

# The Impact of Re-Engineering Human Resources on the Staff of General Directorate of Nineveh Education

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**Abstract** - The current study focused on "The Impact of Re-Engineering Human Resources on the Staff of General Directorate of Nineveh Education. The main aim of the study is to clarify the impact of human resource reengineering on enhancing organizational excellence. So, to achieve the study objectives and answer its research questions, the researcher used a descriptive-analytical approach and distributed questionnaires to the employees working in the Directorate General of Education in Nineveh to collect the necessary primary data. Appropriate statistical methods and techniques were used to test the relationship between the study variables using SPSS software. A total of 293 questionnaires were distributed to employees at different managerial levels in the Directorate General of Education in Nineveh. The study revealed several findings, including the significant and positive impact of human resource reengineering on enhancing organizational excellence. It also concluded that there is a significant correlation between human resource reengineering and enhancing organizational excellence. Based on the results, the study provided several recommendations. These include restructuring the organizational structure and human resource management procedures, developing and enhancing employee capabilities through continuous training and development programs, improving the technical performance of human resources.

**Keywords:** Human Resource Reengineering, Organizational Excellence, Structural Dimension, Human Dimension.

## 1. Introduction

The concept of re-engineering is not considered recent, but it has taken the characteristic of modernity in the world of management at the present time with the rapid development of technology, and as a result of the flourishing success achieved by many organizations that applied this method and the unprecedented results it achieved, which prompted other organizations all over the world To hasten to embrace this new administrative method and employ it to update and develop the various aspects of work in it, and the biggest trend was to re-engineer the human cadre in particular because in any

organization it represents the most important and influential resource to achieve success as it is considered the first wealth and the main factor for improving institutional performance, which prompted many Researchers pay attention to this method, and in order for institutions to compete efficiently and effectively in light of the state of instability, they need to be institutionally distinct, whether in their human resources or services, in order to gain the satisfaction of internal and external customers, and in order to face the numerous and rapidly changing challenges, and to maintain its position and development, to achieve Institutional competitive advantage.

Organizations in the industrial, commercial and even service fields have sought to review their administrative methods and adopt new measures commensurate with development in different forms, and this is the reason for the emergence of new terms such as "re-engineering" and the survival and continuity of organizations has become one of the basic requirements that highlight the importance of the main human resource, It should also be noted that the success and superiority of business organizations coincides with the ability of these organizations to adapt and interact with the development of process engineering and its relationship to institutional excellence, as indicated by (Al-Bashir, 2017, P6) and (Uckel, 2019, P68).

That the re-engineering of the human cadre is not an end in itself, but rather a means and a natural phenomenon. From the foregoing, we point out the importance of the relationship linking the re-engineering of human resources and its importance in increasing the institutional excellence of organizations of all sizes and businesses.

Among these institutions that work to enhance their institutional excellence through the use of the method of re-engineering the human cadre is the General Directorate of Nineveh Education, where the Directorate organizes human cadres with different capabilities and skills, whether technological, administrative and scientific, and also has a large organizational structure, which makes it a suitable environment To use this method to re-engineer its human resources by supporting, developing, training and benefiting from these capabilities to achieve and enhance institutional

distinction that most organizations have adopted in light of recent developments, whether technological, administrative or service. This importance of the study comes as it sheds attention on the theoretical frameworks in the subject of re-engineering human cadres. The practical importance of applying the technique of re-engineering human cadres in the Nineveh Directorate of Education is important in achieving these organizations for their institutional excellence and achieving good and satisfactory performance in various aspects in the end. The present study aims to:

- Clarify the impact of re-engineering human resources.
- Exposing the extent to which methods of manpower re-engineering are applied in the Nineveh Education Directorate.
- Develop the methods of re-engineering the manpower used in the Directorate in a way that is compatible with the nature of the Directorate's work and in a way that is commensurate with its employees.

## 2. Literature Review

The researchers differed in defining a precise and clear definition of this concept, as they faced many difficulties because it is a process that essentially seeks to maximize the value by investing the human resource. Salamah and Ahmed, (2017) states that it is a radical redesign of the processes, foundations, and principles on which the organization's human resource system is managed, using all employees of information technology to achieve fundamental improvements of superior quality and productivity.

Salmi, (2014) defined that it is the process of re-engineering human resource management is a process that adopts a positive concept that aims to maximize the return on human investment and affirms the value of intellectual capital as the real capital of contemporary organizations. Francis & Kabir, (2008) defined it as "redesigning the human resource business system mainly on the basis of information technology to continuously improve quality and productivity." Menberu, (2013) considered it is "redesigning all administrative systems to develop the intellectual capabilities of senior management and the ability to invest in the human resources available to them." While Mustafa, (2015) shows that it is "redesigning the management and development processes for human resources in a way that maximizes the outputs of these processes for the benefit of the individual and the organizer, given that the customer who benefits from the human resources system in the organization is both the individual and the organization". Shahmandy el., al, (2012) described it as "a purposeful process to transform the knowledge, skills and capabilities of human resources into intellectual capital and employ it in order to reach the general objectives of the institution and the

relevant parties." Finally, Noe et al, (2016) realized that it is "It is the complete and radical review of the human resources in the organization to enhance its activities and make them more efficient and able to provide the highest quality and stimulate innovation."

Hussein at el., (2013) illustrated that it is "Improvements made by senior management in the organization, which affect the processes related to the way of dealing with human resources in order to satisfy their needs and enhance their abilities and skills to perform the tasks assigned to them."

Through his definitions, the researcher concludes that human resource re-engineering is "a process of radical change carried out by senior management, with the aim of redesigning all administrative and organizational areas related to human resources, taking advantage as much as possible of the advantages of technological development to enhance and develop its ability to do whatever is required." One of the tasks, which will lead to the achievement of the goals of the organization.

The re-engineering of the human resource includes the abolition of any services that have little or no added value, and this is done according to several methods, including

Sharing the HR function: the distribution of the HR function to the managers who in turn all become HR executives. Strategic planning for human resource management: in order to avoid any fundamental problems that may occur in the organization's business, and to create added value, so that the human resource professional becomes a partner in the business and his mission is to help individuals solve their problems that they are exposed to, with the aim of satisfying customers quickly and in the best conditions, and raise business value, increase profits and improve productivity. Redesign: Any redesign of a structure that takes into account the collective dimensions to defend the rights of workers, in a way that does not eliminate the presence of professionals in the human resource management function, but rather their role and position must be developed, in order to move to the practical units, so the creation of added value and the quality of the supplier's services. The employee in the organization has two basic criteria to determine whether the job will be kept or deleted, and it will be clarified.

## 3. Method of the study

Since the study aims to identify the re-engineering of the human resource and its impact on enhancing institutional excellence from the point of view of the employees working in the office of the General Directorate of Nineveh Education, the researcher will be based on the descriptive analytical approach that focuses on the interpretation and description of

the studied phenomena, as it is a common factor between all approaches. Dispensing with it, as this approach provides a quantity of important information to the researcher about the subject of the study, and the researcher will rely in the theoretical framework on previous foreign and Arabic literature related to the subject of the study, while in the field framework, the researcher will publish a list of the members of the study group to collect the necessary data for analysis and testing hypotheses to reach to the results. The study will be based on the SPSS statistical program.

#### 4. Results of the Study

Testing the validity and reliability of the tool including testing the validity of the tool (apparent validity, content validity):

A test of the validity of the tool was presented to accurately measure its ability to achieve its goal. Validity is divided into apparent validity and content validity which are apparent validity relates to the tool's ability to measure using multiple methods, and is evaluated by reviewing the tool by an expert committee to determine its compatibility with theoretical foundations and concepts in the field in which it is used. As for the validity of the content, it relates to the conformity of the content of the measurement tool with the objective and practical concepts and information in the target area of the measurement. The validity of the content is assessed by presenting the tool to a sample of the target group and collecting their views on the extent to which the real conceptual content being measured is representative. The tool's validity tests are used to determine its relative validity, analyze test results using appropriate statistical criteria, and make recommendations to improve the tool's validity if necessary.

The questionnaire was tested and validated before it was finalized to verify its validity and applicability. It was presented to a panel of arbitrators specialized in the field of management, and their opinions were asked about the validity of each statement in the scale and its suitability for implementation. And through its arbitration, it was found that there was a consensus of more than 60% among the arbitrators, which indicates the acceptance of all the expressions of the scale and the existence of clear degrees of validity that are appropriate for their application to the study population.

The tool stability test in this study are the reliability of the tool was tested statistically by subjecting the questionnaire to a test of reliability using the stability coefficient (internal consistency) with the Crumbach alpha equation. The values of the said coefficient were obtained to measure the reliability of the axes and the questionnaire as a whole. This is shown in

Table No. (3-1). The value of the Crombach alpha coefficient was good for (the structural dimension) and it was (0.743), and for the technological dimension, it was (0.865), and for the technological dimension, it was (0.865), and for the human dimension, it was (0.823), while for the technical dimension, it was (0.823). (0.845) and for leadership excellence, it amounted to (0.824), and for human excellence, it amounted to (0.837), and finally for excellence in service provision, it amounted to (0.844), and all of them had high and excellent rates.

The alpha coefficient for the tool as a whole in this study reached a value of (0.957), which is a high and good percentage because it exceeds the acceptable percentage (66%). This result is appropriate and appropriate to the objectives of the study, and indicates the possibility of relying on the results of the questionnaire and its ability to achieve the objectives of the study. Usually a coefficient close to (1) is the most favorable, and it can be considered poor if it is less than 60%, acceptable if it is between 60-70%, good if it is between 70-80%, and excellent if it is more than 80%.

#### 5. Discussion of the Study

Through the analysis of the sample, where there were 84 people (28.7%) with less than 5 years of experience, 50 people (17.1%) with experience between 6 to 10 years, 86 people (29.4%) with experience between 11 to 15 years, and 73 People (24.9%) have more than 16 years of experience.

This information can be used to understand the distribution of years of experience in the research sample and to analyze the data by periods of experience. It is also noted that the category that has experience between 11 to 15 years is the most common in the sample with a rate of 29.4%. This indicates that the research sample has a sufficient amount of experience and this helps us in that the answers are accurate and based on experience.

Figure (1) shows the distribution of the research sample according to the variable years of experience in the job level.

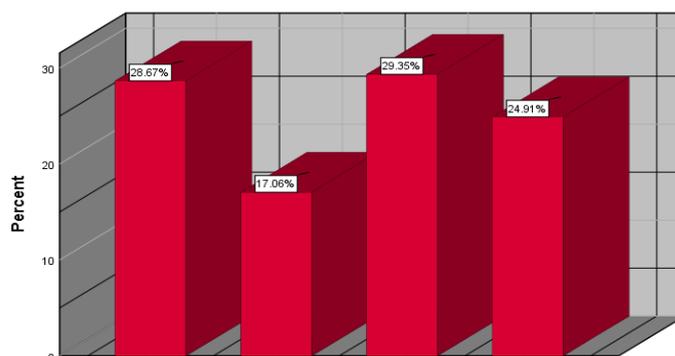


Figure 1: Employees Division Officials Department Heads Unit Officials

The job level variable was analyzed, as there were 247 employees (84.3%), 29 division officials (9.9%), 9 department heads (3.1%), and 8-unit officials (2.7%).

It is noted that the employee category is the most common in the sample, with a rate of 84.3%. Which indicates to us that most of the researchers gave their answers by virtue of their practice of their job, far from bias.

Figure (2) shows the distribution of the research sample according to the job level variable.

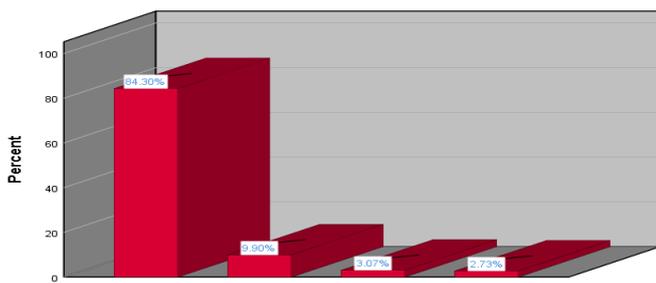


Figure 2: Employees Division Officials Department Heads Unit Officials

Dimensions of the independent variable (reengineering human resources)

From the foregoing, Table (2) shows the arithmetic mean and relative importance of the sample's estimates on the dimensions of human resource reengineering.

Table 1: The arithmetic mean and the relative importance of the sample's estimates on the dimensions of human resource reengineering

Relative Importance	Value (T)	Standard Deviation	Arithmetic Mean	The dimension
High	77.98	0.7961875	3.644875	Overall average of HR Reengineering

Through Table (3), the standard deviation, the arithmetic mean, the test value (t) and the relative importance of the sample's estimates of the dimensions of human resource reengineering are presented.

It appears from the table that all dimensions of human resource reengineering are highly appreciated by the respondents. It is evident that the structural dimension has the highest arithmetic mean with a value of 3.6765 and a standard deviation of 0.68138. It is followed by the technological dimension with an arithmetic mean of 3.6928 and a standard deviation of 0.88029. As for the human dimension, it has a mean of 3.5522 and a standard deviation of 0.81487. Finally, the technical dimension has a mean of 3.6580 and a standard deviation of 0.80821.

The high value of the (t) test for all dimensions indicates that there are statistically significant differences between the estimates of the respondents in the dimensions of human resource reengineering. Thus, it can be believed that these dimensions have a high relative importance and contribute to achieving effective human resource re-engineering.

From the statistical study, it can be concluded that human resource re-engineering plays an important role in improving the performance of the human resource in the organization. This data provides a solid foundation for developing human resource re-engineering strategies and improving human resource management in the organization.

## 6. Conclusion

The field study and the opinions of the sample based on the study of the questionnaire concluded that in general, it can be concluded from the general results that the re-engineering of the human resource has a significant and positive impact by enhancing the institutional excellence of the Directorate of Education of Nineveh, specifically the technological, human and artistic dimensions that play important roles in achieving institutional excellence. Based on the findings of the research and confirming the impact of re-engineering the human resource of Nineveh Directorate of Education. The present study recommends Nineveh Directorate of Education to focus on improving its organizational structure and developing human resource management procedures. Investing in information technology and advanced tools to help manage the human resource effectively. Enhancing the capabilities and skills of its employees through continuous training and development programmes. And improving the technical performance of human resources, including the development of technical standards and procedures, training and professional guidance for employees. And measuring the performance of the human resource and assessing the impact of re-engineering the human resource and encourages cooperation and teamwork among employees. Providing a stimulating and appropriate work environment for employees. It encourages employees to continue learning and developing their skills. By organizing training courses and workshops and providing online learning opportunities. This contributes to the development of staff capabilities and the promotion of institutional excellence.

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