

# The Reality of Process Re-Engineering In Palestinian Relief Organizations

Mahmoud T. Al Najjar<sup>1</sup>, Mazen J. Al Shobaki<sup>2</sup>, Suliman A. El Talla<sup>3</sup>

<sup>1,2</sup>Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.

<sup>3</sup>College of Intermediate Studies – Al-Azhar University – Gaza, Palestin

<sup>1</sup>malekzain750@gmail.com, <sup>2</sup>mazen.alshobaki@gmail.com, <sup>3</sup>Eltallasuliman@gmail.com

**Abstract:** *The study aimed to identify the reality of re-engineering administrative processes in relief organizations operating in the southern governorates - Palestine. The study used the descriptive analytical method, and the questionnaire was used to collect information that contributes to achieving the objectives of the study, and the study population consisted of workers in relief organizations. To achieve the objectives of the study, the researchers used a stratified random sample to collect data from 60 relief institutions. The study showed that the relative weight of the administrative process re-engineering was 78.2%, and the results showed close ratios and values for the different study axes. The relative weight of the leadership style axis was 81.5%, the management support axis was 75.5%, the strategic planning axis was 76.3%, and the information technology axis was 79.5. %, and the axis of labor regulations and regulations 83.7%. The study recommended the need to provide a budget for training and development, with the need to build clear foundations to motivate and encourage workers in organizations.*

**Keywords:** Process Re-Engineering, Relief Organizations, Palestine.

## Introduction

The past years were characterized by tremendous developments, great challenges, and global progress, the effects of which extended to all walks of life. As a result of that huge revolution in the business world, it was necessary for institutions to keep pace with these enormous changes, and to benefit from them in the advancement of institutional work, which imposed on institutions to keep pace with them, and the need to adapt With it, in order to get out of the state of bureaucracy and change the routine of work, since these methods are no longer the most capable of dealing with recent developments, which in turn contributed to the development of work concepts and methods to be in line with these developments and the use of various methods that in order to take advantage of these advanced models to reach for more efficiency.

And because the administrative sciences in their entirety are a source for the development of public and private organizations in their dealings and procedures at all levels with high efficiency through following a set of administrative methods, these organizations aim to change their management, develop their performance, and maintain the quality of outputs through the optimal exploitation of their resources, in order to for the desired goal (Rihan, 2014).

From this point of view, it has become imperative for decision-makers and those interested in managing these organizations to continuously research to keep pace with the changes that contribute positively to the process of development and development in various fields, to advance the wheel of scientific progress, and to study the challenges they face in various fields, including economic, social, and technical, in order to Confronting and overcoming it without colliding with it, and for that the decision makers and those interested have taken upon themselves to take the necessary arrangements and apply some modern administrative concepts.

And (Al-Sultan, 2002) believes that as a result of Michael Hammer and James Champy's proposal in 1990 to the theory of reengineering, management experts and practitioners of this theory began to look at administrative processes as an essential axis in the development of organizations and as a result of that the concept of re-engineering of administrative work systems appeared, according to (Al-Sultan, 2002). (Abu Ras, 2018) Re-engineering administrative processes is one of the most prominent concepts and methods used that aim to bring about a qualitative leap and radical changes in the activities of organizations in order to provide the best services with high efficiency and little effort. It is noted that many researchers discussed in their study a number of factors that contribute to the success of the application of the reengineering method as a feasible method for the development of institutional work. Administrative (Al-Bashir and Ali, 2017).

The charitable sector in Palestine in general and the Gaza Strip in particular is one of the most important active sectors in the Palestinian civil society. Gaza for decades, through the relief and development programs and projects offered by these bodies, charitable societies have formed an important part of Palestinian civil society, especially in the absence of unity governments as well as the high rate of poverty. According to a World Bank report, the Gaza Strip ranks third in the Arab world in terms of poverty. The highest rates of poverty, where the poverty rate in the Gaza Strip reached 38%, while the percentage of aid provided by charitable institutions was distributed as follows: "78.8% foodstuffs, and 20% sums of money" for the residents of the Gaza Strip, where 71% of families received In the Gaza Strip, humanitarian aid comes from governmental or non-governmental institutions (Al-Hila et al., 2017).

As part of the process of keeping pace with the administrative revolution with its wide facilities for work, and in light of a developed world governed by a wide network of management information systems, the idea of applying re-engineering of operations "reengineering" to relief service providers came to enhance the process of communication and communication between various

government agencies and charitable societies And donors in a way that maximizes the return impact on society, and reduces the margin of wasted time, and the margin of duplication in providing services, which contribute to achieving high levels of satisfaction among citizens, and donors that provide aid to associations, especially in light of the difficult economic conditions that the Gaza Strip is going through. Benefiting from re-engineering the processes and procedures followed in the work of service providers from institutions and donors will positively reflect on their performance in providing their services to citizens.

### Research Terminology

There are many terms that were used in the study, the most important of which are:

First: Administrative Process Reengineering: An advanced and relatively modern management method that works to bring about rapid and radical change in organizations by redesigning strategic administrative processes in addition to systems, policies, organizational structure, and structures that help achieve goals with the best results and the lowest costs (Jarbou, 2018).

- The researchers adopt the procedural definition of process re-engineering as “the process of fundamental and radical re-design of administrative processes in organizations to achieve levels of satisfaction, performance and quality at the lowest possible costs.
- **Second: Relief Organizations:** They are those international and local organizations that contribute to providing services and relief assistance to citizens in the Gaza Strip for free. They are divided into public and private sector organizations.

### Problem Statement

Organizations are facing many changes and external and internal influences affecting the provision of their services, and in order for organizations to achieve their goals, it has become necessary to search for concepts and management methods in order to maintain the continuity of providing services and achieving the desired goals. And because the charitable work sector plays an important and key role in the path of the Palestinian people, with the relief services it provides in light of the brutal siege facing our people, especially in light of the great challenges they face in light of the rapid changes that the world is experiencing, and given that the Gaza Strip lives in economic conditions. Difficult, especially in light of the brutal Zionist siege and the decline in the provision of relief services by foreign donor countries as well as the Palestinian National Authority, which imposed a difficult reality on all levels. Despite the efforts made by these organizations, which played a key role in strengthening resilience, especially after the repeated wars on the Gaza Strip through financing and relief operations, it is noticeable that the bureaucracy still controls the work of organizations in the Gaza Strip, including charitable organizations, and based on a study (Al- Najjar, 2018), the failure of these charities to apply advanced administrative systems, which in turn contributed to creating a state of dissatisfaction due to duplication of work and the lack of communication and communication in the required form between these associations, and thus resulted in a lack of justice in the provision of services by these organizations to the beneficiaries.

The researchers believe that despite the rapid and tremendous developments in management information systems, the benefit from this development does not rise to the desired level in the work of organizations, as the routine system still controls the workflow in public and private organizations, which makes it difficult to control the workflow.

From this standpoint, it has become necessary for these organizations to develop strategies for change and development for the better. It is also necessary to keep pace with the massive information revolution in administrative work through the application of the method of engineering operations management, which will lead to more transparency in the work of institutions in order to achieve high levels of satisfaction among citizens. And organizations where they provide many advantages, and work to achieve flexibility and efficiency

In view of the role and importance of administrative process engineering, the researchers, in cooperation with the Association of Charitable Institutions in the Gaza Strip, held a workshop with 20 charitable organizations, including 5 institutions that adopt the computerized method in presenting their work after applying it to reengineering administrative processes. The reengineering and its impact on business development were unanimously discussed by the participants in The workshop stated that reengineering is a strategic method to solve many of the problems facing institutions, such as duplication in providing services to beneficiaries, in addition to considering it as a viable alternative to using some routine methods in providing relief services. Coordination and integration between different institutions through the adoption of electronic systems such as cloud computing, which sets clear standards for dealing with beneficiaries away from moods and contributes to enhancing transparency, and finally, it improves the overall institutional performance in terms of saving time and effort.

Based on the foregoing, the idea of the study came to study the reality of the application of administrative process engineering to relief organizations in the southern governorates of Palestine. Which in turn maximizes the impact on society by reducing the margin of time wasted in providing services, and alleviating duplication in providing services to citizens by enhancing communication and coordination between institutions, and this is reflected positively on achieving high levels of satisfaction among citizens and donors.

### Research Questions

From the above, the research question that the study will answer has been concluded, which is as follows:

**Q1-: What is the reality of the application of re-engineering administrative processes in relief organizations in the southern governorates - Palestine?**

### Research Objectives

Based on the problem posed, the study seeks to achieve the following objectives:

1. Highlighting the reality of re-engineering administrative processes in relief organizations in the southern governorates of Palestine.
2. Enhancing electronic communication between departments, departments, ministries, agencies, associations and donors, in order to improve service quality and speed up its access and transparency.
3. Supporting decision-making for association managers in the event that the target groups and their characteristics are identified, and so on.
4. Determining the strengths and weaknesses of the dimensions affecting the application of process engineering in the charitable work sector in the southern governorates - Palestine
5. Attempting to develop policies and procedures to correct weaknesses in the administrative systems used by relief service providers in the southern governorates - Palestine

### Research Importance

The aspects of the study's importance can be identified from the contribution and expected addition from it, as follows:

#### Scientific (Theoretical) Importance:

1. The importance of this scientific study is evident in the fact that reengineering is one of the most important modern methods that are expected to revolutionize the performance of institutions in terms of quality and improve the service provided by these institutions to the beneficiaries, due to its role in saving time and increasing work efficiency.
2. Enriching scientific research on this subject, as this research is considered the first according to the researchers' point of view, which deals with the application of administrative process re-engineering in Palestine in particular and the Arab world in general through its application to relief service providers.

#### Practical (Applied) Importance:

1. The importance of the study stems from the fact that it aims to identify the importance of applying administrative process re-engineering for relief service providers, as well as knowing the most important challenges facing organizations in adopting such administrative methods, in addition to examining the necessary procedures and means that contribute to their application on the ground.
2. Guiding decision makers in managing charitable organizations operating in the southern governorates of Palestine by presenting some important results as well as recommendations for the application of some modern administrative methods through the concept of reengineering

### Research Variables Definitions

The independent variable: the re-engineering of administrative processes, and it was studied from the following axes:

- **Leadership:** (leadership style, awareness and awareness of leadership).
- **Internal Factors:** (strategic planning, information technology, organizational structure, employee training)
- **External Factors:** (donors, regulations, procedures and regulations)

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective limits:** the reality of process re-engineering in relief organizations.
2. **Human Limit:** Employees working as "decision makers" in relief organizations in the southern governorates of Palestine.
3. **Spatial Limits:** This study was applied to relief organizations in the southern governorates of Palestine.
4. **Time Limits:** The study was conducted in the year 2022.

### Previous Studies

- Study of (Al-Yasari, 2020), which aimed to identify the role of administrative process re-engineering in enhancing creative performance by identifying the relationship between administrative process re-engineering as an independent variable with its dimensions (organizational dimension, human dimension, information technology dimension, leadership dimension) and the performance dependent variable Creative in its dimensions (fluency, problem solving, originality and flexibility) by applying the study to a sample of employees of the petroleum products distribution company. The study concluded that the lack of interest in re-engineering the administrative processes in the institution negatively affects the creative performance of the institution.
- Study of (Saadi, 2020), which aimed to identify both the re-engineering of administrative processes and the process of making strategic decisions, and the researchers used the descriptive approach during its study, by studying the nature of the relationship between the two variables, and the comprehensive survey method was used to collect data by distributing the questionnaire to a group Of the 45 employees of the College of Education at Al-Mustansiriya University, the study showed an impact relationship between the dimensions of administrative operations engineering (commitment of senior management, organizational structure, the role of information technology, and readiness for change) and the strategic decision-making process.

- Study of (Saladin, 2020), which aimed to identify the reality of re-engineering administrative processes in sports management at the level of the Directorate of Youth and Sports in the State of Al-Musaliya, through the use of the comprehensive survey method for the study community, which numbered (35) employees of the Directorate of Youth and Sports, by designing a questionnaire to collect The data to achieve the goal of the study, and the study showed that the administration of the Directorate of Youth and Sports is concerned with strategic planning in addition to training and development of workers to re-engineer operations, as well as the organizational structure of the Directorate contributes well to the application of reengineering,
- Study of (Baburi, 2020), which aimed to identify the role of electronic business in adopting and applying the re-engineering of administrative processes in the Dabbagh Hammam Department in the Wilayat of Guelma. Administrative. The researchers used the descriptive approach in his study to explain the study vocabulary, and the study showed that electronic business has a significant impact on improving the functions of the institution through organization and coordination.
- Study of (Al-Zahrani and Ghaith, 2019), which aimed to identify the role of engineering with its requirements (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, financial capabilities, and organizational culture) in simplifying administrative procedures from the point of view of The study of female employees at King Bin Abdulaziz University in Jeddah, and the study relied on the descriptive analytical approach, and a questionnaire was built to collect information, and the study population consisted of (1469) employees, and the sample of the study amounted to (265) female administrative employees of the same university, and the study concluded that there is a strong and positive impact Engineering has simplified administrative procedures, and the study showed that the requirements and engineering of information technology, organizational structure, and strategic planning are the highest available in the university's work environment, followed by administrative policies, leadership, organizational culture, and finally economic capabilities.
- Study of (Al-Jarji, 2019), which aimed to assess the role of business process re-engineering requirements in continuous improvement by adopting five procedural requirements (strategy, commitment of senior management, information technology, communication, empowering workers), and its role in continuous improvement in industrial organizations. The Hammam Al-Alil Cement Factory was chosen to be a field for field application of the research, and the research adopted a questionnaire tool for data collection, where (40) questionnaires were distributed to managers at all administrative levels. Based on the description of the research variables, their diagnosis and testing of correlation and influence relationships, a number of conclusions were reached, which confirmed the existence of a significant correlation and impact relationship between the requirements of the application of business process reengineering and continuous improvement in the researched organization.
- Study of (FarajAllah et al., 2018) aimed at identifying the availability of re-engineering requirements in the Palestinian industrial companies. The researchers used the analytical descriptive method. The study society consists of all the Palestinian industrial companies (wood, plastic, aluminum and metal) operating in the Gaza Strip and registered with the Federation of Industries (236) companies. The sample of the study was selected using the stratified random sampling method. The sample size was 95 companies with 40% of the size of the society. The recovered and valid questionnaires were 85 (89.5%). A sample of 30 companies was selected from within the study sample. Statistical analysis was conducted to verify the validity and consistency of the questionnaire. The study reached a number of results, the most important of which is: High availability of the requirements of process engineering in the Palestinian industrial companies, as follows (organizational requirements: 81%, technological requirements: 76.8%, human requirements: 75.8%. The study presented a number of recommendations, the most important of which is the need to carry out periodic studies to identify changes and developments in the Palestinian industrial environment and to work to keep pace with those changes. The need for the attention of senior management in modern management approaches in general and the process reengineering method in particular. As well as work on reviewing the organizational structure periodically to avoid duplication and routine and repeated contro
- Study of (FarajAllah et al., 2018) aimed at measuring the effect of the technological and human requirements for re-engineering the processes in improving productivity in the Palestinian industrial companies. The researchers used the descriptive analytical method. The study society is composed of all the Palestinian industrial companies (wood, plastic, aluminum, metal) operating in Gaza Strip and registered in the Federation of Palestinian Industries was (236). The sample of the study was selected using the stratified random sampling method. The sample size was 95 companies with 40% of the size of the society. The recovered and valid questionnaires were 85 by (89.5%), an exploratory sample of (30) companies from the sample of the study. The statistical analysis was conducted to verify the validity and consistency of the questionnaire. The results of the study were: High availability for the requirements of process engineering in the Palestinian industrial companies. The technological order was 76.8%, the human requirements were 75.8%, and the productivity level was 76.4% Technology and human re-engineering processes in improving productivity. (44.4%) while the rest in improving productivity was due to other factors. The study presented a number of recommendations, the most important of which is the need for Palestinian industrial companies to adopt many concepts that reflect the dimensions of the process reengineering approach, focusing on developing values that reflect the importance of human resources and information technology. And to work to provide prizes to the outstanding employees of the company, and praise their efforts and encourage them to make more efforts and provide innovations for the success of the work. And carry out periodic studies to identify changes and developments in the Palestinian industrial environment, and work to keep pace with those changes.

- Study of (Jarbou, 2018), which aimed to study the availability of factors affecting the success of re-engineering administrative processes in the Palestinian Red Crescent Society, which are (strategic planning, information technology, effective communication, readiness for change, commitment and conviction of senior management, empowering workers) and the researchers used In his study, the descriptive analytical approach, and the study population consisted of (105) workers in administrative positions in the Crescent Society, distributed over the five governorates of the Gaza Strip. A number of results, most notably that the factors affecting the success of administrative process re-engineering in the Palestinian Red Crescent Society are available at a rate of (67.14%), and that there are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the estimates of the average sample members about the availability of factors Affecting the success of re-engineering administrative processes in the Palestinian Red Crescent Society in the areas) commitment and conviction of the senior management, and readiness for change (attributable to the workplace, except for the areas of (technical) The availability of information, empowering workers, effective communication, strategic planning) where there were statistically significant differences attributed to the workplace in favor of the Deir al-Balah branch.
- Study of (Al Shobaki and Abu Naser, 2017) aimed to identify the reality of applying Re-Engineering of operations and business in the Palestinian universities in Gaza Strip. The study was applied on the Al-Azhar University in Gaza. The study used the analytical descriptive approach. The researchers used questionnaire as data collection method and used sample stratified random method. (150) questionnaires were distributed on the study population and (118) questionnaires were retrieved back with rate of 78.7%. The study showed that the most important results are: there is approval by the respondents on the paragraphs of re-engineering operations and business in general. And there are no significant differences between the averages of the respondent's answers about the reality of applying re-engineering of operations and business attributable to demographic variables. The study also concluded to a set of recommendations, the most important are: it is necessary to increase interest in human capabilities available for applying re-engineering of operations and business by working on the provision of specialized training programs for workers to help rebuild and bring about change and institutional development of the Palestinian universities, where it must focus on training as strategic element of re-engineering elements, so as to explain to workers the benefits of the new curriculum and the positive effects belonging to them, and train them on the systems and new concepts and approaches required to make substantial changes to the work. Use teams of workers who have been trained to participate in the re-engineering of the administrative processes. Clarify the importance of Al-Azhar University in Gaza in adopting the re-engineering because of its benefits in the universities, especially in the reduction of costs and the consequent features.
- Study of (Al Shobaki, 2017) aimed to identify the impact of the dimensions of the administrative decision support systems on the re-engineering of the systems of the Palestinian universities in Gaza Strip from the standpoint of employees. A descriptive approach was used through which a questionnaire was developed and distributed to a stratified random sample. (500) questionnaires were distributed and (449) were returned, with (89.8 %) response rate. The study revealed these results: There was an effect for the potentials (physical, human, technical, and organizational design) available for the decision support systems and re-engineering of the systems in the Palestinian higher education institutions in Gaza Strip. There were significant differences between the assessment means of the study sample about the impact of decision support systems to re-engineer the systems in the Palestinian higher education institutions in Gaza Strip due to the gender variable in favor of males. There also differences due to the name of the university variable in favor of the Islamic University, Al Azhar University, Al Aqsa University, respectively. It was recommended that Palestinian higher education institutions which intend to start re-engineering the systems should be encouraged immediately start the process. These institutions should also develop the infrastructure of the decisions support systems when re-engineering their operations.
- Study of (Abu Naser and Shobaki, 2016) aimed to identify the use of decision support systems as an entry point for operations of reengineering in the Palestinian universities in Gaza Strip. The researchers used the method of questionnaire to collect data, and the researchers used a sample stratified random way, were (350) questionnaire distributed on the research sample and (312) questionnaire were collected back (89.1%). The study results showed that the most important ones are: there exists statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for physical requirements, human requirements. Technical requirements and regulatory requirements. The results showed also, the presence of statistically significant differences between the averages of the study sample estimates on the use of decision support systems as an entry point for operations of re-engineering in the Palestinian universities in Gaza Strip due to the variable sex in favor of males requirements. Furthermore, the results showed the existence of differences to the variable name of the university and each area of study for the benefit of the Islamic University then Al-Azhar University and then Al-Aqsa University. The study also concluded a series of recommendations including: encourage Palestinian universities in Gaza Strip, which are planning to re-engine Information Systems to start implementing the programs in the radical change as soon as possible. The need for the Palestinian universities in Gaza Strip, to develop the infrastructure for information technology in general, and decision support systems, in particular, when doing re-engineering operations. And the need for a separate unit of decision support systems and organizational structure to allow information to flow seamlessly between colleges and various departments and divisions. And investment of available information in building the capacities of integration techniques, in order to enable them to continue with the re-engineering of Information Systems.
- Study of (Nadeem & Ahmad, 2016), which aimed to identify the impact of the dimensions of process re-engineering on the organizational and institutional performance of banks in Pakistan. The researchers used the descriptive analytical approach, and

a questionnaire was designed to collect data through a comprehensive survey of the study sample of (190) employees. The study showed that Pakistani banks apply process reengineering in all their organizational operations, and there is a positive impact of the implementation of reengineering on management performance, especially in management efficiency and the use of information technology, and positive change.

**A Comment on Previous Studies:** It is clear from the researchers' review of a number of previous studies that these studies have varied and varied according to the different goals that they sought to achieve, as well as the different environments that were applied to them, the variables they studied, the methods used and the tools that were used. This study is distinguished from previous studies:

**Agreements with Previous Studies:**

- The study agreed with some previous studies in examining the reality of administrative process re-engineering.
- The study agreed with some previous studies in the use of the descriptive analytical method, and the use of the questionnaire as a tool for collecting data for the study.
- The study agreed with some previous studies in studying the dimensions of administrative process re-engineering.

**Differences with Previous Studies:** The study differed with the previous studies in terms of the study environment and the study community, as none of the previous studies addressed the application of administrative process re-engineering on the environment of charitable institutions.

**The Most Important Characteristic of the Study:**

- The study was applied to the environment of NGOs institutions in the Gaza Strip, and to the knowledge of the researchers, this is the first study that examines the application of process re-engineering in the work of NGOs institutions in the Gaza Strip.
- The study variables were enriched through interviews and the workshop, where a number of variables that were not addressed in previous studies were extracted.
- Using a number of tools for the data, as the researchers relied on more than one means in collecting primary data, most notably interviews, a questionnaire, and a workshop.

**Benefits from Previous Studies:**

- Enriching the theoretical framework in the study.
- Building the study tool "the questionnaire".
- Ensure that the current study is not repeated.
- Providing the necessary references for the study, especially foreign references.

**Theoretical Framework**

**Firstly, Re-Engineering Of Administrative Processes**

The world revives rapid and fundamental changes that directly affect all aspects of human life, including the field of administrative work. These changes affected the future of organizations and resulted in some challenges. It was necessary for them to try to adapt to these developments and adopt new and constructive ideas that contribute to keeping pace with modernity and development. To excellence, when organizations adopt new management methods, this contributes to achieving the competitive advantage of the organizations over the organizations that compete with them in the same field of work (FarajAllah, A. M., et al., 2018).

Based on the previous data, the organizations had to seek to improve their administrative practice and search for modern means that would make them able to continue to provide their services well in an accelerating dynamic environment. In its work, by bringing about a fundamental change in the design of all operations of a strategic nature, making significant improvements in performance levels, and gaining new features in order to overcome all obstacles that may appear during administrative work (Shiraz, 2015).

Re-engineering administrative processes is one of the modern administrative approaches through which all leading and advanced organizations seek to adapt to environmental changes that may negatively affect the organizations' achievement of their goals, by making radical changes in the operations practiced by those organizations, and for that it was necessary for the senior leadership Organizations may work to change their working methods and procedures, and develop organizational structures to serve the re-engineering of administrative processes, which is one of the most important strategies that organizations follow to adapt and confront developments in light of the administrative development taking place in order to reach a better performance (Al-Lami, 2016).

**The origin and concept of administrative process reengineering:**

Process re-engineering is considered one of the best administrative methods, as its importance stems from the fact that it helps in fundamentally changing operations procedures by improving operations, and the level of improvement in time, cost, quality and services provided may reach ten times that of other programs as they adopt a fundamental rethinking of operations. Organizational structure, information technology and job content (Hammer, M. & James, 2002). Despite the novelty of administrative process re-engineering techniques, its concept began to appear in 1990 by Michael Hammer in Harvard University magazine, as a result of the difficult conditions that companies experienced in the latter half of the eighties, and leading companies began competing by developing their methods of work such as the company (IBM), (Kodak) and (Ford Motors) that were able to reach the top of the

pyramid in competition in global markets, and then these methods were formulated in a new management method called (Business Process Reengineering (BPR).

And then the concept of process re-engineering spread rapidly in all business sectors and academic and scientific circles, as a recent trend that contributes to making fundamental changes in the performance of organizations in order to keep pace with the requirements of the times, and according to a study (Lampathaki F, et al, 2013) that in 1995 A wave of criticism of the process re-engineering methodology began from companies that did not succeed in re-engineering their processes, and in 2000 a new phase began with the name of agile processes, which contributed to giving a strong impetus to the process re-engineering methodology, and as a result, there were many definitions of process engineering.

According to Michael Hammer, the author of this method, process re-engineering consists in rebuilding the processes again as if it were a process that was built in a new way with a new experience, and the construction process depends on new foundations that fit the work in the current time of the new process while neglecting all the unnecessary procedures in order to implement the process efficiently High, and according to (Rihan, 2014) the process reengineering approach has been derived from several administrative approaches, most notably:

- **The Entrance To Scientific Management:** Frederick Taylor is considered one of the most prominent pioneers, and relies on engineering the behavior of workers and evaluating them, based on skill rules, in addition to adopting the competency system, activating the control system and developing their capabilities through training and clarifying the tasks required of the two scientists using illustrative maps to describe the work, he says. (Owda et al., 2019) in his study that according to this approach, the work has been divided into inputs, processes and outputs, and re-engineering has benefited from the practical management approach in the mechanism of separating work design, and planning it from those charged with implementing it, with the development of the ideal design for work, and excluding movements Excess and stay on value-added operations.
- **Work Design Entrance:** It is considered a school, "M. Follett and a school," E. Mayo" is one of the most important schools of this approach, which focuses on individual and collective interaction on the one hand, and environmental factors on the other. (Al-Maaytah, 2010) mentions that the approach to re-engineering has benefited from this approach in the importance of strategic development, radically changing operations, and working to develop Routine operations and innovation of new ones.
- **The Approach of Total Quality Management:** Pheleeb Kruspy is considered its pioneer, which focused on the customer in addition to the processes in order to reduce errors in the final product. Engineering implements operations quickly with radical changes in addition to facing major problems that the institution may face, while quality management contributes to achieving additional improvements and needs continuous support and support, and periodic follow-up in order to achieve goals, and total quality management is considered part of engineering. Ahmed, 2003).

According to a study (Morsi, 2003), the process re-engineering approach is "a rapid and radical re-design of the administrative and strategic processes of value, taking into account the policies and organizational structures prevailing in the organization in order to work to increase productivity in a miraculous manner and high efficiency.

Reengineering is defined as a process of radical change aimed at modifying and evaluating the processes, strategies, organization and culture within the organization, in addition to eliminating all old processes and objectives that no longer have any value. And (Jalali.et al, 2013) defines it as the total transformation of work, and an unrestricted reconfiguration of all processes, used techniques, management systems, organizational structure, and organizationally established values in order to achieve a qualitative leap in performance within the organization. And defined (Jarbou, 2018) is a relatively modern and sophisticated management method that works to bring about rapid and radical change in organizations by re-designing strategic administrative processes in addition to systems, policies, organizational structure, and structures that help achieve goals with the best results and the lowest costs.

The researchers adopt the procedural definition of process re-engineering as "the process of fundamental and radical re-design of administrative processes in organizations to achieve better levels of satisfaction, performance and quality at the lowest possible costs. From the above definitions and special concepts of administrative processes engineering, the researchers noted that it is not an addition or improvement to what is already in place, but rather a return and a starting point by discovering new means, taking into account some of the necessary and important matters, which include:

- Start the process over.
- Thinking new or fundamentally rethinking.
- Radical redesign of operations.
- Getting rid of bureaucracy and routine procedures during work tasks, and abandoning old procedures by bringing about a radical and tangible change in procedures.
- Working to meet customer needs.
- Motivating employees and involving them in decision-making.
- Optimum utilization of resources and competencies commensurate with the objectives of the operations.
- Optimizing the use of technology in order to obtain advanced results in performance, quality and cost reduction.

#### **Motives for Reengineering Administrative Processes**

Organizations set out to adopt the process re-engineering approach within the framework of three main forces that push them towards this modern direction, which are work design by focusing on satisfying the desires of customers, changing the method of work and getting out of the routine by enabling workers to carry out their tasks according to what suits customers in addition to achieving competitive advantage. And change (Zina, 2012).

According to the study (Al-Kahlout, 2017), change is the only constant, while the market, customer needs, technological capabilities, staff capabilities and organizational resources change. For example, in the early nineties of the last century, when this approach appeared, the technology used at that time did not exceed Primitive computers are expensive, inefficient, and were used for some routine work such as accounting and arranging work papers. After more than 25 years, technology has developed and interferes in all aspects of life, and has become an integral part of the work of organizations so that all operations are computerized, especially after the spread of The World Wide Web, which has provided all capabilities for it to facilitate business, provide remote electronic services, and invade all corporate sites and global markets. Therefore, the motives that drive organizations to re-engineer their operations are the desire to reduce costs, in addition to the low level of customer satisfaction and the sector of competition between organizations that provide the same services.

The researchers believe that the previous axes are considered a basis for all organizations that want to engineer their operations, including charitable organizations, because as a result of adopting such advanced administrative approaches, this contributes to achieving high levels of satisfaction among the beneficiaries of services in addition to achieving transparency, and shortening the time required for providing services. Services with raising efficiency to achieve excellence and change for the better, which supports competition between all organizations and achieves high levels of integrity.

#### **The Importance of Business Process Reengineering**

The application of process engineering, like other administrative methods, achieves a set of benefits for organizations, enabling them to develop their performance, and contribute to facing the surrounding changes. According to a study, it plays a key role as follows (Hamdan, et al., 2020):

- Get rid of traditional routines.
- Doing new tasks that were not previously available.
- Contribute to the prediction of solutions to problems that may arise in the future.
- Using modern technologies to obtain services such as computers and other advanced information systems.
- Work on integration and integration by improving parts of the work by achieving coherence between work tasks.
- Doing business with flexibility and transparency.

According to the study (Jarbou, 2018), information is one of the most important foundations for the effective and successful implementation of the re-engineering process, and it is considered a necessity for the proper completion of any new work. Re-engineering.

The researchers believe that the completion of work with transparency and flexibility and getting rid of the prevailing routine system as well as the use of technology and information systems, in addition to the availability of information about the groups targeted by the organizations are among the most important features and benefits achieved by reengineering as an approved method of work for charitable organizations in order to achieve the wishes of the beneficiaries, and to achieve satisfaction.

#### **Objectives of Reengineering Administrative Processes**

In order for organizations to succeed in applying any of the administrative approaches, it is necessary to set a set of clear, achievable goals, and because process engineering is one of the administrative approaches that organizations follow in order to reach advancement and excellence, these goals must be achieved and (Al-Shayeb and Hammour, 2014) that one of the goals that seeks to re-engineering is to radically change performance through designing work according to the aspirations of customers and the goals of the organization, in addition to accomplishing tasks quickly through the availability of a database that facilitates the senior management to make sound decisions, efficiently and with high quality by canceling Routine operations and focus on the necessary operations, which contributes to reducing the costs necessary to complete the required tasks, thus achieving competitive advantage, and optimizing the exploitation of resources.

Al-Buhairi (2015) believes that among the main objectives of re-engineering are the following:

- Customer focus.
- Improving the quality of services provided within organizations.
- Raising the morale of workers in organizations.
- Work to reduce the time required for the internal operations cycle of the organization.
- Elimination of routine operations, removal of unnecessary administrative positions and activities.
- Increase organizational effectiveness.
- Business consolidation and consolidation.
- Focus on jobs rather than tasks.

- Determining the future form and framework of administrative operations within organizations.
- Providing electronic registration security.

The researchers note from the foregoing that re-engineering seeks to achieve the highest quality and develop the services provided, as well as reduce time and cost, taking into account the achievement of efficiency by making radical changes in operations.

#### **Elements of Business Process Reengineering**

The re-engineering method, like other administrative approaches, consists of a number of elements, which are:

- Focus on the clients that organizations target in their services (internally and externally).
- Fundamentally rethink the processes that lead to improved productivity, time and efficiency.
- Structural reorganization so that more than one process is integrated into one.
- Engineering depends on investing in information technology and employing it for a radical change that achieves excellence and creativity in the methods of implementing work.

Gad Al-Rub (2009) believes that, according to a group of researchers, the process re-engineering approach includes a set of constituent elements, which are:

- The responsibility for making decisions rests with the workers.
- Restructuring jobs so that more than one job is merged into one job.
- The necessity of performing operations when they are actually needed.
- Perform tasks in orderly, not artificial steps.
- Change business units from functional teams to operations teams.
- Setting changes from training to education
- Carry out centralized and decentralized operations simultaneously.
- The duties of managers change from supervisors to coaches.
- Organizations adopt a horizontal plane structure rather than a hierarchical structure
- The change is based on inductive reasoning, not deductive reasoning.

#### **Principles of Process Reengineering**

Process engineering is an organized process based on a set of basic principles that represent the basic lines of the engineering process, in order to achieve the goals, and according to a study (Sabih, 2013), Hammer & Champy identified seven basic principles for the performance of operations to reach the radical improvement of the work

(Al Shobaki, 2017) adds a set of principles for re-engineering, which are as follows:

- Organizing based on results, not tasks.
- Find out the weaknesses from the roots.
- Dealing with resources throughout the organization.
- Establish the decision point where the work gets done.
- Reviewing all activities of the organization, starting from the foundation until the final customer service.

Thus, it can be said that there are a set of principles on which the method of re-engineering administrative processes depends, which is considered as a general framework for it. It is based on the integration of all sub-processes, which leads to improving the quality of services provided and increasing the speed of performance.

#### **Process Reengineering Characteristics**

The process re-engineering method is characterized by a number of characteristics, and according to a study (Abd Rabbo, 2013), the most prominent of its characteristics are the following:

- Merge jobs with each other and get rid of routine jobs.
- It engages workers in decision-making by performing tasks in orderly steps and in a natural way.
- Diversity of operations according to customer desires.
- Engineering works on dividing sites according to their sensitivity, and then carrying out operations according to the importance that achieves speed and quality in work.
- Reducing the time needed to carry out operations by neglecting unnecessary operations, in addition to reducing control and testing work.
- Creative use of technology.

And (Al-Sultan, 2002) adds that process engineering focuses on administrative processes and not on activities, as is the case in traditional systems, in addition to that it focuses on results that contribute to achieving customer needs, as well as on structuring work on by paying attention to all operations unlike traditional approaches that divide work into groups.

(Jarbou, 2018) believes that the method of administrative process engineering is based on a number of characteristics, which in turn distinguishes it from other traditional methods, the most prominent of which is the work to group the sub-processes into one main process, in addition to the adoption of technology, which is one of the most important requirements for the application of engineering. From the above, researchers see that there are several characteristics of re-engineering administrative processes in relief organizations, most notably: the radical change in the way of work through the adoption of information technology and the adoption of some advanced methods in administrative work that contribute to reducing duplication in the work of organizations and thus enabling organizations to reach For all beneficiaries, thus achieving equality in the distribution of services, which achieves social justice and transparency in work, in addition to achieving partnership with all relevant organizations and authorities through integration between centralization and decentralization in administrative work, which expands the circle of decision-making, and normalizes unified standards among all operating organizations.

#### **Steps and Stages of Reengineering Administrative Processes:**

One of the most important foundations for the success of the process of administrative change in organizations is that it go through organized and gradually stages, in order to avoid resistance by workers.

- Imaging stage: during which re-engineering is identified and defined and the most important factors that affect it and help in the success of its application, in addition to addressing the opportunities that contribute to re-engineering.
- Preparation and Preparatory Phase: Explaining the objectives of the project and forming the necessary work teams to implement the operations.
- Analysis phase: during which the current processes are diagnosed and their causes and objectives are analyzed.
- Re-design phase: The available alternatives are clarified and divided with the planning and development of operations through the development of a basic model.
- The stage of rebuilding and adopting the new system of work.
- The stage of review and testing so that the quality of performance is measured and evaluated according to clear criteria.

Operations re-engineering goes through a number of steps, namely the preparation stage, then the identification stage of activities and objectives, followed by the planning stage and clarification of the vision, and then setting the plan to be implemented with the participation of senior management and the work teams that have been formed, and finally the stage of evaluating the plan that has been developed, ensuring the extent of its application and achieving its goals. To radically improve the organization and fulfill the desires of customers.

#### **Requirements for the successful implementation of administrative process reengineering**

In order for the administrative process re-engineering method to be applied successfully and effectively, it is necessary to have a set of requirements and conditions. , away from the routine and stagnation in force in organizations, and despite the difference of these requirements from one organization to another, it is noted that there are basic and common requirements between them, and (Al Shobaki, 2010) mentions that the engineering focuses on the study of organizational processes, and requires the establishment of a new organizational structure while doing With new functions through the practice of modern administrative concepts such as delegation and adoption of flat and decentralized organizational structures, in addition to giving more powers to work teams with a high degree of flexibility away from traditional methods to reach independence.

Al Shobaki (2019) believes that among the most important conditions that must be met by organizations to implement process re-engineering:

- Focus on operations and not on departments because what matters to customers is the quality of services.
- That the institutions have applied the concept of total quality management to goods and services as a prerequisite for applying the concept of process re-engineering.
- Adopting new work methods and new human cadres in order to get rid of routine methods.
- Senior management support for re-engineering policies.
- It provides the management with complete conviction of the need to implement procedures and methods of process re-engineering, and the adoption of quality management.
- Focus on innovation and creativity in organizational processes.
- Scientific planning for the success of the application of process re-engineering with a study of the organizational environment to identify all the variables.
- Awareness of workers with the concept of reengineering and its benefits in order to reduce workers' resistance.

Al-Shayeb and Hammour (2014) also see that the application of process reengineering requires a large degree of system with flexibility and objectivity with radical changes in laws and regulations, how to attract human resources and how to distribute them and adopt training programs that contribute to the application of reengineering.

The awareness of the senior leadership and its belief in the importance of change in the organization is one of the most important foundations for the success of the rebuilding process. The full conviction of the senior management of the importance of redesigning operations and changing them radically is one of the most important factors for the success of organizations, in addition to identifying

---

the customers' desires and needs and working to meet them, being the main focus In the engineering process, with the need to form appropriate and trained work teams in order to reach the required change.

#### **Obstacles to Applying Administrative Process Reengineering**

The researchers summarize the most important obstacles that may face the process of re-engineering the process according to the following points:

- Wrong selection of the process to be redesigned.
- Lack of time with high costs, which leads management to neglect re-engineering.
- The lack of conviction among the senior management to apply re-engineering, and its neglect of its role in the development of organizations.
- Neglecting customers' needs, desires and cultures.
- Weak capabilities of organizations and misuse of resources.
- Failure to keep pace with technological development and weak technological infrastructure for organizations.
- Duplication in decision-making, neglecting the opinions of employees.
- Ignoring the training and development of working human cadres.
- Setting goals incorrectly.
- Follow bureaucratic and routine systems.
- Lack of clarity in the incentive system.
- Insufficient information available to senior management and employees.
- Neglecting the quality of operations outputs, and paying attention only to the administrative aspect.

#### **Factors Affecting Process Reengineering:**

The world is experiencing many changes, the most important of which were the administrative revolution and the rapid technological development, which affected the workflow in organizations of all kinds and this led to the emergence of many problems that faced organizations, which prompted them to think about finding the necessary solutions to meet those challenges and keep pace with development in addition to achieving excellence as well as Providing services better in order to continue providing services.

The factors affecting the success of process re-engineering are an important key to the success of its application in order to reach excellence in work, raise the level of performance and achieve quality in the services provided. Models that contribute to organizations' adoption of modern technologies, and the most prominent of these models will be discussed.

#### **First the TOT Framework:**

Researchers (Tornatzky and Fleischer) have developed a special framework that describes technological, organizational and environmental factors as influencing the ability of organizations to adopt modern technologies through their influence on the following factors (Al-Kahlout, 2017):

- **Technological Factors:** These include factors inside and outside the organization, including equipment and technical tools.
- **Organizational Factors:** include the characteristics and structure of the organization, the work environment, the nature of the administrative process in the organization, and the decision-making mechanism, whether centrally or individually.
- **Environmental Factors:** take into account the nature of competitors in the same industry in which the organization is engaged.

**Second: Theory of Diffusion of Innovation (DOI):** This theory is considered as a model for guiding the evaluation of the process of technological innovation, where the innovation has been developed to meet the requirements of the entity that adopts it, and this term refers to the process that occurs when adopting a distinctive idea to implement any activity. Over time the number of people adopting it increases, which helps build critical mass.

The study model was designed by making use of the training of trainers framework and the innovation diffusion model, where the variables mentioned in the first model were identified as influencing factors for the adoption of process re-engineering as it is one of the modern administrative methods with the addition of a number of other factors, in addition to some previous studies. During the study, eight important factors that are an essential part in adopting the re-engineering process were focused on, and they are as follows:

- Leadership requirements and senior management support.
- Strategic Planning.
- Information technology.
- Organizational Chart.
- Employee participation and empowerment.
- Donor aspirations.
- Legislation and laws of the organization.

#### **1. Leader style:**

Leadership and the directing process are one of the most important axes that affect the administrative workflow in organizations, as they constitute an integrated practice with regulation and control in order to achieve excellence and success for organizations if the roles are integrated. According to a study (Kim & Others, 2009), management is the cornerstone in Creativity within organizations, as it contributes to influencing the ideas and feelings of others, and the possibility of their acceptance of criticism, direction and motivation in order to mobilize efforts to achieve the required goals. Therefore, leadership requirements occupied great importance in the process of transition towards electronic management, which in turn contributes to the success of the application of the process of process re-engineering. The most important requirements can be summarized driving in the following points:

## **2. Senior Management Support For Reengineering:**

The leadership of the organization is responsible for setting goals in a coherent manner to serve the workflow, and it must create an appropriate environment for workers in order to ensure their effective participation in achieving the goals. He mentions a number of factors that require leadership in organizations to adhere to:

- Moving away from making decisions on the basis of reactions, but rather what is required to work according to a sound vision and tight planning, with the aim of influencing all worlds on the one hand and those who deal with it on the other.
- Interact with external variables that affect the work of the organization and respond quickly to them.
- Determining the future vision of the organizations, taking into account the needs of everyone involved in the organization.
- Supporting the organizational culture and enhancing cooperation between all organizational levels to remove hesitation in working to develop work.
- Encouraging employees to take creative decisions, motivating them and developing channels of communication between all worlds.
- Setting training objectives according to training needs and working on developing training methods by following appropriate strategies to ensure that this is achieved.

The researchers believe that the success in the application of process re-engineering is fundamentally and mainly related to the commitment and conviction of the senior management in the programs and method of reengineering by fully supporting them and harnessing all possibilities and material and financial resources in order to apply them to raise efficiency and quality in performance. Senior management is the basic building block for organizations, because of its leading role in the development of organizations by adopting and supporting advanced curricula. A positive relationship between the support of senior management and the adoption of advanced approaches, and the support of senior management is an essential link between workers and organizations' adoption of innovation (Al-Najjar, 2018).

According to (Bryde, 2008), the senior management is defined as a group of people working in the highest authority within the organization and they are characterized by being highly qualified in management and leadership, because of their importance and sensitive influence, especially in making crucial decisions for institutions, and providing the necessary support of all kinds to all workers in the organization.

It is mentioned (Bai & Sarkis, 2013) that the support of senior management can be defined as the main coordinator and supporter of all internal organization activities between all departments working in the organization, whose role is to support work teams contributing to the provision of services, as well as working to resolve conflicts and problems facing employees in the organization. Also, the application of process re-engineering in organizations helps senior management in reducing labor costs, in addition to increasing scalability in providing services with high quality and efficiency and in a short time.

## **3. Strategic Planning**

Work in organizations at the present time is characterized by an accelerating dynamism in all fields, due to the crises that the world is experiencing as a result of openness and technological development, which prompted modern business organizations to think about achieving excellence and making radical changes in order to confront the crises that the world is experiencing, and sees (Jafar, 2017) That in order to achieve a qualitative leap in the performance of organizations, the management and workers in the organizations must intensify efforts to advance institutional work, and achieve quality performance, away from traditional and routine work, which prompted them to think strategically about decision-making within a clear vision to explore future events. , with the need to define a set of goals that must be worked to achieve. According to (Al-Domor, 2008), in order to achieve success, excellence and adapt to these challenges, it was necessary for the leadership of organizations to reconsider all methods, practices and procedures, in addition to the fact that they must pay great attention to strategic planning, which is the cornerstone of increasing organizational efficiency and effectiveness. And raise performance.

The researchers believe that strategic planning is very important in the work of relief organizations, as it contributes to the success of the application of process re-engineering, especially in light of the crises experienced by the Palestinian people. Identification of beneficiary groups in addition to defining means of internal and external control.

4. **Information Technology:** Building an information society that depends on electronic transactions effectively requires the availability of a technological infrastructure, and the technological readiness of organizations is considered one of the most important factors for the success of the application of advanced approaches such as process re-engineering, so that what is required of infrastructure such as technological computer networks, a group of computer devices associated with Each other,

via wired or wireless media, as well as servers in addition to a strong and uninterrupted Internet subscription, with a central database available for all subscribers to the service. Laith (2012) believes that technology has become the main nerve for the work of organizations, as it contributed to the emergence of a new form of organizations characterized by flexibility and strength, bearing in mind that it is a double-edged sword. If it is used correctly, the result will inevitably lead to support organizations in implementing their goals the strategy, as well as helping it progress, sustainability and continuity, but compared to these advantages, the risks to which the technology is exposed are increasing.

5. **Organizational Structure:** The successive changes in technology impose enormous burdens on organizations and their organizational structures. These changes have contributed to the development of organizational structures within organizations and led to an exit from the prevailing state of bureaucracy. Than the traditional form, and that the failure of the organizational structure of the organization contributes to the failure to provide services, which negatively affects the workflow within the organization. And (Ubani, 2012) defines the structure of the organization as the way in which the institution and authority are managed, and work procedures are clarified through it, as well as governs the rules of work among members, and he (Germain, 1996) defines it as the way in which work procedures and the distribution of roles within the organization are clarified. The researchers define it procedurally: the framework approved by the senior management to follow up the activities of the institution, organize individuals and divide the burdens among workers, taking into account the necessity of its suitability to the nature of individuals as well as the objectives of the institution in order to raise the efficiency of work and achieve those goals.

#### 6. Empowering Employees

He defined (Kassem, 2015) empowerment as giving authority and power by the higher levels in the organization to the lower levels in order to access information and various sources.

Researchers define empowerment as a process in which employees in the organization are delegated to make decisions by the senior management, and they are given the necessary training for that while bearing the consequences resulting from those decisions.

#### 7. Aspirations Of Donors

Researchers define donors procedurally as Arab or foreign governmental or non-governmental organizations that provide funding and support of various kinds to charitable institutions, and their goal is charitable and not profitable.

#### Second - Relief Organizations

Man has lived since ancient times, relying on the services provided by nature to help him to continue living, and after the development of life and the change in the social structure of society, which in turn led to the emergence of some non-existent problems such as unemployment and other social problems, which made man begin to think seriously To get rid of these problems because of their negative impact on social life by trying to eliminate them or mitigate their severity, and that was through social services, especially volunteer and charitable work. (Al-Aloul, 2011).

Saedah (2017) believes that the emergence of charitable societies in the world and the Arab region has contributed too many circumstances and changes that the world has known.

#### The Reality of Reengineering Administrative Processes in Relief Organizations:

Re-engineering administrative processes in its comprehensive sense remains a somewhat new concept in the work of relief organizations, despite the use of some associations with advanced administrative systems. Some researchers have addressed this reality in specific geographical areas or specific associations, and it was as follows:

- The use of electronic means in managing charitable associations: The use of electronic means by associations varies in the management of these associations for their work. The use of electronic means in the work of associations in its early stages (Al-Mashrawi, 2009).
- The researchers believe that charitable societies have not implemented the re-engineering of administrative processes in its comprehensive sense, although there are a number of associations that rely on computerized administrative systems in their work, and this is due to poor financial resources and the absence of laws regulating electronic work in the work of associations.

#### Methodology and Procedures:

The study's methodology and procedures are considered a main axis through which the applied aspect of the study is accomplished. Accordingly, the researchers will address in this chapter the procedures that were followed in preparing the study by clarifying the study's approach and its community, and then defining the sample on which the study was applied, as well as preparing a tool The main study (the questionnaire) and the mechanism of its construction and development and the extent of its validity and stability

#### Study Approach:

The researchers used the descriptive approach to achieve the objectives of the study and answer its questions. This approach depends on the study of the phenomenon as it actually exists in reality. It is also concerned with describing it accurately and expressing it qualitatively or quantitatively, so that the qualitative expression describes the phenomenon and describes its characteristics, while the quantitative expression gives a numerical description so that It shows the amount or size of this phenomenon and the degrees of its connection with other different phenomena. The descriptive approach does not stop at describing the phenomenon only, but goes beyond that to identifying the relationships between the variables that affect the phenomenon and predicting its emergence.

#### Data collection sources:

- **Primary Sources:** to address the analytical aspects of the subject of research and field study, through the questionnaire that was distributed to relief organizations in the southern governorates - Palestine
- **Secondary Sources:** To address the theoretical framework of the research, secondary data sources were resorted to, which are related Arab and foreign books and references, periodicals and previous scientific theses that dealt with the subject of the study, as well as Internet sites.

**Study Community:** The study community is defined as the total group of elements that researchers seek to generalize the results related to the problem studied, and the study was applied to all relief organizations in the southern governorates, Palestine. The study community is considered to be all the vocabulary of the phenomenon that the researchers will implement its study on, and through the study problem and its objectives, the target study community consists of workers in social charitable institutions in the Gaza Strip, which number (415) institutions registered in the Ministry of Interior and the Ministry of Social Affairs for the year 2022.

**The Study Sample:** The study sample is part of the study population or represents the study community in proportion to the method of its selection. The researchers applied the questionnaires to a sample of (60) relief organizations in the southern governorates - Palestine, and in order to collect data about the study, the stratified random sampling method was used. (300) a questionnaire on the study population, taking into account a number of criteria that the researchers challenged to select the study sample, including:

- The institution must be accredited and licensed by the competent authorities for a period of time and has been providing its services to citizens for 7 years.
- The number of employees in the organization is 10 employees at least.
- The organization has a strategic action plan.
- Taking into account the geographical distribution of institutions at the level of the Gaza Strip.
- Taking into account the proportional representation of some international organizations so that the study includes everyone.

**Study Tool:** We consider the questionnaire the most widely used and widespread means among researchers, and the questionnaire is defined as “a tool that includes a number of dimensions, axes, and paragraphs used to obtain opinions or data by a group of respondents according to certain controls, and the respondents respond by themselves to it, which is written, and in order to conduct the applied study, the researchers prepared a questionnaire in order to measure the impact of the application of administrative process re-engineering on achieving organizational justice by applying to relief organizations, and the questionnaire consisted of the following sections:

- **Section One:** It contains personal and organizational data.
- **Second Section:** is the factors affecting the application of administrative process re-engineering, which are (leadership style, management support for the application of reengineering, strategic planning, information technology, organizational structure, training and information empowerment, work systems and regulations).
- The following table shows the number of paragraphs for each axis.

**Table 1:** Study axes and the number of paragraphs for each axis

#	Axis	Number Of Paragraphs
1.	Leaders Style	7
2.	Management Support	7
3.	Strategic Planning	9
4.	Information Technology	8
5.	Organizational Chart	7
6.	Training And Empowering Employees	7
7.	Work Regulations And Regulations	9

The five-point Likert scale was used to measure the respondents' responses to the paragraphs of the questionnaire, and the following table shows the scores of the five-year Likert scale.

**Table 2:** Five-point Likert scale scores

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Degree	1	2	3	4	5

The steps for building the questionnaire were as follows:

- Review the study objectives, its problem, study variables and questions, and define the dimensions of the study.
- Reviewing the previous literature that dealt with the subject and benefiting from it in constructing the study paragraphs.
- The design of the study questionnaire in its initial form.
- Presenting the questionnaire to the supervisor and taking his suggestions and initial amendments.

- The questionnaire was presented to a number of arbitrators specialized in the field of study, and based on their opinions, the researchers responded to some of their recommendations. The questionnaire was adopted in its final form, which consisted of two main axes and included 70 paragraphs distributed on the axes and dimensions of the study.
- The questionnaire was distributed to 30 items to test the validity and reliability of the questionnaire to reach the final image in the questionnaire. The researchers calculated the exploratory sample within the final sample.

**The Validity and Reliability of the Resolution:**

**First: The Validity of the Questionnaire:**

Honesty is that the test actually measures the ability, trait, tendency, or willingness that the test is designed to measure, that is, it actually measures what it is intended to measure. Who uses it, as honesty means that the measurement tool measures what it was designed to measure and does not measure anything else, and the study is considered honest if it determines the validity of its degrees, and in order to verify the validity of the study tool, the researchers conducted the following honesty tests:

**First, the Apparent Sincerity:** The researchers presented the study tool in its initial form to a group of arbitrators specialized in the field of business administration, quality and statistics, who in turn provided advice and guidance, and amended and deleted what was necessary on the paragraphs of the questionnaire.

**Second: The Validity of the Scale:**

**1. The validity of the internal consistency of the paragraphs of the questionnaire:**

The internal consistency honestly means the extent of the consistency of each paragraph of the questionnaire with the axis to which this paragraph belongs, where the internal consistency of the paragraphs of the questionnaire was calculated on the sample of the exploratory study whose size is (30) individuals. With the axis to which this paragraph belongs, where the internal consistency of the paragraphs of the questionnaire was calculated through the pilot study sample size of (30) individuals, as well as it was calculated within the final sample and added to it, by calculating the correlation coefficients between each paragraph and the total score for its axis as follows next one:

**The validity of the internal consistency of the first dimension: the leadership style dimension**

**Table 3: The validity of the internal consistency**

#	Correlation Coefficient	Indication									
1	**0.858	0.01	1	**0.748	0.01	1	**0.748	0.01	1	**0.587	0.01
2	**0.748	0.01	2	**0.874	0.01	2	**0.787	0.01	2	**0.585	0.01
3	**0.587	0.01	3	**0.778	0.01	3	**0.585	0.01	3	**0.787	0.01
4	**0.748	0.01	4	**0.858	0.01	4	**0.658	0.01	4	**0.865	0.01
5	**0.658	0.01	5	**0.787	0.01	5	**0.748	0.01	5	**0.857	0.01
6	**0.748	0.01	6	**0.658	0.01	6	**0.878	0.01	6	**0.747	0.01
7	**0.787	0.01	7	**0.858	0.01	7	**0.748	0.01	7	**0.787	0.01
						8	**0.658	0.01	8	**0.869	0.01
						9	**0.748	0.01			
#	Correlation Coefficient	Indication									
1	**0.748	0.01	1	**0.748	0.01	1	**0.741	0.01			
2	**0.878	0.01	2	**0.878	0.01	2	**0.874	0.01			
3	**0.748	0.01	3	**0.587	0.01	3	**0.778	0.01			
4	**0.787	0.01	4	**0.789	0.01	4	**0.858	0.01			
5	**0.658	0.01	5	**0.847	0.01	5	**0.658	0.01			
6	**0.858	0.01	6	**0.765	0.01	6	**0.748	0.01			
7	**0.748	0.01	7	**0.854	0.01	7	**0.878	0.01			
						8	**0.784	0.01			
						9	**0.878	0.01			

The previous table shows that the indicated correlation coefficients are significant at a significance level less than (0.05), and thus the items are true for what they were designed to measure.

**Construct Validity**

Structural validity is one of the measures of validity of the tool, which measures the extent to which the objectives that the tool wants to reach, and shows the extent to which each field of study is related to the total score of the questionnaire items. The table shows

that all correlation coefficients in all areas of the questionnaire are statistically significant at a level of significance less than (0.05). Thus, all areas of the questionnaire are considered true for what they were designed to measure

**Table 4:** The validity of the internal consistency for all dimensions of process re-engineering

Axles	Number Of Paragraphs	Correlation Coefficient	Indication
Leaders Style	7	**0.748	0.01
Management Support	7	**0.874	0.01
Strategic Planning	9	**0.777	0.01
Information Technology	8	**0.756	0.01
Organizational Chart	7	**0.587	0.01
Training And Empowering Employees	7	**0.748	0.01
Work Regulations And Regulations	9	**0.787	0.01

The previous table shows the correlation coefficients between each of the dimensions of process re-engineering and the overall average of the resolution, D at a level less than (0.05), so the domains are considered valid for what was set to measure.

**Reliability of the Resolution Paragraphs:** The stability of the questionnaire means that the consistency in the test results when applied from time to time, or in other words, it means stability in the results of the questionnaire and not changing them significantly if it was redistributed to individuals several times during certain periods of time. The exploratory process itself is carried out in two ways: the half-segmentation and Cronbach's Alpha coefficient.

#### Split-Half Coefficient Method:

The split-half method means that it divides the test in this method into two halves in a random way, or takes the test items with even numbers separately and with odd numbers separately.

The Pearson correlation coefficient was found between the average of odd-ranked questions and the average of even-ranked questions for each dimension. The correlation coefficients were corrected using the Spearman-Brown-correction correlation coefficient:

The following table shows that there is a relatively large stability coefficient for the questionnaire items, which reassures the researchers to use the questionnaire with complete peace of mind. He also used Cronbach's Alpha method to measure the stability of the resolution as a second method for measuring the stability.

**Table 5:** shows the stability coefficient (half-split method) and Cronbach's Alpha coefficient

Domains	Number Of Paragraphs	Cronbach's Alpha Coefficient	Split Half Average
Leaders Style	7	0.816	0.763
Management Support	7	0.875	0.849
Strategic Planning	9	0.937	0.908
Information Technology	8	0.826	0.743
Organizational Chart	7	0.845	0.894
Training And Empowering Employees	7	0.785	0.857
Work Regulations And Regulations	9	0.911	0.924
<b>Process Reengineering</b>	54	0.926	0.912

The researchers concluded from the results of the validity and reliability tests that the study tool (the questionnaire) is honest in measuring what it was designed to measure, and it is stable to a very high degree, which qualifies it to be an appropriate and effective measurement tool for this study and can be applied with confidence, and thus the questionnaire is in its final form.

#### Analyze Data, Test Hypotheses, and Discuss Them

This topic includes a presentation of data analysis and testing of the study's hypotheses by answering the study's questions, reviewing the most prominent results of the questionnaire, which were reached by analyzing its paragraphs, and identifying its variables, which included (age group – gender – educational qualification – years of experience – number of courses Training - job center - address of the institution), so statistical treatments of the data collected from the study's questionnaire were carried out, where the statistical packages program for social studies (SPSS) was used to obtain the results of the study that will be presented and analyzed in this chapter.

#### The Criterion Approved In the Study

To determine the criterion adopted in the study, the length of the cells was determined in the five-point Likert scale by calculating the range between the degrees of the scale ( $5-1 = 4$ ) and then dividing it by the largest value in the scale to get the length of the cell, i.e. ( $4/5 = 0.8$ ) and then This value was added to the lowest value in the scale (the beginning of the scale is a true one in order to determine the upper bound of this cell, and thus the length of the cells became as shown in the following table:

**Table 6:** The test adopted in the study

Arithmetic Average	Relative Weight	Degree Of Support
1.80 – 1	%36 - %20	Very Low
Greater than 1.80 - 2.60	Greater than 36% - 52%	Low

Greater than 2.60 - 3.40	Greater than 52% - 68%	Medium
Greater than 3.40 - 4.20	greater than 68% - 84%	High
Greater than 4.20 - 5	greater than 84% - 100%	Very High

To interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the level of the domains and the level of paragraphs in each domain. The researchers determined the degree of approval according to the test approved for the study.

#### Analysis of Areas and Paragraphs:

The arithmetic mean, standard deviation, relative weight, and arrangement were used to identify the level of the study sample members for process re-engineering and organizational justice, and the following table illustrates this:

#### Dimensions Analysis of Process Reengineering:

**Table 7:** shows the analysis of the dimensions of process re-engineering

Domains	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
Leaders Style	4.08	0.77	81.53	2
Management Support	3.79	0.54	75.77	6
Strategic Planning	3.82	0.84	76.39	4
Information Technology	3.98	0.92	79.58	3
Organizational Chart	3.8	0.66	76.05	5
Training And Empowering Employees	3.69	0.94	73.74	7
Work Regulations And Regulations	4.19	0.61	83.78	1
<b>Process Reengineering</b>	3.91	0.59	78.29	

The previous table shows that the relative weight of the process re-engineering axis reached (78.29%), which is a somewhat high degree, and despite the different environment in which the study was applied to most of the previous studies, it is noted that these studies agree in the positive view of the role of administrative processes engineering in achieving excellence. The researchers attribute this to the positive view prevailing in the Gaza Strip towards the need for the management of organizations to adopt advanced management information systems, including, for example, the re-engineering of administrative processes in order to get rid of routine procedures at work, in addition to technological development In the Gaza Strip, it has risen to the level of e-government, and this is consistent with the study (Al-Aloul, 2011) and the study (Al-Jarji, 2019).

The most powerful dimension of the administrative process re-engineering axes was the seventh axis, which is the work regulations and regulations, with a relative weight of 83.7%. Effort and time in providing services.

It is followed by the leadership style prevailing in the organization, where the relative weight reached 81.5%. The researchers attribute this to the importance of leadership and its role in delegating employees, and getting rid of routine procedures at work.

This means that there is a great deal of approval by the sample members on the items of the questionnaire in general, and this indicates that the dimensions of re-engineering administrative processes represented in (leadership style, senior management support, strategic planning, information technology, organizational structure, training and empowering workers, systems and labor regulations) is widely and sufficiently available to relief organizations, enabling them to apply reengineering as a work system to get rid of routine procedures. Which in turn contributed to a rise in the percentage of beneficiaries of the services provided by relief organizations, and researchers believe that these results are good in such harsh variables, and this indicates the organizations' ability to keep pace with administrative development in a way that contributes to managing work appropriately to meet these challenges.

The study agreed with the study (Al-Yasari, 2020), the study (Shomali, 2021), the study (Al-Zahrani and Ghaith, 2019), the study (Al-Jarji, 2019), the study (Jarbou, 2018), and the study (Nadeem & Ahmad, 2016) in the positive view towards the importance of process re-engineering in the development of administrative work, and the study differed with the study (Abu Ras, 2018), which showed the presence of a number of obstacles to the application of reengineering, and this difference is due to the difference in the environment and society of the study.

#### Analysis of the first dimension paragraphs: the leadership style dimension

The arithmetic mean, standard deviation, relative weight and ranks were used, and the following table shows that:

**Table 8:** Analysis of the paragraphs of the first dimension: the leadership style dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The leader gives employees the opportunity to discuss work issues and make suggestions.	4.17	1.2	83.33	4
2.	The leader seeks to keep the employees informed of the latest developments at work.	4.31	0.87	86.13	3
3.	The leader delegates part of his powers to employees according to their abilities and the degree of their willingness to assume responsibility.	3.88	0.94	77.67	6

4.	The leader in the organization can win the trust of the employees and influence them.	4.32	1.06	86.4	2
5.	The leader gives freedom and independence to the employees in the performance of their work tasks.	4.01	0.81	80.13	5
6.	The leader in the organization plans his actions and pays attention to the details of the work.	4.35	0.86	87	1
7.	The leader in the organization gives the employees a measure of freedom in making decisions.	3.5	1.1	70.07	7
<b>All Paragraphs</b>		4.08	0.77	81.53	

Through the previous table, the results show that the relative weight of the first dimension "driving style" (81.53%) at a "high" level. Paragraph (6) "The leader in the organization plans his work and is concerned with the details of the work" came first in the order of the paragraphs of this dimension, as the relative weight reached (87%).

While the least paragraphs were Paragraph (7), which is "the leader in the organization gives the employees a degree of freedom in making decisions", where the relative weight reached (70.07%).

This means that there is a high degree of approval by the sample members on the form followed by the senior management in its management of organizations, which contributes to the willingness of workers and their acceptance of change for the better by adopting administrative methods that contribute to the development of institutional work, and researchers attribute this result to the role of leadership and the pattern that it follows. In dealing with employees in the application of new administrative methods, the more flexible the leadership is in dealing with employees and working on their participation in decision-making, and giving them the appropriate powers at work, this will contribute to simplifying the work procedures followed, saving time and effort, in addition to eliminating procedures Routine, and this corresponds to re-engineering operations that seek to develop administrative work by eliminating routine procedures and saving time during work. Business planning is also considered one of the most important features of management in successful organizations in order to meet urgent challenges.

#### **Analysis of the second dimension paragraphs: After the management support**

The arithmetic mean, standard deviation, relative weight, and ranks were used, and the following table illustrates this:

**Table 9:** Analysis of the paragraphs of the second dimension: the management support dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The management of the organization adopts creative ideas and puts them into practice.	3.86	1.19	77.27	4
2.	The management of the organization realizes the importance of process re-engineering and seeks to try to implement it.	3.71	0.92	74.27	5
3.	The management of the organization is working to make the most of the tremendous development in information and communication technology.	4.4	0.55	88	1
4.	The organization works on evaluating its ways of working in order to get rid of routine and outdated ideas.	4.26	0.68	85.13	2
5.	The management adopts a permanent plan to improve its operations and services.	3.92	1.02	78.4	3
6.	Leaders consolidate integrated subtasks into one	3.17	0.99	63.33	7
7.	Leaders reduce the number of audits and revisions to speed performance	3.2	1.05	64	6
<b>All Paragraphs</b>		3.79	0.54	75.77	

Through the previous table, the results show that the relative weight of the second dimension "after management support" (75.77%) is at a "high" level.

Paragraph (3), "The management of the institution is working to make the most of the tremendous development in information and communication technology," came first in the order of the paragraphs of this dimension, as the relative weight reached (88%).

While the lowest paragraphs were Paragraph (6), which is "Leaders work to integrate integrated sub-tasks into one task", where the relative weight reached (63.33%).

The researchers attribute this to the fact that technological development usually needs to find secure support from the organization's senior management and employees. The task of senior management is to build and develop strategies that contribute to building an institution with a creative culture in order to introduce everything that is new and useful to work.

The study agreed with the study (Al-Yasari, 2020) and the study (Saadi, 2020) on the importance of the senior management's support for the implementation of re-engineering. This difference is due to the difference in the environment in which the study was carried out.

**Analysis of the third dimension paragraphs: the strategic planning dimension**

The arithmetic mean, standard deviation, relative weight and ranks were used, and the following table shows that:

**Table 10:** Analysis of the paragraphs of the third dimension: the strategic planning dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization has a clear and written strategic plan.	3.87	1.21	77.47	5
2.	The mission of the institution is clear to all employees.	4.2	1.03	84	1
3.	The organization has long-term goals as part of the strategic plan.	3.98	0.81	79.6	3
4.	The strategic plan in the organization is applied systematically.	3.81	0.91	76.2	6
5.	The organization analyzes opportunities and strengths.	3.32	1.21	66.33	9
6.	The organization works on analyzing risks and vulnerabilities.	3.5	1.22	70.07	8
7.	The organization periodically evaluates the strategic plan.	3.69	1.08	73.73	7
8.	The organization's planning mechanisms help facilitate the development process.	3.98	1.04	79.53	4
9.	The organization depends on the flexibility of the plan developed to achieve the stated and planned goals	4.03	0.88	80.53	2
<b>All Paragraphs</b>		3.82	0.84	76.39	

Through the previous table, the results show that the relative weight of the third dimension "after strategic planning" (76.39%) is at a "high" level.

Paragraph (2), "the institution's mission is clear to all employees," came first in the order of the paragraphs of this dimension, as the relative weight reached (84%).

While the lowest paragraphs were paragraph (5), which is "The institution is working on analyzing opportunities and strengths", where the relative weight reached (66.33%).

The researchers attribute this to the importance of strategic planning and its effective role in facing the obstacles facing institutional work, in addition to the importance of clarity of values and special goals represented in the organization's vision and mission for employees in order to contribute to achieving the goals of the institution in accordance with the standards set by the senior management.

The study agreed with the study (Saladin, 2020), which clarified the positive view of the role of strategic planning in adopting engineering.

**Analysis of the fourth dimension paragraphs: the information technology dimension**

The arithmetic mean, standard deviation, relative weight, and ranks were used, and the following table illustrates this:

**Table 11:** Analysis of the paragraphs of the fourth dimension: the information technology dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The number of computers is proportional to the nature and size of the institution's work.	4.3	0.89	86	2
2.	There is a network of all devices in the organization at an appropriate speed.	3.92	1.21	78.33	4
3.	There is sufficient server hardware to withstand the pressure of computerized work.	3.77	1.38	75.33	6
4.	Modern software is used to manage all administrative processes in the organization.	3.71	1.25	74.13	7
5.	All departments in the organization are linked to a single network that contributes to monitoring and controlling the daily operations.	3.84	1.45	76.87	5
6.	The company has a website available to all clients.	4.59	0.71	91.73	1
7.	The institution owns a database that helps in devising solutions to many administrative problems.	4.2	0.86	83.93	3
8.	Employees in the organization can manage information from anywhere outside the organization through the use of computers.	3.52	1.4	70.33	8
<b>All Paragraphs</b>		3.98	0.92	79.58	

Through the previous table, the results show that the relative weight of the fourth dimension "information technology" (79.58%) is at a "high" level.

Paragraph (6) "the institution has a website available to all customers" came in the first place in the order of the paragraphs of this dimension, as the relative weight reached (91.73%).

While the least paragraphs were Paragraph (8), which is "the employees in the organization can manage information from anywhere outside the organization through the use of computers," where the relative weight was (70.33%).

The researchers attribute this to the importance of adopting technological methods at work in order to get rid of routine methods and this is consistent with reengineering as an administrative system, and the conviction of the management of organizations and workers of the importance of information technology and ways to develop it, and the search for modern technical methods that contribute to the completion of administrative operations away from routine, Organizations are also working to keep abreast of technological developments in the surrounding environment in order to be able to provide their services better, and the study agreed with the study (Al-Maani, 2010), which confirmed that success in implementing the concept of process re-engineering requires the provision of a sufficient amount of modern technological systems that help in enabling Organizations from making a radical change in their operations to ensure the achievement of their goals in a creative way, and the study agreed with the study (Nadeem & Ahmad, 2016), (Al-Zahrani and Ghaith, 2019) and the study of (Jalali and others, 2013), in its positive view of the role of technology In the application of engineering, the study differed with the study (Al-Yasari, 2020), (Saladin, 2020), and the study of (Carmo Caccia-Bava, CK Guimaraes, & Guimaraes, 2013) in the view towards the role of technology and its application in engineering.

#### Analysis of the Fifth Dimension Paragraphs: The Dimension of the Organizational Structure

The arithmetic mean, standard deviation, relative weight and ranks were used, and the following table shows that:

**Table 12:** Analysis of the Fifth Dimension: The Dimension of the Organizational Structure

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization is working to shift from a hierarchical organizational structure to a more flexible organizational structure.	3.94	0.75	78.73	2
2.	The organizational structure supports the possibility of process re-engineering and development in the organization.	3.62	0.89	72.33	6
3.	The organizational structure is characterized by the speed of administrative communication between all the different administrative levels of the organization.	3.86	1.07	77.27	4
4.	The organizational structure supports the redistribution of some sub-functions into a single job.	3.8	0.65	75.93	5
5.	The organizational structure is characterized by clarity of the powers and tasks of the different units.	3.93	0.79	78.6	1
6.	The organization's organizational structure includes clear programs and foundations for incentives and promotions to encourage creativity and excellence.	3.6	1.03	71.93	7
7.	There is a compatibility between the nature of jobs and the prevailing organizational structure in the institution.	3.88	0.75	77.53	3
<b>All Paragraphs</b>		3.8	0.66	76.05	

Through the previous table, the results show that the relative weight of the fifth dimension "after the organizational structure" (76.05%) is at a "high" level.

Paragraph (5), "The organizational structure is characterized by a clarity of the powers and tasks of the different units," came first in the order of the paragraphs of this dimension, where the relative weight reached (78.6%).

While the lowest paragraphs were Paragraph (6), which is "the organization's organizational structure includes clear programs and foundations for incentives and promotions to encourage creativity and excellence" where the relative weight was (71.93%).

The researchers attribute this to the importance of the organizational structure in the organizations' development of their management methods. The more flexible, smooth and changeable the organizational structure is and keeping pace with the administrative development and the technological revolution, this contributes to the adoption of new creative and non-routine methods, and in a way that ensures that workers do not resist using the new methods, with the need to take Taking into consideration the existence of systems that contribute to encouraging innovation and creativity among employees, and motivating them towards self-development, and in order to prevent resistance to change, we turn the best.

#### Analysis of the sixth dimension paragraphs: after training and empowering employees

The arithmetic mean, standard deviation, relative weight, and ranks were used, and the following table illustrates this:

**Table 13:** Analysis of the sixth dimension paragraphs: after training and empowering workers

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The training needs of employees are determined periodically.	3.69	1.08	73.73	4
2.	There is encouragement from the organization towards building self-managed work teams.	4	1.06	79.93	1

3.	The management of the institution increases the budget allocated to training and development.	3.3	0.98	66	7
4.	The Foundation adopts the principle of empowerment in an effort to develop its administrative operations.	3.46	1.06	69.27	6
5.	The organization has the necessary tools to empower workers and do their jobs appropriately.	3.64	1.31	72.73	5
6.	The institution takes into account recent technological developments when developing training plans.	3.86	1.06	77.13	3
7.	The organization constantly evaluates specialized training programs to develop employees.	3.87	1.13	77.4	2
<b>All Paragraphs</b>		3.69	0.94	73.74	

Through the previous table, the results show that the relative weight of the sixth dimension "after training and empowering workers" (73.74%) at a "high" level.

Paragraph (2) "there is encouragement from the institution towards building self-managed work differences" ranked first in the order of the paragraphs of this dimension, as the relative weight reached (79.93%).

While the lowest paragraphs were Paragraph (3), which is "The management of the institution is working to increase the budget allocated for training and development", where the relative weight reached (66%).

The researchers attribute this to the organizations management's conviction of the advantages of empowering workers and training them because of its great importance in keeping pace with the administrative revolution, and adopting innovative strategies, as adopting the philosophy of empowerment contributes to improving the quality of services provided, reducing effort and time, and optimizing the use of resources, and empowerment increases confidence Employees themselves, and encourages them to be creative and work in a team spirit, and to give employees great powers and develop their skills enables them to participate in decision-making, increase organizational loyalty, and work to achieve the goals of the organization, and the study differed with the study (Baburi, 2020) about the respondents' view of Senior management's view of the importance of training and empowering workers in the application of process re-engineering, and this difference is due to the difference in the population and sample of the study.

#### **Analysis of the seventh dimension paragraphs: after work regulations and regulations**

The arithmetic mean, standard deviation, relative weight, and ranks were used, and the following table illustrates this:

**Table 14:** Analysis of the Seventh Dimension Paragraphs: The Dimension of Work Regulations and Regulations

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization acquaints the employees with the laws and regulations regulating work.	4.22	0.75	84.47	2
2.	The laws and regulations regulating the work of the institution are clear and understandable.	4.2	0.82	84.07	3
3.	The laws and regulations in force in the institution clarify the objectives and competencies.	4.2	0.67	83.93	5
4.	The conduct of business in the organization is based on laws rather than practice and personal judgment.	4.18	0.75	83.6	6
5.	The laws and regulations applicable in the institution serve as a standard for measuring performance.	4.14	0.66	82.87	7
6.	Laws and regulations in an organization help in innovation and development.	3.95	0.85	78.93	9
7.	Laws and legislations help evaluate the performance of the institution's work and its consistency with the higher objectives of the state and its policy.	4.2	0.65	84	4
8.	Laws and legislation in the country require the institution to submit periodic reports on its work progress.	4.49	0.79	89.73	1
9.	The laws and legislations take into consideration the existence of a mechanism for receiving complaints and suggestions within the institution.	4.12	0.92	82.4	8
<b>All Paragraphs</b>		4.19	0.61	83.78	

Through the previous table, the results show that the relative weight of the seventh dimension "after work regulations and regulations" (83.78%) at a "high" level.

Paragraph (8) "laws and legislation in the state require the institution to submit periodic reports on the progress of its work" ranked first in the order of the paragraphs of this dimension, as the relative weight reached (89.73%).

While the lowest paragraphs were Paragraph (6), which is "help laws and regulations in the institution to innovate and develop", where the relative weight was (78.93%).

The researchers attribute this result to the importance of defining specific criteria and clear systems for evaluating administrative work in organizations in accordance with the general laws and legislation determined by the authorities responsible for managing organizations in the country, in order to follow up the workflow in a manner that achieves transparency and integrity, which in turn contributes to achieving justice. Organizational, to ensure the satisfaction of the beneficiaries of the services of those organizations.

### **Conclusions**

The following Results and recommendations were reached:

- The study showed that the relative weight of the process re-engineering axis in organizations reached 78.29%.
- The study showed that the leadership style in organizations contributes highly to the adoption of process re-engineering in organizations.
- The study showed that the support of senior management contributes to a high degree in the application of re-engineering of administrative processes.
- The study showed that the relative weight of the organizations management benefiting from the technological dimension at work reached 88%.
- The study showed that the relative weight of strategic planning and its role in re-engineering administrative processes reached 76.3%, which is high.
- The study showed that the use of information technology has an important impact on the application of engineering in the work of institutions.
- The study showed that the relative weight of the organizational structure has reached 76%, which is somewhat high, and that the clarity of the powers and tasks assigned to it has a positive impact on the application of reengineering.
- The study showed that the training and empowerment of employees had a high impact on the application of reengineering, as the relative weight of the dimension of empowerment and training of employees reached 73.7%.
- The study showed that clarity of work systems and procedures and its regulations contribute to the application of reengineering, and the relative weight of this dimension reached 83.7%.
- The study showed that the relative weight of the laws and legislations in the country on the work of institutions amounted to 89%.

### **Recommendations**

In light of the findings, there are a set of recommendations, as follows:

- It is necessary to give the management of the employee's sufficient freedom to issue decisions.
- Work on merging integrated sub-tasks into one task.
- Work on analyzing the opportunities, risks, strengths and weaknesses of the work environment of charitable organizations.
- Enhancing the management of information and data for work from outside the organization through the use of computerized information systems.
- Work on building programs and foundations for incentives and promotions, which contribute to encouraging creativity and innovation among employees.
- Increasing the budget for training and development.
- Work on enacting laws and regulations that contribute to innovation and development of the work environment.
- Strengthening procedures that contribute to raising the urban behavior of workers and beneficiaries.

### **References**

- [1] Abu Naser, S. S. and M. Shobaki (2016). "Requirements of using Decision Support Systems as an Entry Point for Operations of Re-engineering in the Universities (Applied study on the Palestinian universities in Gaza Strip)." *World Wide Journal of Multidisciplinary Research and Development* 2(4): 32-40.
- [2] Al Shobaki, M. J. (2010). *The Relationship between Decision Support Systems and Re-Engineering in Palestinian Universities in Gaza Strip*, Master Dissertation, Al-Azhar University - Gaza, Palestine.
- [3] Al Shobaki, M. J. (2016). *The Impact of the Use of Decision Support Systems in the Re-Engineering in the Palestinian Universities in Gaza Strip*. Fifth International Conference Centre London, 18 to 20 April 2016- Conference on contemporary trends in education institutions (reform of the development ..) Jordan- Petra University, BOUHOUTH MAGAZINE, Research Centre for Studies and Social Consultations - London.
- [4] Al Shobaki, M. J. (2017). "The Impact of the Dimensions of the Administrative Decision Support Systems on the Re-engineering of the Systems of the Palestinian universities in Gaza Strip from the Employees' Perspective." *The Arab Journal for Quality Assurance in Higher Education* 10(30): 159-179.

- [5] Al Shobaki, M. J. (2019). The Role of Decision Support Systems in Reengineering the Academic and Administrative Systems within Universities: A Field Study Applied on Palestinian Universities in Gaza Strip, PHD Dissertation, Suez Canal University, Egypt.
- [6] Al Shobaki, M. J. and S. S. Abu Naser (2017). "Studying the Reality of Applying Re-Engineering of Operations and Business in the Palestinian Universities in Gaza Strip, Al-Azhar University in Gaza a Model." *International Journal of Information Technology and Electrical Engineering* 6(2): 10-21.
- [7] Al-Hila, A. A., et al. (2017). "The Impact of the Governance of Private Universities in Building Partnership with NGOs Operating in Gaza Strip." *International Journal of Engineering and Information Systems (IJEAIS)* 1(9): 11-30.
- [8] FarajAllah, A. M., et al. (2018). "Availability of Re-Engineering Requirements for Palestinian Industrial Companies." *International Journal of Academic Management Science Research (IJAMSR)* 2(9): 8-18.
- [9] FarajAllah, A. M., et al. (2018). "The Impact of Technological and Human Requirements for Re-Engineering Processes in Improving Productivity." *International Journal of Academic Information Systems Research (IJAIRS)* 2(9): 29-38.
- [10] Hamdan, M. K., et al. (2020). "Clarity of Vision and Its Relationship to the Creative Behavior of NGOs." *International Journal of Academic Management Science Research (IJAMSR)* 4(4): 55-82.
- [11] Hamdan, M. K., et al. (2020). "Creative Behavior in Palestinian NGOs between Reality and Expectations." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(3): 91-107.
- [12] Hamdan, M. K., et al. (2020). "Strategic Sensitivity and Its Impact on Boosting the Creative Behavior of Palestinian NGOs." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(5): 80-102.
- [13] Hamdan, M. K., et al. (2020). "The Reality of Applying Strategic Agility in Palestinian NGOs." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(4): 76-103.
- [14] Owda, R. O., et al. (2019). "Design Thinking and Its Impact on Decision Making In NGOs." *International Journal of Academic Information Systems Research (IJAIRS)* 3(8): 1-11.
- [15] Owda, R. O., et al. (2019). "Design Thinking and Its Use in NGOs in Gaza Strip." *International Journal of Academic Multidisciplinary Research (IJAMR)* 3(7): 41-52.
- [16] Owda, R. O., et al. (2019). "Managing the Design of Operations in Local NGOs in Gaza Strip." *International Journal of Academic Information Systems Research (IJAIRS)* 3(7): 37-47.
- [17] Owda, R. O., et al. (2019). "The Reality of Decision Making in NGOs in Gaza Strip." *International Journal of Academic Multidisciplinary Research (IJAMR)* 3(8): 1-10.
- [18] Shobaki, M. J., et al. (2017). "The impact of the administrative dimensions of the decision support systems in the re-engineering of the Palestinian universities in Gaza Strip from the standpoint of employees." 10(2017).
- [19] Abu Ras, Radwan (2018) Re-engineering administrative processes and their role in raising the level of banking services, a field study on Sahara Bank (public administration). Professor's Journal. Issue (15) Libya.
- [20] Ahmed, Saleh Abdel Hafeez (2003). The scientific reference for the application of the engineering approach. i 1. Dar Wael for printing, publishing and distribution. Jordan.
- [21] Al-Aloul, Abdul Majid Shehdeh (2011). The availability of requirements for the success of the application of electronic management in major charitable societies in the Gaza Strip and its impact on institutional readiness against corruption. (Unpublished Master's thesis) The Islamic University, Gaza.
- [22] Al-Bashir, Tasabeh Muhammad, and Ali, Sami Mustafa. (2017) "The impact of re-engineering administrative processes on job performance" a case study of the Faisal Islamic Bank of Sudan. *Sudan University Journal of Economic Sciences and Technology*, 18(1), pp. 2-17.
- [23] Al-Buhairi, Abdullah Samir (2015). The role of administrative process reengineering in improving the administrative performance of the Palestinian Ministry of Health. Published master's thesis. Al-Aqsa University Journal. Gaza. Palestine.
- [24] Al-Domor, Muwafak (2008). The reality of strategic planning for human resources in the public sector in Jordan. (Unpublished Ph.D. thesis). Arab Academy for Financial Sciences. Jordan.
- [25] Al-Jarji, Khader (2019). Requirements for the application of process re-engineering and its role in continuous improvement "a prospective study of the opinions of managers in the Hammam Al-Alil Cement Factory in Nyoni Governorate. Zakho Technical Institute, Department of Hospital Administration. Duhok Technical University of Kurdistan Region of Iraq.
- [26] Al-Kahlout, Ahmed Khalil (2017). The relationship of administrative process re-engineering to achieving competitive advantage in Palestinian universities in Gaza. (A magister message that is not published). Al-Azhar University - Gaza.
- [27] Al-Lami, Ghassan Qassem (2016). The impact of re-engineering administrative processes on institutional performance - research in the Office of the Inspector General of the Ministry of Education and Higher Education and Scientific Research. *Baghdad University Journal of Economic and Administrative Studies*. 22 (91), 90-54.
- [28] Al-Maani, Ayman Odeh (2010). *Modern Public Administration*, 1st Floor, Amman, Dar Wael for Publishing and Distribution.
- [29] Al-Maaytah, Ruqayya Adnan Farhan. (2010). Developing the performance of employees in the Jordanian Ministry of Education to increase their efficiency in the light of the process re-engineering methodology. *Umm Al-Qura University Journal of Educational and Technical Sciences*. Jordan. Volume 2. Number 1.
-

- [30]Al-Mashrawi, Ahmed (2009). Financing and Fund Management in NGOs, Conference on the Reality of NGOs, Prospects and Challenges, Partners Association for Relief, Development and Development. Gaza. Palestine.
- [31]Al-Najjar, Mahmoud Talal (2018). The extent of the readiness of Palestinian charitable institutions in the Gaza Strip to adopt and apply cloud computing (unpublished master's thesis). Islamic University of Gaza.
- [32] Al-Shayeb, Ahmed Mohamed, and Hammour, Anan Mohamed. (2014). Contemporary management concepts. i 1. Ammaan Jordan. Academy for Publishing and Distribution.
- [33] Al-Shibli, Haitham and Al-Nesour, Marwan. (2009). Contemporary Facilities Management. 1st Edition. Amman, Jordan. Dar Safaa for evil and distribution.
- [34]Al-Sultan, Fahd Saleh. (2002). Re-engineering of administrative processes "reengineering" is a radical shift in the concepts and technique of management. Al Khalid Press. Riyadh. Saudi Arabia.
- [35]Al-Yasari, Salah Mahdi (2020). The role of re-engineering administrative processes in enhancing creative performance - an analytical study of the opinions of a sample of employees of the Oil Products Distribution Company / Karbala Branch - University of Warith al-Anbiya - Karbala. Iraq (published master's thesis).
- [36]Al-Zahrani, Ibtisam, Ghaith, Nirvana (2019). The role of reengineering in simplifying administrative procedures - a field study on female administrative staff at King Bin Abdulaziz University, Jeddah. Journal of Economic, Administrative and Legal Sciences. The Arab Journal of Science and Research Publication. Volume (1), number (3).
- [37]Arabic References in Roman Scripts:
- [38]Baburi, memory (2020). The role of electronic business in the re-engineering of administrative processes - a field study in the Hammam Dabbagh department - Guelma state - (PhD thesis - published) University of May 8, 1945 - Algeria.
- [39]Bai, C. &. (2013). A grey-based DEMATEL model for evaluating business process management critical success factors. International Journal of Production Economics.
- [40]Bryde, D. (2008). Perceptions of the impact of project sponsorship practices on project success. International journal of project management.
- [41]Carmo Caccia-Bava, M., CK Guimaraes, V., & Guimaraes, T. (2013). Important Factors for Success in Hospital BPR Project Phases. International Journal of Health Care Quality Assurance, 26(8), 729-745.
- [42]Gad Al-Rub, Syed Muhammad. (2009). Advanced administrative topics and their application in international business organizations, i1. Egyptian Book House. Cairo.
- [43]Germain, R. (1996). The role of context and structure in radical and incremental logistics innovation adoption. Journal of Business Research, 35(2), 117-127.
- [44]Hammer, M. & James, C. (2001) "Reengineering the corporation A Manifesto for business revolution".
- [45]J Kaminski. (2011). Diffusion of innovation theory. Canadian Journal of Nursing Informatics.
- [46]Jafar, Yunus Ibrahim (2017). The impact of strategic planning in crisis management, an applied study on institutions operating in the suburbs of Jerusalem. Al-Aqsa University Journal of Human Sciences, 21(1), 293-324.
- [47]Jalali, M., Maroofi, F., Navid, J. and Mohammady R., (2013), Evaluation the relationship between ICT- adoption and business process reengineering in small and medium sized enterprises of Kermanshan province, International research journal of applied and basic sciences", VOL 4, Issue3.
- [48]Jarbou, Haitham (2018). The availability of factors affecting the success of administrative process re-engineering, a case study of the Palestinian Red Crescent Society, Gaza. Islamic University of Gaza.
- [49]Kassem, A. H., & Gaber, H. (2015). Organizational Climate and Its Impact on Nurse's Job Empowerment at Main Mansoura University Hospital and Urology and Nephrology Center. IOSR Journal of Nursing and Health Science (IOSRJNHS), 4(2), 40-48.
- [50]Kim, Seongcheol & Others, "An Institutional Analysis of an E-government System for Anti-
- [51]Laith, Saad Eddin (2012). Public cloud computing applications in organizations, a proposed model for Iraqi learning organizations. (Unpublished Master's Thesis) Mosul University, Mosul.
- [52]Lampathaki, F. , Koussouris, S. and Psarras, J. , (2013) "BPR Lifecycle", Decision support systems laboratory, National technical university of Athens, Athens.
- [53]Morsi, Gamal El-Din. (2003). Strategic management of human resources. i 2. University house. Alexandria.
- [54]Nadeem, M., & Ahmad, R. (2016), "Impact Of Business" Process Reengineering On The Performance Of Banks In Pakistan", Business And Economics Journal, Vol. 7, Issue. 1.
- [55] Rihan, Shadi (2014). Obstacles to the application of administrative process engineering (reengineering) in government schools in Gaza governorates. Islamic University of Gaza.
- [56]Saadi, Mustafa (2020). Re-engineering of administrative processes (reengineering) and its impact on the strategic decision-making process - a field study on the College of Education - Al-Mustansiriya University - Iraq.
- [57]Sabih, Lina. (2013). A future vision for re-engineering the Palestinian university education systems in light of the requirements of the knowledge society. (Unpublished doctoral thesis). Faculty of Education. Ain Shams University, Cairo.
- [58]Saedah, Ali (2017). The role of charities in activating volunteer work. A field study at the Orphan's Charitable Association. College of Humanities, Social Sciences and Islamic Sciences. Department of Social Sciences.
-

- [59]Saladin, Lashash (2020). The reality of re-engineering administrative processes in sports management - Directorate of Youth and Sports - Al-Musaliya State - Algeria.
- [60]Shiraz, Haif (2015). Re-engineering of administrative processes as a strategic option to improve the competitiveness of the organization "case study of Algeria Telecom - Mobilis". Journal of Economic and Administrative Research, 1(17), 92-74.
- [61]Ubani, E. (2012). Evaluating the effects of organizational structure on the effective delivery of civil engineering projects. Interdisciplinary Journal of Contemporary Research in Business.
- [62]Zina, Mohamed Fathi. (2012). The role of process re-engineering in reducing cost and increasing profitability by applying to the Jordan Housing, Trade and Finance Bank. Tikrit Journal of Administrative and Economic Sciences. Volume 9. Number 26.