



Administrative reform and its role in enhancing organizational Integrity An applied study in the Health Department of Najaf

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Abstract

The research started from a realistic problem embodied by a variety of conceptual and intellectual questions, which aimed to define the conceptual, intellectual and philosophical framework of the research variables (administrative reform and organizational integrity) as well as to test the relationship and influence between them, which are among the important topics that occupy privacy in our society. And our Iraqi environment, as well as identifying the level of importance of the two research variables for the Najaf Health Department, and identifying the extent to which administrative reform is used to achieve organizational integrity.

Through the research, several conclusions were reached, the most important of which was the existence of a statistically significant impact by applying the principles of organizational integrity at the field level that would modify or enhance administrative reform in organizations. Administrative in organizations

Key words: administrative reform, organizational integrity

Chapter One: Research Methodology

1. Research problem

Most of the Iraqi organizations face multiple problems due to the knowledge and application gap of administrative sciences, and most of these organizations are classified on the basis that they are ineffective because of the culture of administrative corruption rampant in them and the lack of listening ears to the prospective administrative reform processes and this caused the existence of a crisis of confidence among the customer who deals with These organizations as well as other environmental conditions, including political, security and economic, and given the fact that administrative reform is a type of modern administrative methods that are not adopted in most organizations, Through this, it is necessary to know the effects that administrative reform methods leave on organizations, especially with regard to the results of their work, represented in the integrity of workers, and whether these effects will appear in the short or long term, to be represented in organizational integrity at the level of the organization as a whole. Therefore, our study came to present a new model linking variables of importance to organizations in general by studying the role of administrative reform in enhancing organizational integrity, and the research problem emerges through the following main question:(What is the role of administrative reform in enhancing organizational



integrity). From this question a number of sub-questions are branched out, which are:

1. What is the role of core process reform in enhancing organizational integrity?
2. What is the role of institutional infrastructure reform in enhancing organizational integrity?
3. What is the role of reforming laws and regulations in enhancing organizational integrity?
4. What is the role of reforming oversight processes in enhancing organizational integrity?

2. The importance of research

The importance of the research emerged through its discussion of the most important administrative issue, which is administrative reform, which is reflected negatively or positively on the integrity of the organization, where the importance of studying the society in general lies in the creation of honest organizations that work for the public interest and serve the customer as well as redrawing the identity of the organization through the reconstruction of operations Management in the organization in addition to the application of integrity-related dimensions that serve the community.

3/ Research objectives

The research aims to find an applied model to enhance the role of administrative reform in enhancing organizational integrity. Research objectives can be reviewed through the following :-

1. Explaining the intellectual foundations of the concept of administrative reform, determining the level of relative importance of its dimensions and stating the extent of their reflection in the researched organization.
2. Identify the intellectual foundations of the concept of organizational integrity, determine the level of relative importance of its dimensions and indicate the extent of its reflection in the researched organization.
3. Determine the critical tasks facing the organization under discussion and find creative solutions in light of internal or external crises.
4. Knowing the mechanisms of supervision and clarity with the human resource for effective business flow
5. Clarification of the most important administrative processes and functions and clarity of the decision – making process in the organization
6. Highlighting the role of the efficiency of the human resource in the organization in order to enhance the trust between the internal customer and the external customer.

4. Research hypothesis

The research starts from a theory that: Achieving organizational integrity is positively and morally affected by administrative reform and its dimensions. For the purpose of achieving the research objectives and finding appropriate formulas, treatments and solutions to the research problem, the main and sub-hypotheses have been identified as follows:

1. The first main hypothesis



(There is a positive statistically significant correlation between administrative reform and organizational integrity) From them emerge the following sub-hypotheses

The first sub-correlation hypothesis: (There is a positive, statistically significant correlation between reform of core processes and organizational integrity)

The second sub-correlation hypothesis: (There is a positive, statistically significant correlation between the reform of the institutional structure and the organizational integrity)

The third sub-correlation hypothesis: (There is a positive, statistically significant correlation relationship between the reform of laws and regulations and organizational integrity)

The fourth sub-correlation hypothesis: (There is a positive, statistically significant correlation relationship between the reform of control processes and organizational integrity)

2. The second main hypothesis

(There is a statistically significant significant impact relationship for administrative reform in organizational integrity) From them emerge the following sub-hypotheses .

The first sub-impact hypothesis: (There is a statistically significant significant impact relationship to reform the core processes of organizational integrity)

The second sub-hypothesis of impact: (There is a statistically significant significant impact relationship to reform the institutional structure in organizational integrity)

The third sub-impact hypothesis: (There is a statistically significant significant impact relationship for reforming laws and regulations in organizational integrity)

Control processes fourth sub-hypothesis effect: (there is a statistically significant significant impact relationship for reforming control processes in organizational integrity)

5. Research outline

Based on what has been mentioned in the research problem and objectives, the research hypotheses can be clarified within a hypothesis diagram that illustrates the nature of the assumed relationships between the variables and dimensions of the research, which can be illustrated Figure (1):

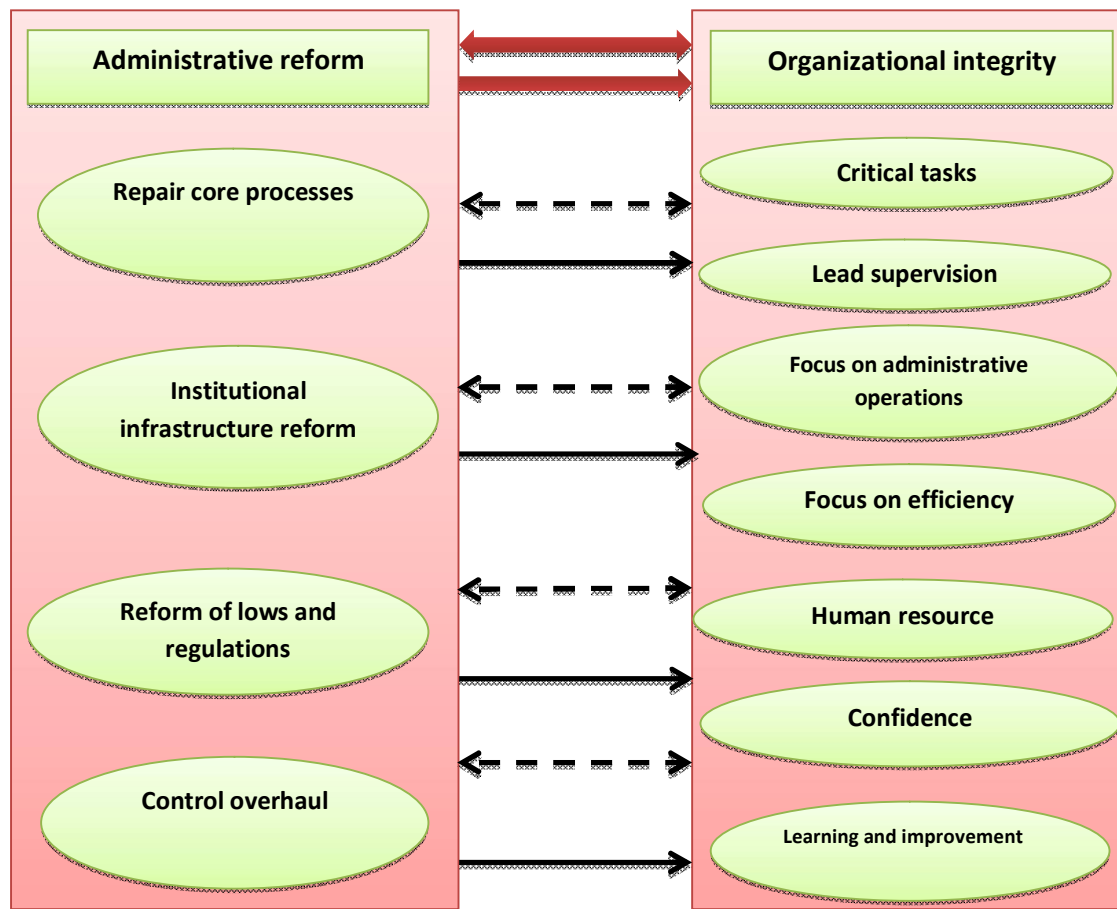
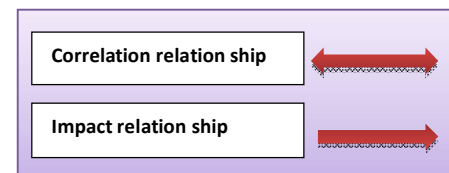


Figure (1) – The hypothetical research

Source : Prepared by the researchers



6. Community and sample research

The research community chosen by the researcher to conduct the study represents the Najaf Health Department as a field community to research and study the role of administrative reform and its impact on enhancing organizational integrity. As for the research sample, it was an intentional sample targeting health leaders in the Najaf Health Department, as the choice fell on (115) Of these, the questionnaire was distributed to it, and (100) questionnaires were retrieved after distribution, which were approved for statistical analysis

Chapter Two: The theoretical framework of the research

a . The independent variable: administrative reform

First / the concept of administrative reform

Among the basic features that characterize the science of management and its various applications in all fields of life are dynamism, mobility, and speed of response to scientific and technical development and progress, in line with the changes taking place in the political, social, cultural and other environments. Therefore, new trends were and still appear in various countries of the world,



especially the developed ones, which stress the necessity of modernizing systems, administrative structures, their methods, and their working tools and techniques. This is in order to raise and improve the level of efficiency of public bodies of administration (Gu et al, 2020: 117)

And it became clear that there are certain problems that hinder the work of administrative organizations, that is, impede the means of achieving their general objectives, and those problems or obstacles need administrative treatment or reform so that the public administration can perform its duties in achieving the general goals. The reason for these problems is due to one of two things: Either That they originate from within the bodies of the public administration, that is, their causes lie within the apparatus or public administrative organizations, and that they stem from outside them, that is, from the external environment and the political and economic bodies. "There is a team of researchers refuting the administrative connotation of reform on the grounds that the latter has broader and comprehensive dimensions than merely limiting it to the limited administrative apparatus, as any system is considered an integral part of a group of other systems of a political, economic, social and cultural nature that affect and are affected by the prevailing administrative system. This means that "any management change is not sufficient unless it is part of a comprehensive change in all aspects of social, political and economic life (Luik-Lindsaar et al, 2018: 150)

The concept of administrative reform is usually associated with many definitions, and these definitions varied according to the interests and different points of view of writers and researchers, and their different approaches through which they searched for administrative reform. In order to restore his material and human components to their proper state to perform the function assigned to them by society While I Know It (Zakaria, 2014: 57) As (an effort aimed at tracking the problems of the administrative apparatus and seeking to solve them and the number of state administration agencies (individuals, equipment, means) scientific numbers through a comprehensive change in the behavior and values of workers in a way that confirms the concept of the public job and improving the level of the outputs of the administrative apparatus aimed at serving the citizen and in line with National goals

While (Guo, et al, 2017: 360) defined administrative reform as (a process of rationalization and reform that helps progress and transformation in the social structure, and it reflects to some extent the ideology of the economic and social system prevailing in the state) and sees (Bascaran, 2019: 15) As (the outcome of the efforts of special numbers, which aim to introduce fundamental changes in the public administrative organization through reforms at the system level as a whole), while (Al-Waer, 2016: 12) sees it as (improvement The approved and continuous operational performance of the government sector) and (Guo et al, 2017: 360) affirms that it is (a process of rationalization and reform that helps progress and transformation in the social structure, and it reflects to some extent the ideology of the economic and social system prevailing in the state)



Based on the foregoing, one of the most important characteristics of administrative reform according to the literature and administrative applications in the liberal world are (Mathur, et al, 2017: 45)

1.Reform programs are drawn up and implemented gradually and may be slow at times, non-sudden or drastic, in light of technical and administrative studies and consultations carried out by committees of experts in light of the state's economic and social policy

2.Usually the axis of reform is focused on one of the elements of the administrative system

3.The reform process usually begins with the administrative system itself

4.The administrative apparatus, although it is the goal of reform, is itself the instrument of this reform and the means of implementing it as well

Second / the importance of administrative reform

There are many key points that explain the importance of administrative reform in organizations, and in some cases reform is a must strategic goal because it determines the fate of the organization, its future and its performance, and the importance can be determined in the following: (Krause et al, 2020: 370)

1.Building strategic management directions in various fields of work, by developing the capacities of the organizations of the administrative apparatus to deal with the internal and external environment

2.Building modern patterns and approaches in organizational construction and redesigning the organizational structures of the administrative apparatus organizations to achieve flexibility and respond to the requirements of change and development and adapt to the factors and variables of the environment

3.Spreading the concepts of administrative decentralization, moving away from centralized decision-making, developing delegation skills among administrative leaders, empowering middle and executive departments to assume responsibility and being aware of the implementation of administrative processes and work

4. Evaluate the performance of institutions through the goals set for them, with a focus on the social responsibility of these organizations, in addition to evaluating the performance aspects of the operations and the accomplished works, the financial costs, the volume of investment, the performance of the employees and linking them to the requirements of community development

5.Understanding the changes occurring and expected in the volume of human resources in terms of quantity and type at the level of the organizations of the administrative apparatus, developing their capabilities, adopting the values of teamwork, and enhancing creativity and development

6.Supporting efforts towards raising the level of production, productivity and quality, implementing quality-related measures, considering it the responsibility of everyone, and that serving the citizen is a permanent responsibility of institutions and working to reach standard specifications

7.Adopting methods that achieve economic efficiency, foremost of which are raising production levels, reducing costs, and making decisions related to investment, production plans and methods



8. Developing formulas, methods and procedures for administrative work, laws and legislations, in a way that contributes to achieving speed and accuracy in decision-making

9. Expanding reliance on modern technologies to reach electronic systems, in preparation for building e-government projects and enhancing research and development activity in these areas in order to expand the horizons for contributing to the development of advanced technology

10. Developing the capacities of institutions concerned with managing and supporting economic, social and cultural development programs, and enhancing their role in directing resources towards investments with wider returns.

11. Developing the self-abilities of administrative agencies' organizations in their endeavor to keep pace with change, diagnosing and solving problems and obstacles, and laying down plans for future developments by focusing on the importance of setting and defining general goals with their quantitative, qualitative and time dimensions, and using planning methods and techniques to achieve those goals

Asfour believes that the main goal of administrative reform is to improve and develop the means and methods for organizations doing their work in order to make the most of the financial and human potential of the organization (Asfour, 2002: 23) (

Third / Dimensions of administrative reform

In this paragraph, the most important dimensions of administrative reform that are used as sub-dimensions of the main variable of administrative reform will be addressed, and the most important of these processes are:

1. Reforming the core processes of human resources management

These operations are :-

A- Job description

It is a process consisting of several steps designed to provide the organization with the right individuals for the appropriate jobs (Bascaran et al, 2019: 317), while (Al-Bahlal and others, 2014: 12) believes that the job description card is: a document containing tasks, duties, responsibilities and relationships Each job is with other jobs in a way that allows its occupants to assume these responsibilities, eliminating duplication of tasks and defining the relationships between the various jobs and thus ensuring the raising of work efficiency and regularity

B- Training and development

Which is after the job descriptions to learn the required skills in the availability of the individuals concerned to fill a particular job (Bascaran et al, 2019: 317)

It is useful to collect the knowledge, qualifications, skills and experience necessary to do the whole work in one document, and it can then be used for various purposes and through this, reference should be made to what is necessary to perform the work fully and effectively, and not necessarily what is present. The person who holds the position has the characteristics of it (Al-Astal, 2009: 35)



C- Job evaluation

It is the measurement to ensure that the actual performance of the work meets the specified performance standards (Bascaran et al, 2019: 317). The performance evaluation policy is an expression of the system that helps in measuring and evaluating the relationship between the efficiency of an individual's performance of the duties and tasks of the job he occupies and the behavior and ability of the individual to Better performance and the result achieved according to the level of performance and the actual degree of achievement and this helps to identify the strengths and weaknesses in the performance in the past and work to avoid its weak aspects in the future and invest the strengths to reach the highest levels of performance efficiency and this is beneficial On the individual, the organization and society (Muhammad Ali and Al-Jack, 2017: 8) that the job evaluation process is one of the important functions practiced by the Human Resources Department as it represents a system for reviewing and evaluating the task performance of the individual working in the organization and according to which the employee is evaluated periodically by the president The direct person or those related to the employee (Al-Ghoul, 2011: 37)

D- Wages and incentives

It is what is paid to an individual by the hour, day, or month for performing the work, and all organizations participate in paying the wage system, but they differ in the incentive system (Bascaran et al, 2019: 317). This job is concerned with determining the value and the relative importance of each job and determining its wages and determining The wage levels of the jobs as the job is concerned with the proper management of the wage system so that a compensation is guaranteed for the different values and bodies of the different jobs, that the design of incentive systems means giving a fair compensation for the distinguished performance and workers can be motivated for their collective performance, so individual incentives and group incentives appear, and there are also incentives to perform The organization as a whole. (Radwan, 2012: 21)

E - Human resources planning

)Crowe, 2016: 14) believes that human resource planning is a procedure whereby the human resource needs of the organization are predicted for a certain period in the future and the skills available to workers on the job and in the employment market are surveyed and then decide the methods and methods that should be followed for an interview. Needs. While (Al-Astal, 2009: 49) shows that human resource planning is a process of interaction between duties and human capabilities. Therefore, it is necessary to study the capabilities of the members of the organization separately and then load one of them to the duties that are able to them alone

Human resource planning depends on the process of estimation and forecasting, through which the Human Resources Department works to determine its needs of various human cadres in quantity and quality at the appropriate time and place and to provide those needs during the planned period to achieve the



general objectives of the organization and the special goals of its public sectors. (Bascaran et al, 2019: 317)

And (Radwan, 2012: 49) that the importance of human resources management lies in the following:

1. Working to develop the skills of individuals working in the organization
- Working on creating and preparing appropriate plans for training .2
3. You are interested in the main resources in the organization, which are working individuals

"The institutional structure is the practices and controls concerned with implementing the vision and strategy of the government entity by making the necessary changes to harmonize the entity's business objectives and procedures with the information technology (applications, data, technology infrastructure) that it uses to achieve this vision." The reform of the institutional structure in general is based on reforming the organizational structure and re-aligning it according to the principle of simplified management and high efficiency with activating structures, improving quality, consolidating and raising the efficiency of public employees, taking into account the focus on legislation related to government departments in accordance with the requirements of government practices (Al-Dagan, 2015 83) while (Tony, 2014: 14) noted:

The organizational structure on which the institutional structure is based is one of the main functions in the restructuring of organizations and the restructuring of the hierarchy into comprehensive functional teams and between (Wiley & sons, 2008: 237) that the organization of tasks, relationships, communications and information technology is positively reflected in the organizational structure of the structure Institutional

)Fragoso, 2015: 388) believes that traditional organizational structures should be ignored to enhance the ability of organizations to strengthen and reform the institutional structure, while Smith (2011: 112) emphasized that reforming the organizational structure of the organization takes place through identifying and classifying the necessary tasks, resources, and how By which these entire processes will be managed to achieve organizational goals

The functional tasks are the main components in the organization's structure and represent the means by which the institution can achieve its goals in terms of administrative reform in general through it. To achieve success in the institutional structure of any institution, a great deal of attention and care must be directed to the way in which jobs are designed (Adwan, 2011:25)

Reform of laws and regulations 3.

He (Hussein et al, 2013: 3) it must divide powers and Oaaddh distribution of powers and breaking the rules and the old political procedures and work on the development of the organization while stressing (Sharif 2013: 25) on the official side and the legal and structural system of administrative and neglect the informal side is one of the administrative development concepts, and the reason for this behavior is due to developmental law, the dominance of men in the period of pre-World war II on the study and teaching as a result, the official confirmation of the importance of the legal aspects of the administrative system, based on this administration The procedures are mostly in the form of



assurances of adherence to the existing legislation with additional penalties for violators. Also, one of the reasons for the official starting point in administrative reform is the emphasis on the official authority of the state and its various government agencies, as this led to the imposition of a state of sanctity on the official organizational structure and between (Wheelen & Hunger, 2010: 336) that the procedures that public organizations suffer from are complex and routine, which negatively affected their workers on the one hand and their beneficiaries on the other hand, since the rigidity of regulations, laws and instructions and their inconsistency with environmental changes must be reconsidered. And bring about fundamental changes in it.

Reforming performance monitoring processes 4.

Control can be defined as a regular process by which managers make sure of the extent to which plans are implemented and goals are achieved, using effective and highly efficient methods, and the necessary parts in the control process. Administrative control over performance is a structured effort to define performance measures to achieve the planned goals (Bascaran, 2019: 317). In order to develop methods of evaluating performance in the government apparatus, these methods must be based on determining the expected administrative capabilities of the employee to enumerate competencies within the framework of an integrated system for planning and developing the workforce. (Al-Buhairi, 2011: 52) and to enhance the performance And the achievement of government agencies is done through evaluation by a specialized central body that directly follows the first official in the countries in order to reach the achievement of what is known as the institutional scientific evaluation based on practical and scientific measures of productivity and knowledge of the performance level of those responsible for it, and the monitoring of the objectives is taken as a way to work instead Control procedures in an effort to increase administrative efficiency and effectiveness in state agencies. (El-Hajj, 2006: 43)

He indicated (Souria and Tommy, 2010: 9) for the reform of performance auditing processes to be an effective and meaningful method in which it must have a set of characteristics, the most important of which are :

- 1.It should be on a regular and continuous basis, where the previous and current results are compared
- 2.That the residents deal with all working individuals with full credibility
- 3.Clarity of the principles and mechanisms that govern the evaluation process
- It provides sufficient, accurate and up-to-date information 4.
- 5.That it covers all the personal, administrative and technical aspects of the working individual and the organization

B . The dependent variable: organizational integrity

First / the concept of organizational integrity

The issue of integrity has gained the attention of most researchers in the organizational field, especially in recent times, due to the search for excellence and finding mechanisms for individual and collective action according to the ethical perspective and rejecting negative behaviors in the organization. Therefore, Choi defined it as (the behavior of individuals and organizations that



follows The rule of law (Choi et al, 2018: 83), while (Audi & Murphy, 2006: 3) defined it as a major moral virtue representing a kind of rational autonomy as the ideal in organizations that are represented by positive ethical behaviors that play a role in guiding critical decisions (Kaptein, 2003: 95) believes that it is (an approach that aims to reduce corruption in organizations and integrate operational systems with ethical standards) While (Santoro ,2003: 410) pointed out that organizational integrity is (the entrance that requires avoiding illegal behavior and clinging to ethical values) and (Dobbs, et al, 2019: 137) confirmed that it represents (the internal consensus that guarantees the union of moral values with decisions. And positive measures that are consistent with the mission of the organization) and the opinion of (Al-Ghamdi, 2015: 17) was that it is (a value dimension, an internal drive, and an apparent behavioral dimension related to multiple aspects of life and its individual, social, national and organizational fields to achieve integration and moral balance (Santoro 2003: 411) stated that there are three elements of organizational integrity, which are:

1. Development of training programs within the organization to spread the culture of human rights and address error through guidance
2. Cooperation and coordination with non-governmental organizations to benefit from their resources and knowledge
3. Implementing and implementing codes of conduct to guide them and that lead to the integration of proactive strategies with the organization's strategy

Second / The importance of organizational integrity

Integrity has gained importance at the level of the individual and the organization, and most organizations are trying to achieve integrity in order to build organizational reputation, and the importance can be determined as follows:

Stronger organizational reputation 1.

In the business world, organizational reputation is an intangible and important asset in the life of an organization so acting with integrity will allow the organization to reap benefits from better relationships with the people it deals with. (Molina et al, 2016: 210)

(Campes Victoria, 2015: 3) believes that ethical behavior has an effect on individuals working in the organization, and thus this is reflected in the organization's reputation as this is related to good practices of workers in the organization

Satisfaction of working personnel 2.

Most working individuals want to do a good job and will be happier at working for something with integrity, rather than someone asking them to compromise on their own principles

Employees' perceptions of their manager's behavioral integrity "are positively correlated with job satisfaction, job participation, health and life satisfaction.

So if you want happier, healthier, and busier employees, acting with integrity is a powerful, valuable yet powerful way to achieve it. (Molina et al, 2016: 210)



3. The culture of the organization

(Valencia et al, 2015: 3) believes that the culture of an organization can form the basis for internal integration and stimulate creative behavior among the members of the organization. Accordingly, the success of any organization depends on the organizational culture that helps instill morale among workers in it (Albayrak & Ugur, 2014: 256)

Third / Dimensions of organizational integrity

In our study, organizational integrity is considered a dependent variable and it consists of a set of main dimensions and these dimensions are as follows:

Mission Critical 1.

These are the difficult tasks that organizations face in light of crises, whether internal or external. (Stark et al, 2018: 269) and (Al-Tai and others, 2017: 285) stresses that the critical tasks focus on the organization's ability to redesign its machinery, equipment, and structure. Its organizational culture is in harmony with the internal and external environment variables, as well as redesigning its internal systems and its control over the important environment to avoid the critical tasks that it faces in the future

And (Sensuse, et al, 2015: 485) can create an organizational culture that represents someone. The basic elements that critical tasks focus on by supporting management at all levels in order to encourage interaction and exchange of knowledge among the members of the organization while (Vogds, 2001: 36) shows that the organizational culture develops through the need to maintain effective working relationships within the organization depending on the nature of its work. , The characteristics of the person and the values present in the organization

2. Supervision of leadership

Administrative leadership oversight is the ceiling of the administrative process that consists of planning, organizing, implementing and evaluating (Stark et al, 2018: 269). (Byrne & Rees 2006: 9) defines leadership supervision as a group of capabilities that influence the performance of individuals in organizations to achieve their goals, vision, and strategy, while Wagner & Hollenbeck (2010: 196) see leadership supervision as one of many tasks Management in the organization, which is represented in the satisfactory interaction between the superior and subordinates in the organizations and between (Mahmat, 2014: 1292) that leadership supervision is a social process that works to develop the capabilities of working individuals and forms common points between them.

3. Focusing on administrative operations

This dimension consists of many important points, which are

1. Administrative operations
2. Administrative functions

Problem analysis and decision-making (Stark et al, 2018: 269 3).

In light of the focus on administrative processes, (Pies & Koslowski 2011: 59) believes that it is possible to integrate the ideas of the organization into a common framework for working individuals, and it is also possible to organize the work of stakeholders, which will positively reflect on the strengthening of organizational integrity



4. Focus on efficiency

Most organizations today compete for competence as the most important criteria in measuring the success of the organization and achieving its goals, so efficiency is considered to be doing the right things in the right way and thus costs are reduced, so the least possible amount of inputs and resources such as time, effort and money are used to obtain the greatest benefit (Stark et al, 2018: 269) and (Palazo, 2007: 123) believes that to focus on competency, organizational integrity must help create a solid knowledge base for organizational integrity management, while (Verhezen 2008: 136) believes that competency is achieved by helping organizational integrity to analyze readings according to Organizational values and principles

5. Human resource

The human element is the most important component of any organization because it is the main artery for the sustainability of the organization and it is considered as its intellectual capital. Therefore, human resources have been defined as a set of processes that include organizing, directing, planning and controlling all matters related to individuals, and the goal is to develop and maintain them. And compensate and educate them without the need for any specialized management. (Stark et al, 2018: 269)

6. Confidence

(Al-Rajhi 2014: 22) believes that organizational trust is a form of public trust based on merit, hard work, integrity, open communication, team spirit, concern, respect for others, and justice, and these are conditions that enable everyone in the organization to perform While she indicated (Kazem, 2014: 231) that the concept of organizational trust is one of the concepts that have been focused on by scholars in various scientific disciplines such as administration, organization, social psychology, economics and sociology, noting that each of them focused on one aspect. Certain in the concept of trust and it represents a willingness to take risks and it may be one of the few common characteristics of all trust situations where it is based on a feeling of support at work and a belief that the organization will be clear through following up on commitments. Organizational integrity is described as the psychological structure that affects the behavior of individuals working in the workplace, as it is the main determinant of trust in organizations (Barnard et al, 2006: 40)

7. Learning and improvement 7.

Learning is (a group of relatively permanent changes that occur as a result of a person passing through an experience, or through repeating that experience) (Stark et al, 2018: 269). Learning is also known as “modification and change in behavior.” This definition focuses on that learning includes: change And the modification of the behavior presented by the learner. The definition can be detailed by saying: It is “a modification and change in behavior as a result of practice ...” provided that this modification and change is relatively constant, and is not temporary and dependent on circumstances or emergencies

Conceptual features of learning can be defined according to what is included in the definition as follows:

- Change.



- Modify.

Shows on the image of behavior-

Observable-

It follows from practice and experience positions-

Relatively stable. (Stark et al, 2018: 269)

Chapter Three: The practical side of the study

1. Descriptive statistical analysis.

This topic focuses on diagnosing and describing the response of the researched sample to the variables of the main and sub-study, and on this basis, descriptive statistical analysis was used by relying on some statistical indicators, as descriptive statistical analysis is an important step for analyzing the data quantitative analysis, through which the data is described by describing the behavior of the sample Therefore, the researcher gives a clear and detailed conception of the nature of the data that was analyzed, and it is possible to rely on tables or graphs that support detailed discussions to reach this purpose (Triola, 2012: 4)

Therefore, this topic will focus on clarifying the level of responses of the researched sample on the questionnaire paragraphs (variables and sub-dimensions), after which a descriptive statistical analysis can be performed, which gives a clear picture of the respondents' attitudes and the nature of their perception of the variables studied. Therefore, some descriptive statistical indicators of relevance must be diagnosed. Relevancy such as the arithmetic mean to indicate the sample's response to the adopted variables, and the standard deviation to indicate the deviation of values From its arithmetic mean. In addition to diagnosing the percentage of each paragraph and after some of the dimensions that have been adopted in measuring the variables, by adopting the value of the hypothetical mean and within the limits of (3) that is, the achieved arithmetic mean values equal to or more than the hypothesis mean value is considered an acceptable value and on the contrary it is considered an unacceptable value, noting that it has been Reliance on the five-ranks Likert scale (agree completely with the weight of (5) until the weight of (1) does not agree completely) and as follows:

First. Administrative reform variable: This variable consists of four sub-dimensions, which are as follows :

1. Repair core processes

Table (1) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the first dimension (reforming the essential processes), as it becomes clear that the aforementioned dimension has achieved a high response, and with an arithmetic mean value (4.18) i.e. It is higher than the hypothetical mean value that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.61), with a percentage of (0.83), and at the level of the paragraphs through which the dimension was measured, the response was It is higher than the hypothetical mean value for all paragraphs, as the paragraph (We observe fairness in the distribution of



burdens among employees) achieved the highest response among other paragraphs with an arithmetic mean (4.3), while the paragraph (We apply the job description process in our department to know the capabilities and skills of employees) achieved the lowest response and medium My Account (3.96)

Table (1) Values of descriptive statistical indicators of the core process reform dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We apply a job description process in our department to learn the capabilities and skills of employees	3.96	0.665	0.792	5
2	We seek to develop the skills of individuals to be compatible with reform through training and development	4.23	0.529	0.846	2
3	We evaluate the competence of working individuals through the performance of their duties	4.19	0.647	0.838	4
4	We observe fairness in the distribution of burdens among employees	4.3	0.595	0.86	1
5	We work to repair and maintain human resources in our organization through proper planning of these resources	4.23	0.617	0.846	3
The overall rate of the core process reform dimension		4.182	0.6106	0.8364	

Source: Prepared by the researcher based on the outputs of SPSS V.23

2. Institutional infrastructure reform

Table (2) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the second dimension (reforming the institutional structure). It is higher than the hypothesis mean value that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.65) , With a percentage of (0.83), and at the level of the paragraphs through which the dimension was measured, the response was higher than the value of the hypothetical mean of all the paragraphs, as the paragraph (trying to restructure some organizational structures to conform with the current environment) achieved the highest response among the other paragraphs and with an arithmetic mean(4.24) while the paragraph (We seek to reform the institutional



structures through the implementation of the strategic vision of our organization) achieved the lowest response and in the middle of my calculation (4.1)

Table (2) Values of descriptive statistical indicators of the institutional structure reform dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We seek to reform the institutional structures by implementing the strategic vision of our organization	4.1	0.674	0.82	5
2	We are working to reform the organizational structure and redesign it according to flexibility	4.2	0.667	0.84	2
3	Work on re-hierarchy and distribution of work to create a state of administrative creativity	4.17	0.697	0.834	4
4	We are trying to restructure some of the organizational structures to be compatible with the current environment	4.24	0.653	0.848	1
5	We care about the ways in which jobs are designed to achieve success in the management reform process	4.17	0.604	0.834	3
The overall rate of the institutional infrastructure reform dimension		4.176	0.659	0.8352	

Source: prepared by the researcher based on the outputs of SPSS V.23

3. regulations Reform of laws

Table (3) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the third dimension (reforming laws and regulations), as it becomes clear that the aforementioned dimension has achieved a high response, with an arithmetic mean value (4.31) i.e. It is higher than the hypothesis mean value that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.55), with a percentage of (0.86), and at the level of the paragraphs through which the dimension was measured, the response was The paragraph (working to reduce routine in systems for the sake of the success of administrative work) achieved the highest response among other paragraphs with an arithmetic mean (4.41), while



the paragraph (we seek to take into account environmental variables and their impact on law reform) Systems) minimum response and average (4.16).

Table (3) the values of descriptive statistical indicators for the reform of laws and regulations

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	To ensure the reform process, it is necessary to distribute the authority and divide the powers among the working individuals	4.37	0.562	0.874	3
2	We emphasize the importance of mastering administrative and other laws for all working individuals	4.39	0.51	0.878	2
3	We are committed to the legislations and laws that contribute to the administrative reform process	4.24	0.495	0.848	4
4	Reducing red tape in systems for the sake of administrative business success	4.41	0.552	0.882	1
5	We seek to take into account environmental variables and their impact on laws and regulations reform	4.16	0.662	0.832	5
The general rate of the reform of laws and regulations		4.314	0.5562	0.8628	

Source: prepared by the researcher based on the outputs of SPSS V.23

4. Control overhaul

Table (4) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the fourth dimension (reforming the control processes), as it becomes clear that the aforementioned dimension has achieved a high response, with an arithmetic mean value (4.26) i.e. It is higher than the hypothesis mean value that has been adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.63), with a percentage of (0.85), and at the level of the paragraphs through which the dimension was measured, the response was It is higher than the hypothetical mean value for all paragraphs, as the paragraph (we always alert individuals to deviations that occur in their work in order to fix them and avoid them in the future) achieved the highest response among the other paragraphs with an arithmetic mean (4.44) while the paragraph achieved (we define performance measures and train



individuals on them to facilitate The supervisory work in our department) with the lowest response and with an arithmetic mean (4.12).

Table (4) Values of descriptive statistical indicators for the reform dimension of control processes

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We monitor the implementation of administrative reform plans continuously to achieve the desired goal of reform	4.14	0.667	0.828	4
2	We define performance measures and train people on them to facilitate the audit work in our department	4.12	0.729	0.824	5
3	We regularly and continuously accompany the most important repair operations to know the final results	4.26	0.63	0.852	3
4	Dealing with all transparency and credibility with individuals working in the control process	4.34	0.639	0.868	2
5	We always alert individuals about the deviations that occur in their work in order to fix them and avoid them in the future	4.44	0.519	0.888	1
The general rate of the dimension of reforming the control operations		4.26	0.636	0.852	

Source: prepared by the researcher based on the outputs of SPSS V.23

Second. Organizational integrity variable: This variable consists of seven sub-dimensions, which are as follows:

1. Mission critical

Table (5) shows the values of the descriptive statistical indicators, which are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the first dimension (the critical task), as it becomes clear that the aforementioned dimension has achieved a high response, with an arithmetic mean value (4.13), i.e. higher From the hypothetical mean value that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.65), with a percentage of (0.82), and at the level of the paragraphs through which the dimension was measured, the response was higher than Mean value The hypothesis for all paragraphs, as the paragraph (we



instill a positive organizational culture as a dimension of integrity in the psyche of working individuals to accept the effects of critical work) achieved the highest response between the other paragraphs and with an arithmetic mean (4.27) while the paragraph achieved (we always put in our plans the internal and external environmental variables to reduce their internal effects Minimum response and average (4.01).

Table (5) Values of descriptive statistics indicators for the critical mission dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We redesign some or all of our organizational structures as a result of the critical tasks it faces	4.01	0.798	0.802	4
2	We always put in our plans internal and external environmental variables to reduce their internal impacts	3.99	0.835	0.798	5
3	We work to spread the values of integrity, especially in critical times, to reduce deviations and maintain reform	4.15	0.557	0.83	3
4	We encourage interaction and cooperation among individuals to confront critical tasks that affect management reform	4.23	0.529	0.846	2
5	We instill a positive organizational culture as a dimension of integrity in the psyche of working individuals to accept the effects of critical actions	4.27	0.548	0.854	
Overall average for the mission critical dimension		4.13	0.6534	0.826	

Source: prepared by the researcher based on the outputs of SPSS V.23

2. Lead supervision

Table (6) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the second dimension (leadership supervision), as it becomes clear that the aforementioned dimension has achieved a high response, with an arithmetic mean value (4.24) that is higher From the value of the hypothetical mean that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation amounted to (0.64), with a percentage of (0.84), and at the level of the paragraphs through which the dimension was measured, the response was higher than Mean value The hypothesis for all



paragraphs, as the paragraph (working to combat negative behaviors, especially deviant behaviors at work because they affect the reform process) achieved the highest response among other paragraphs with an arithmetic mean (4.43) while achieving the paragraph (always seeking to find supervisory and leadership means capable of Overcoming crises and instilling notions of integrity.) The lowest response and in my average (4.1).

Table (6) the values of descriptive statistical indicators of the leadership supervision dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We always strive to find supervisory and leadership methods capable of overcoming crises and instilling concepts of integrity	4.1	0.859	0.82	5
2	Involving working individuals in developing plans that would lead the reform process according to principles of integrity	4.21	0.624	0.824	3
3	Focusing on administrative processes that contribute to deepening integrity and administrative reform	4.11	0.695	0.822	4
4	Integrity, credibility and self-confidence are essential pillars of an honest organization leadership process	4.39	0.51	0.878	2
5	Work to combat negative behaviors, especially deviant behaviors at work, because they affect the reform process	4.43	0.517	0.886	1
The overall average for the leadership supervision dimension		4.248	0.641	0.8496	

Source: prepared by the researcher based on the outputs of SPSS V.23

3. Focus on administrative operation

Table (7) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the third dimension (focusing on administrative operations), as it becomes clear that the aforementioned dimension has achieved a high response, and with an arithmetic mean value (4.18) That is, it is higher than the value of the hypothesis that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.65) With a percentage of (0.83), and at the level of the paragraphs through which the dimension was measured, the response was higher than the hypothetical mean



value for all the paragraphs, as the paragraph (We condemn and fight unethical behaviors in our organization that reduces the administrative reform process) achieved the highest response. Among the other paragraphs, with an arithmetic mean (4.47), while the paragraph (involving working individuals and external bodies to enhance organizational integrity) achieved the lowest response and in the middle of my arithmetic (3.88)

Table (7) the values of descriptive statistics indicators for the dimension of focus on administrative processes

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	Do we practice leadership and management styles capable of consolidating integrity and reform at the same time?	4.17	0.667	0.834	3
2	We focus on distinguishing and separating administrative functions in order to streamline and efficient work	4.01	4.674	0.802	4
3	We engage working individuals and external actors to enhance organizational integrity	3.88	0.769	0.776	5
4	We denounce and fight unethical behaviors in our organization that reduce the process of management reform	4.47	0.559	0.894	1
5	We strive to analyze problems and make the right decision towards them, especially those related to integrity	4.38	0.582	0.876	2
The overall rate of the dimension of focus on administrative operations		4.182	0.650	0.836	

Source: prepared by the researcher based on the outputs of SPSS V.23

4. Focus on efficiency

Table (8) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the fourth dimension (focus on efficiency), as it becomes clear that the mentioned dimension has achieved a high response, with an arithmetic mean value (4.05) i.e. It is higher than the hypothesis mean value that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the dimension above, as for the value of the standard deviation it reached (0.66), with a percentage of (0.81), and at the level of the paragraphs through which the dimension was measured, the



response was It is higher than the hypothetical mean value for all paragraphs, as it achieved the paragraph (We reinforce the principle of competence in the psyche of individuals because it contributes to the consolidation of positive organizational values and principles.) The highest response among other paragraphs and with an arithmetic mean (4.33) while achieving the paragraph (we always focus on doing the right things From the first glance and the achievement of the organization's reform goal (the lowest response and in the mean of my arithmetic) (3.46)

Table (8) the values of descriptive statistics indicators for the focus on competency dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We focus on organizational efficiency because it is a cornerstone of the progress of our organization and it will be an incubating environment for administrative reform	4.18	0.672	0.836	3
2	We always focus on doing the right things from the start and achieving the organization's reform goal	3.46	1.184	0.692	5
3	We seek to provide services of value in accordance with standards of organizational integrity	4.09	0.514	0.818	4
4	We are trying hard to reform our business system to present it well and be of high quality	4.23	0.468	0.846	2
5	We strengthen the principle of competence in the psyche of individuals because it contributes to the consolidation of positive organizational values and principles	4.33	0.493	0.866	
Overall average for the competency focus dimension		4.058	0.666	0.811	

Source: prepared by the researcher based on the outputs of SPSS V.23

5. Human resource

Table (9) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the



percentage index) for the fifth dimension (the human resource), as it becomes clear that the aforementioned dimension has achieved a high response, and the value of the arithmetic mean (4.16), i.e. higher From the value of the hypothetical mean that was adopted, which indicates the response of the research sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.54), with a percentage of (0.83), and at the level of the paragraphs through which the dimension was measured, the response was higher than Mean value The assumption for all paragraphs, as the paragraph (We preserve the human capital in our organization and always enhance their responsibility and integrity) achieved the highest response among the other paragraphs and in the middle of my calculation (4.24), while the paragraph (within our policy to give appropriate incentives to individuals who are creative in their work) achieved the lowest response And in the middle of my account (4.05)

Table (9) the values of descriptive statistical indicators of the human resource dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We always strive to develop our human resources, make them more productive, and reduce waste of time and wastes	4.21	0.498	0.842	2
2	We preserve the human capital in our organization and always strengthen them with responsibility and integrity	4.24	0.474	0.848	1
3	We instill the principle of administrative reform in the psyche of working individuals and make them always strive towards reform	4.2	0.512	0.84	3
4	We focus on the values, rules and ethical codes that are acceptable to individuals while reinforcing them	4.13	0.525	0.826	4
5	It is within our policy to give appropriate incentives to creative individuals in their businesses	4.05	0.73	0.81	5
		4.166	0.5478	0.8332	

Source: prepared by the researcher based on the outputs of SPSS V.23



6. Confidence

Table (10) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the sixth dimension (confidence), as it becomes clear that the aforementioned dimension has achieved a high response, and with an arithmetic mean value (4.17), i.e. higher than The value of the hypothetical mean that was adopted, which indicates the response of the researched sample to the content of the paragraphs of the above dimension. As for the value of the standard deviation, it reached (0.66), with a percentage of (0.83), and The level of the paragraphs through which the dimension was measured, the response was higher than the value of the hypothetical mean of all the paragraphs, as the paragraph (we focus on confidence in work because it is the basis of organizational success and we make the work environment attractive) achieved the highest response among other paragraphs with an arithmetic mean (4.23) while I achieved the paragraph (Trust is one of the most important components of integrity that we seek to implement in our organization.) The lowest response and in the middle of my account (4.1)

Table (10) the values of the descriptive statistical indicators of the confidence dimension

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	We focus on confidence in work because it is the basis for organizational success and we make the work environment attractive	4.23	0.584	0.846	1
2	Trust is one of the most important components of integrity that we strive to implement in our organization	4.1	0.759	0.82	5
3	Confidence engenders a willingness to take risks and a sense of responsibility for the management reform process	4.13	0.661	0.826	4
4	Trust stimulates team spirit and joint work to accomplish reform work	4.21	0.591	0.842	2
5	We always place trust in individuals and competencies in our organization for their ability to accomplish the tasks assigned to them	4.21	0.729	0.842	3
The overall rate of the dimension of trust		4.176	0.664	0.835	

Source: prepared by the researcher based on the outputs of SPSS V.23



7. Learning and improvement

Table (11) shows the values of the descriptive statistical indicators that are represented by (the arithmetic mean index, the standard deviation index, the percentage index) for the seventh dimension (learning and improvement), as it becomes clear that the aforementioned dimension has achieved a high response, and with an arithmetic mean value (4.29), i.e. higher From the value of the hypothesis that was adopted, which indicates the response of the research sample to the content of the paragraphs of the dimension above, while the value of the standard deviation was (0.62), with a percentage of (0.85), and at the level of the paragraphs through which the dimension was measured, the response was higher than Mean value The hypothesis for all paragraphs, as the paragraph (educated organizations are organizations that seek administrative reform on an ongoing basis) achieved the highest response among the other paragraphs with an arithmetic mean (4.43), while the paragraph (we focus on continuously improving performance, especially in reform work) achieved the lowest response and medium My Account (4.22)

Table (11) values of descriptive statistics indicators for the dimension of learning and improvement

The sequence	The paragraphs	Arithmetic mean	standard deviation	percentage	Arrangement
1	Through learning we try to change the efficiency of the people working to improve their business	4.26	0.505	0.852	3
2	We focus on continuously improving performance, especially in repair work	4.22	0.596	0.844	5
3	We are well aware that honest organizations are those that are educated and constantly improve their work	4.26	0.691	0.852	4
4	Continuous improvement is an indicator for us of the extent to which the working personnel need training courses	4.29	0.656	0.858	2
5	Educated organizations are organizations that seek administrative reform on an ongoing basis	4.43	0.7	0.886	1
The overall rate of the learning and improvement dimension		4.292	0.6296	0.8584	

Source: prepared by the researcher based on the outputs of SPSS V.23

Triola, M. (2012), Elementary Statistics, 11th Edition, Pearson Education, United State



Wagner HH (2013) Rethinking the linear regression model for spatial ecological data. Ecology, 94, 2381–2391

2. Impact relationships test

The impact relationship test aims to identify the impact of administrative reform and its dimensions on organizational integrity, as simple and multiple regression analysis will be used to test the main and sub-influenced hypotheses, as the structural equation (SEM-PLS) provided by the application program (SmartPLS) will be extracted. Interpretation coefficient and identify the ratio that Interpreted by the independent variable of the variance obtained by the dependent variable to identify the quality of the model, as well as to identify the amount of influence (Beta regression slope) and the decision to accept or reject the hypothesis depends on a standard level of significance (0.05) if the level of significance is less or equal to accept the hypothesis and vice versa, and the results The test is as follows :

First: The main hypothesis: It was assumed that there is a significant and positive effect of administrative reform (X) on organizational integrity (Y), meaning that any increase in administrative reform will lead to an increase Similar in organizational integrity, and for the purpose of proving this hypothesis, a simple regression method will be used within the structural equation (SEM-PLS) provided by the application program (SmartPLS) to test the relationship between the two variables, as the amount of interpretation of the independent variable from the variable will be recognized The subordinate through the coefficient of determination (R²), as well as the influence factor and the level of significance that are presented in Figure (2), while Table (12) shows the results of testing the impact of administrative reform on organizational integrity, and the results of the test are as follows:

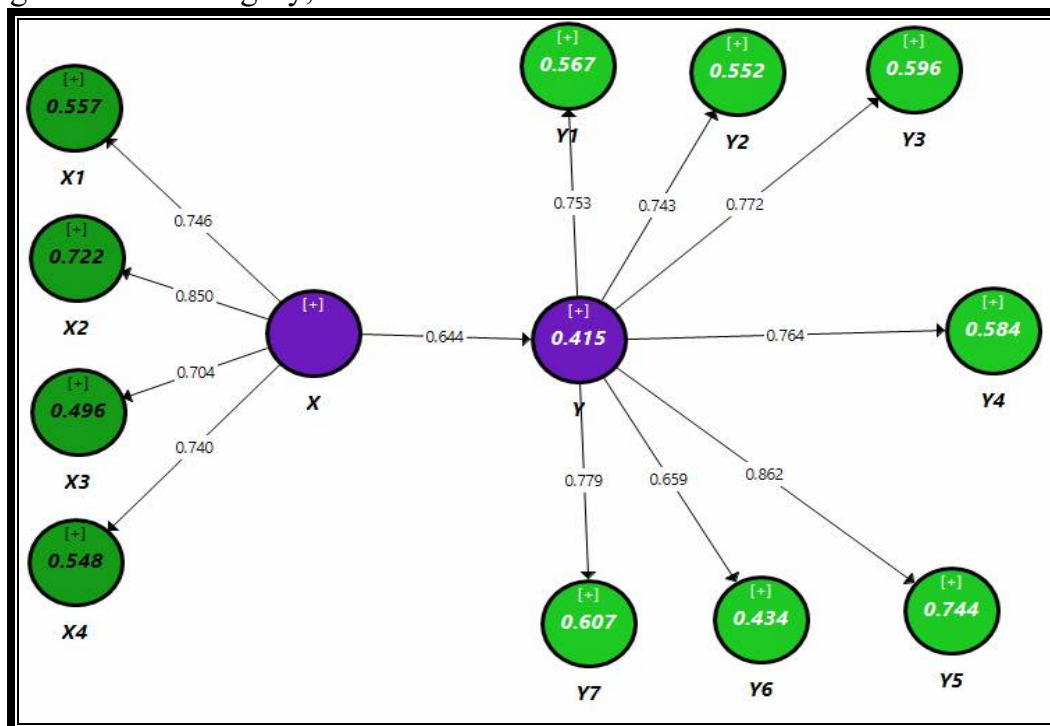


Figure (2) Effect factor of administrative reform on organizational integrity

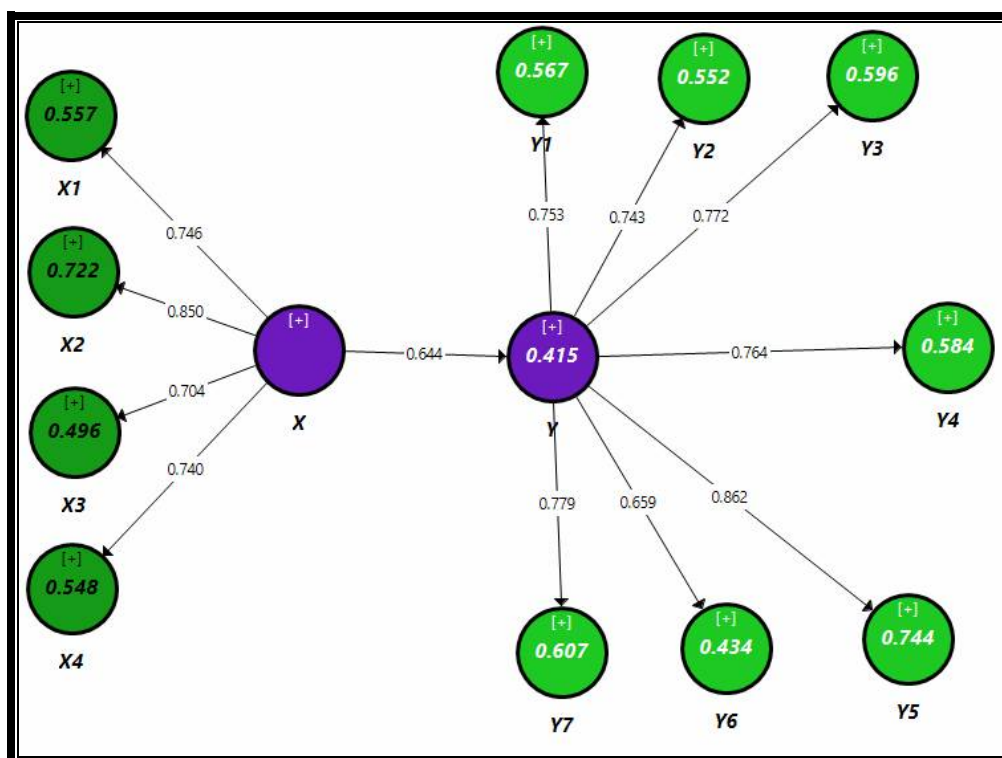


Figure (3) determining factor for administrative reform in organizational integrity

Table (12) tests for the effect of administrative reform on organizational integrity

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	R ²	P Values
X → Y	0.644	0.072	8.96	0.42	0

It is noticed from Figure (3) and Table (12) that the coefficient of determination (R²) reached (0.42), which is a good percentage indicating that the administrative reform explains (0.42) of the variation in organizational integrity, and the remainder is due to factors that have not been researched in the current research. The results also showed that administrative reform has an important effect on organizational integrity, as it reached (0.64), and this means that the administrative reform, the more one unit increases, with it the organizational integrity by (0.64), which is a significant effect because the level of morale achieved was (0.000), which is less than the level of The moral assumption by the researcher is (5%). According to these results, the hypothesis is accepted at the level of this research

Second: Examining the sub-hypotheses: It was assumed that there is a significant and positive effect of the administrative reform dimensions (reform of essential processes (X1), reform of the institutional structure (X2), reform of laws and regulations (X3), reform of control processes (X4)) on organizational integrity (Y) That is, any increase in the dimensions of administrative reform will lead to a similar increase in organizational integrity, and for the purpose of proving this hypothesis, the multiple regression method will be used within the



structural equation (SEM-PLS) provided by the application program (SmartPLS) to test the relationship between the dimensions of the independent variable And the dependent variable, as the amount of interpretation of the independent variable from the dependent variable will be identified through the determination coefficient (R^2), as well as the influence coefficient and the level of significance that are presented in Figure (8), while Table (13) shows the results of testing the effect of the dimensions of administrative reform on integrity Organizational, and test results are as follows:

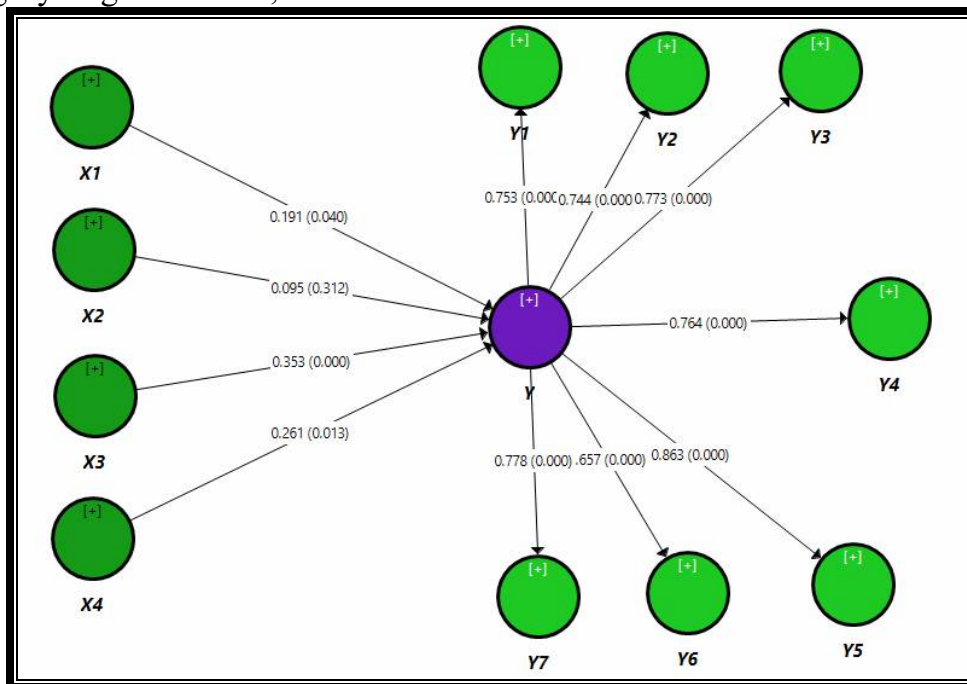


Figure (4) Effect factor of the dimensions of administrative reform on organizational integrity

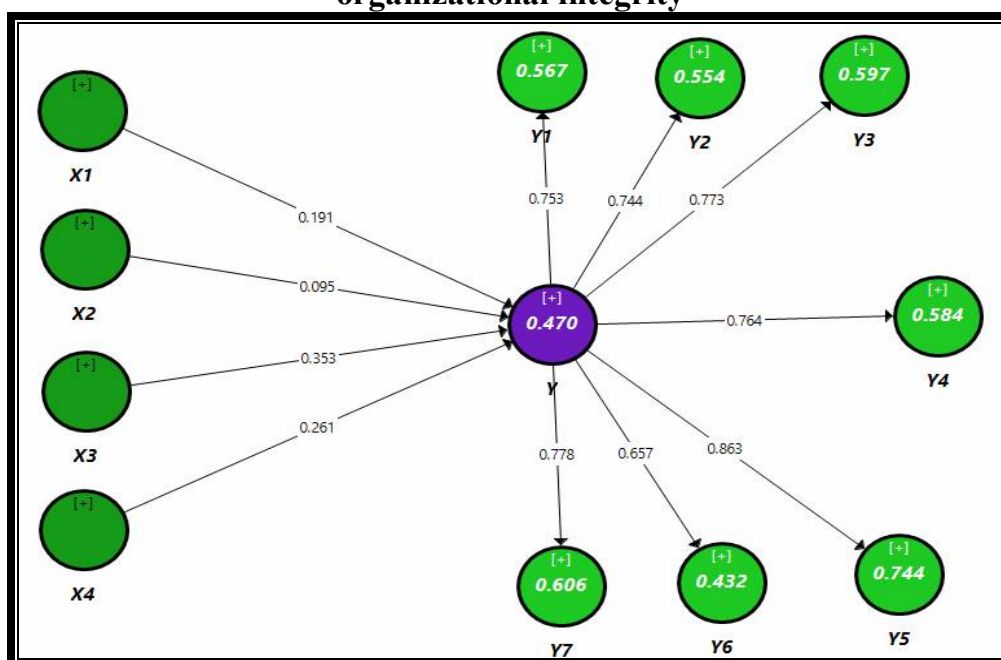


Figure (5) determining factor for the dimensions of administrative reform in organizational integrity



Table (13) tests for the coefficient of the impact of administrative reform dimensions on organizational integrity

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	R ²	P Values
X1 -> Y	0.191	0.093	2.055	0.47	0.040
X2 -> Y	0.095	0.094	1.011		0.312
X3 -> Y	0.353	0.086	4.08		0.000
X4 -> Y	0.261	0.105	2.493		0.013

It is noticed from Figure (5) and Table (13) that the coefficient of determination (R²) reached (0.47), which is a good percentage indicating that the dimensions of administrative reform explain (0.47) of the variance in organizational integrity and the remainder is due to factors that were not investigated in the research Present. The test of sub-hypotheses is as follows:

The first sub-hypothesis: This hypothesis states that there is an influence relationship to reform the core processes in organizational integrity. According to the results, it was found that the reform of the core processes has an important effect on organizational integrity, as it reached (0.19), and this means that the reform of the core processes, the more one unit increases, the organizational integrity with it increases by (0.19), which is a significant effect because the level of morale achieved was (0.040), which is Less than the level of significance assumed by the researcher (5%) and according to these results, the hypothesis is accepted at the level of this research .

The second sub-hypothesis: This hypothesis reports that there is an impact relationship for reforming the institutional structure on organizational integrity. According to the results, it was found that the reform of the institutional structure has an important effect on organizational integrity, as it reached (0.09), and this means that the reform of the institutional structure, the more one unit increases, the organizational integrity with it increases by (0.09), which is not a significant effect because the level of morale achieved was (0.312) It is greater than the level of morale assumed by the researcher (5%). According to these results, the hypothesis at the level of this research is rejected .

The third sub-hypothesis: This hypothesis stated that there is an impact relationship for reforming laws and regulations on organizational integrity. According to the results, it was found that the reform of laws and regulations has an important effect on organizational integrity, as it reached (0.35), and this means that reforming laws and regulations, as one unit increases, the organizational integrity increases with it by (0.35), which is a moral effect because the level of morale achieved was (0.000), which is Less than the level of significance assumed by the researcher (5%) and according to these results, the hypothesis is accepted at the level of this research .

The fourth sub-hypothesis: This hypothesis reports that there is an impact relationship for reforming control processes in organizational integrity. According to the results, it was found that the reform of control operations has an important effect on organizational integrity, as it reached (0.26), and this



means that the reform of control processes, the more one unit increases, the organizational integrity with it increases by (0.26), which is a significant effect because the level of morale achieved was (0.013), which is Less than the level of significance assumed by the researcher (5%) and according to these results the hypothesis is accepted at the level of this research .

the fourth chapter

Conclusions and recommendations

First / Conclusions

1.Administrative reform is the optimal and thoughtful use of the administrative and health leaderships to apply new procedures to a given administrative system in order to change its objectives, environment and procedures in order to develop it to achieve development goals.

2.The importance of working on the development and advancement of the human resource by following some important policies, such as the organizational development policy, effective training, delegation of authority, innovation and performance evaluation.

3.Training is of great importance, as training policies are an important and common policy for the advancement and advancement of the human element, and the success of this depends on setting up effective training programs to qualify human resources .

4.The results of the statistical analysis proved the existence of a positive emotional impact relationship between administrative reform and organizational integrity, and this means that the awareness of the health leaders in the surveyed department of the research sample of the components of administrative reform will contribute to making organizational integrity more positive to achieve organizational goals and improve overall performance .

5.The success of the concept of administrative reform requires the necessity of working to educate working individuals and citizens of the importance of this concept and its role in achieving organizational integrity, as well as that administrative development is a necessary and precondition for achieving this integrity and works to increase confidence in the perception of working individuals and citizens for the administrative organization in health institutions.

6.That the concept of administrative reform and its role in achieving organizational integrity is still a new role and it needs to be taken care of, and the need to create the appropriate atmosphere to activate its role in the development of health institutions. Therefore, it is necessary to work on strengthening administrative reform in laws, regulations, legislation, procedures and working methods for this. Operation is of importance in preventing flawed management practices and mitigating their negative effects .

Second / recommendations

1.The government should intervene more and effectively in facilitating the implementation of administrative reform measures than providing security conditions and political stability .

2.State agencies must activate strict legal procedures against negligent people, with the participation of all popular groups in the need to implement reforms,



as one hand does not clap, and with the help of everyone, we can advance our country .

3. Formulating an updated short and long-term strategy that takes into account the realities of administrative reform, and its future repercussions, and developing advanced methods of dealing with working individuals, employing them, investing them, and relying on them as a source of thought, creativity and development in order to achieve the desired organizational integrity .

4. Attempting to raise the awareness of managers in the higher departments of organizations of the impact of organizational developments on the success of the training process as a whole, and the success of reform goals, especially ones.

5. The performance evaluation process should be followed up to verify the degree of effectiveness of the performance of individuals and that the effectiveness has reached the required degree .

6. The necessity of the leaders 'commitment to strengthening the supervisory role aimed at achieving organizational integrity by applying the concepts of administrative reform and working on evaluating business transparency through feedback, that nutrition that shows the extent of citizens' understanding and acceptance of health services .

7. Spreading the culture of administrative reform in state institutions and their working personnel and demonstrating its importance in simplifying procedures and improving the level of performance of both .

8. The necessity of conducting more research and studies by researchers to know the concepts covered by the research in more detail, and we hope that the results that have been reached will open new paths for them to investigate and inform future research on administrative reform and its role in organizational integrity.

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