes	(1)	1	
Work pressure	(2)	-0.543	1

Table (3) Correlation matrix between the study variables

		(1)	(2)	(3)	(4)	(5)	(6)
Technological dimension	(1)	1					

Human dimension	**(2)**	0.717^a	1				
Organizational dimension	**(3)**	0.649^a	0.745^a	1			
Work environment	**(4)**	-0.532^a	-0.235^a	-0.043	1		
Workload	**(5)**	-0.218^b	-0.487^b	-0.164	0.499^a	1	
Role ambiguity	**(6)**	-0.290^a	-0.290	-0.531^a	0.542^a	0.620^a	1

Note: - *a, b, c indicate significance at 1%, 5% and 10% respectively.*

Several results and agencies are clear from the two tables:

- At the level of overall variables, it is clear from Table (2) that there is a negative (inverse) correlation between administrative process re-engineering and work pressure, based on the correlation coefficient between them of (0.543), which is statistically significant. Which reflects that an increase in the level of re-engineering of administrative processes is accompanied by a decrease in the level of work pressure. Therefore, this relationship is consistent with the administrative logic and the expected signals that BPR practices would reduce work pressure at the University of Information and Communications Technology in Baghdad and the research community.

- At the level of the latent sub-dimensions; The results of Table (3) indicate the presence of negative correlations, all of which are statistically significant, between the dimensions of business process reengineering and the dimensions of work pressure.

  It should be noted that the correlation coefficients between the three dimensions of administrative process reengineering were strong positive. All of them are statistically significant at the 1% level. Which reflects the interconnected dimensions of administrative process re-engineering at the University of Information and Communications Technology in Iraq.

The results reflect the presence of an effect of administrative process re-engineering on reducing work pressure at the University of Information and Communications Technology in Iraq, and at the level of the sub-dimensions it can also be expected that there is an effect of the latent sub-dimensions on work pressure. Therefore, we accept the correlation hypothesis.

CONCLUSION:

The most important dimension in shaping the re-engineering process variable is the technological dimension, followed by the human dimension, and finally the organizational dimension. That is, the University of Information Technology and Communications has given the greatest attention to the technological and human aspects, and then finally to the organizational dimension. It needs to put in more efforts to work. To provide devices and equipment, develop the necessary plans and mechanisms, and address the regulatory procedures because they were not at the required level.

The most important sub-dimension in forming the work pressure variable is the work environment represented by the lack of clarity of systems and instructions, the use of centralization in the workplace, the lack of a suitable work environment, as well as the lack of coordination between employees in administrative units, while the workload dimension came in second and last place. The ambiguity of the institution, which is represented by the increase in the volume of work assigned to employees, the lack of time, as well as the lack of clarity of tasks and the assignment of tasks without clear authority to implement them.

The researcher concluded that there is a statistically significant inverse relationship between the re-engineering process variable and work pressure, There are no statistically significant differences in demographic variables at the level of re-engineering operations, meaning that they are not affected by gender, male or female, nor by age or educational level. In addition, the university administration was not successful in appropriately employing re-engineering operations in order to reduce work pressure to the required level, especially in In the field of the organizational dimension, the researcher recommends that the university administration provide all the necessary information for employees to perform their own work with regard to clarity of work and methods of implementing it, as well as establishing clarity of powers, tasks, and job descriptions of tasks, as well as involving employees in some decisions related to managing their affairs, including training plans, redistributing some specialties, and merging Positions are combined by merging some departments and creating divisions and other organizational units, as needed.

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