Strategic Development and its Role in Achieving Administrative Reform - An Exploratory Study of the Opinions of a Sample of the Employees of the University of Kufa

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Abstract

This study aimed to clarify the concepts and implications related to strategic development and its dimensions for the purpose of shedding light on the administrative reform of the University of Kufa, the research sample by analyzing and stating the objectives implemented by this university, and trying to identify the extent of the practice and application of administrative reform and strategic development strategies in it. The descriptive analytical method was used for its relevance and suitability for this study, and the tools of the statistical program (Excel 2010, Spss v23). The study concluded a set of results, the most important of which is that there is a high belief among the sample members that exploring strategic development and avoiding threats is a priority at this stage and contributes to combating corruption, and everyone believes that strategic change is one of the important tools for university development, and that organizational stagnation impedes the reform process Administrative development, in addition to the fact that administrative development positively affects the success of the administrative reform process, and this indicates that the achievement of the dimensions and elements of administrative development would reflect positively on the desired reform process.

Key-words: Strategic Development, Strategic Direction, Strategic Analysis, Strategic Change, Administrative Reform.

1. Introduction

The issue of strategic development is one of the important topics in the strategic management of institutions in general and educational institutions in particular, through which they can have the ability to achieve their strategic goals through the performance of comprehensive strategic development that ensures that the departments and employees of the institution work together to achieve its goals.
The research seeks to clarify the concepts and implications related to strategic development and its dimensions for the purpose of shedding light on the administrative reform of the university, the research sample through analyzing and stating the objectives implemented by this university. The importance of the research lies in the need of the university institution in Iraq to understand the theoretical concepts and practical practices of strategic development and its benefits. Therefore, in this research, we discussed the independent variable, which is strategic development with its three dimensions (strategic direction, strategic analysis, strategic change), and administrative reform with its three dimensions (partial and comprehensive, substance and action, inertia and movement), where this research was applied to a sample. From the staff of (Diwan and Colleges of the University of Kufa), as the research wanted to emphasize that strategic development can only be achieved through the readiness of the University of Kufa and its colleges to adopt strategic development in accordance with administrative reform, and that attention to this subject is an objective reality that qualifies for friendly relations internationally, as strategic development is one of the actual steps taken by the institutions in their natural course to eliminate weakness in the internal and external transactions of the work environment, work to fix the weakness in them and confront all the problems and obstacles that may arise in the work environment and the ability to promote and protect sustainable development.

2. Methodology

Research methodology represents a series of organized steps undertaken by the researcher for the purpose of studying a specific topic and reaching results that contribute to solving problems, the methodology is the beacon that guides the researcher during his research and the roadmap that leads him, towards satisfactory scientific results.

a. Research problem: The growth and development of the university institution has been linked to the development and advancement of societies and peoples, So the problem is embodied that whenever the senior management is able to achieve strategic development internally and externally in the organizational and administrative work environment, the more this contributes to achieving administrative reform. The dimension of substance and procedure, dimension of stagnation and movement) and based on the above problem, many questions emerged, including (Does the administration of the university and its faculties in which they are investigated realize the content of each dimension of strategic development? How can the research sample achieve strategic development? What is the nature and level
of importance of success in administrative reform? Is the administration of the university and its faculties in question aware of the content of administrative reform?).

b. The importance of the research: The subject of strategic development is one of the topics that affect the performance of the university institution, as achieving strategic development at the internal level (among co-workers) and externally (between competing universities). Strategic development is an essential issue for those interested in strategic management, as it has become a central goal for many university institutions to ensure their continuity.

The importance of the research lies in the need of the university institution in Iraq to understand the theoretical concepts and practical practices of strategic development and its benefits, and to work on developing plans and multiple strategies that would contribute to providing the management’s strategic development behavior with means for interaction between individuals within the institution leading to increased results in reform. The most important methods that can be used by the university institution, which stem from the procedures, systems, structure and the principle of cooperation, which leads to the possibility of achieving the administrative reform of the institution and its goals and to eliminate the routine work to know all the circumstances surrounding the strategic development variable, which increases the level of enthusiasm in performance.

c. The aim of the research: Guided by the content of the research problem and its questions and in harmony with the concerns shown by the literature for the impact of the dimensions of strategic development and its role in achieving administrative reform, so this research seeks to achieve a set of goals, including:

- Strengthening the theoretical frameworks for the topic of research based on the proposals of writers and researchers on the subject of strategic development.
- The research seeks to clarify the concepts and implications related to strategic development and its dimensions for the purpose of shedding light on the administrative reform of the university, the research sample through analyzing and stating the objectives implemented by this university.
- Encouraging the practice of strategic development behavior for employees, by setting the necessary regulations and instructions to reward spontaneous and voluntary efforts, develop creativity and excellence, and promote reform.
- Describe how to achieve the administrative reform of the university and its faculties examined and present the forms and types of this reform, which contributes to increasing administrative performance.
d. **The hypothesis of the study**: The hypothetical research scheme is formulated according to what came from a survey of the intellectual products of the literature related to the subject of the research, and figure (1) indicates the hypothetical research scheme.

![Figure 1 - The Hypothesis of the Study](image)

3. Literature Review

1. **The Concept of Strategic Development**

   Educational institutions today are going through many rapid and successive changes, which require the need to constantly bring about appropriate strategic change and development so that educational institutions can work in a healthy, flexible environment and able to deal and adapt to these variables, whether in their internal or external environment. It has become an indispensable
necessity for any educational institution, as it aims to increase the effectiveness of the organization in the first place, solve the problems and crises it faces, improve its level of performance, and enable it to face the existing competition. (Graham, 2007:39) believes that strategic development is more important as the environment in which organizations operate has become more turbulent and challenging, and over the past years, the pace of change has accelerated to the point that it is now recognized, and change is a continuous phenomenon that requires organizations to have an understanding A deep understanding of the internal and external environmental factors that affect the way you work now, and the way you need to work in the future, and change occurs in many areas such as political, economic, social and technological.

(Sheila, 2009: 216) emphasizes that the concept of strategic development is primarily concerned with asking a series of questions about the future of the organization and its products or services, including questions related to the environment in which it operates and the resources available to it. Management can simultaneously make a sophisticated strategy through the process of learning and skill acquired, and good performance in each important area of effective organizational. (Robert, 2007:3) adds that the strategic development process is the main task of every senior executive in developing the generation of leaders, as well as in a stagnant and stressful environment, the need for senior managers with high qualifications enables them to work effectively, with fewer resources, innovation and improvisation. in dynamic markets. In severe downturns, when resources are limited, and risks multiply, the performance of these leaders continues to rise, making the problem even more pressing. Few organizations have very effective development programs.

(Donald et al., 2018:1) believes that the concept of strategic development is effective strategy directives for three things that make it in the right position, namely, the company's vision, identifying critical weaknesses, and focusing on what is more important to the strategy, and it is not related to choice but rather to choices. An effective strategic priority is that it shares many characteristics that work for many companies well in some dimensions, and we've worked with dozens of leadership teams to help them set and execute priorities when developing strategy for implementation. The first step in developing effective strategy precedents is to clarify whether the strategy should live at the company, business unit level, or both. Once it's clear, teams should address management with three questions (What is our vision? What are our critical weaknesses? What should we prioritize?). (Anatoli et al., 2017:42) stresses the necessity of linking the development strategies of enterprises with the strategy of developing the economy as a whole. He refers to development trends, one of which is the development of applied programs for enterprise development, which allow, on the basis of a global approach, to develop unique development strategies for each enterprise, contributing to
the use of Well-established quantitative and methodological indicators for determining the titles of economically feasible investment" in the development of a global algorithm for selecting management decisions in the formation and implementation of a strategy for the development of systems at the macro and micro levels in the future, and the development of this approach will consist in the development of applied software tools that allow local enterprises to form their own method of innovative development.

He adds (Kaplan, et al., 2008) when the community plans to implement the means of sustainable university management, it is necessary to develop a strategy related to the community that defines the steps that must be taken to achieve the ultimate goal. Thus (strategy development) must be taken into account, after exploring the future vision of the members of the community, but this must be done before taking any executive action, although the development of the strategy does not have a specific tool or method, but rather has different methods and approaches. We present the facts to present the steps General needed to develop a strategy.

2. Dimensions of Strategic Development

There are many basic dimensions of strategic development, including:

A. Strategic Direction (Strategic Vision and Goals)

Determining the strategic direction includes defining the vision for the strategic development process, achieving the strategic logic, structuring the problem, and building strategic agendas in the negotiations. The strategic objectives can be considered the guidelines that indicate the purpose of what the organization aspires to reach because it includes the strategic idea, that is, the long-term orientation in addition to the specific objectives, (Kaplan et al. 2008:5) and because it includes a set of sub-objectives resulting from the various levels of the organization that help re-position in the market and give it strength in the face of competitors and maintain its survival, they are thus considered comprehensive goals.

B. Strategic Analysis

Strategic analyzes from the initial situation assessment, assessment of the situation inside and outside the company, and the detection of factors that will cause changes in the environment. We use analyzes to detect problems, identify underlying factors and study their impact (Titova et at.,
2014:459). Strategic performance also depends on the company's resources and capabilities and an understanding of their impacts. If we want to prepare, within the framework of the strategic decision-making process, a decision that will be timely and effective in the future, it should be based on anticipation of changes in the environment. Therefore, strategic analysis should have an important role in strategic decision-making (Zuzana, Andrea, 2015:573).

C. Strategic Change

This research is concerned with analyzing the problem of organizations in general, and specifically universities, in dealing with strategic change in a world in which these organizations will face the risks of stunting and possibly demise without searching for solutions that allow them to move in an open arena, as (Sull et al. 2018:3) change The main key towards these solutions and change here must be a strategic change that depends on planning as a way to put in place mechanisms for managing the change itself. Where the administrative leaders play a central role in achieving the overture required to draw new directions for universities in dealing with quality, as it is a strategy that allows excellence and winning competition in light of the success of change processes. Change through re-engineering is not a substitute for a strategy of excellence. Rather, both are considered an acknowledgment of the idea of continuous improvement, and a way to achieve a high degree of beneficiaries’ satisfaction, and this is a very important goal that today’s universities do not hesitate to search for safe paths to realize it, wherever its results meet their need for survival, growth and excellence.

3. Strategic Development Success Factors

To ensure the success of development efforts in general and strategic development in particular, in the organization, certain ingredients must be available that help the success of this development, as follows: (Christensen et al., 2000:2-3).

A. Availability of conviction and sincere desire in the strategic development process: This is entrusted to the political authority in the country and the administrative leadership in the organizations and departments specialized in this aspect.

B. Proper planning for strategic development: through compatibility between the objectives and the available material and human capabilities.
C. The relationship of strategic development with the environment: The relationship between development and the surrounding environment is very important, and ignoring the surrounding environment may lead to the failure of the entire development process, so the development process must be linked to the surrounding environment, including the customs, traditions, values, principles and culture it contains, because some development ideas, methods and methods I grew up in an environment that differs in many aspects from the environment surrounding the development process.

D. Continuity in the strategic development process: Undoubtedly, one of the most important characteristics of the development process, as mentioned by many management scholars, is that it is a planned and long-term effort, and this leads us to the fact that strategic development is not concerned with solving existing problems only, but rather it must remedy problems and obstacles before they occur by anticipating the future and its challenges, knowing the opportunities and threats therein, to take advantage of the opportunities and employ them and work to avoid threats.

E. Comprehensiveness in the strategic development process: a holistic view of things from all sides gives more accurate and positive results, reduces errors, and makes judging things rise to something true and objective, and this is consistent with the development process, as its holistic view of organizational and humanitarian aspects achieves the best results.

F. Adopting the teamwork method to support strategic development, as the group values affect the behavior of its members.

G. Awareness and correct awareness of the need to adopt a vision that governs the various development programs, as the vision is necessary considering that the development processes are radical and rapid, and this requires the organization to take effective initiative and work with long-term reactions, and clear programs for development.

4. The Concept of Administrative Reform and its Characteristics

Administrative reform: a political, administrative, economic, social, cultural and voluntary effort aimed at bringing about positive fundamental changes in behavior, systems, relationships, methods and tools in order to develop the capabilities and capabilities of the administrative apparatus in a manner that secures a high degree of efficiency and effectiveness in achieving its goals (Kononova et al. 2019:9-10). The past thirty years have witnessed massive transformations in administrative systems around the world, but the literature has not reached a consensus on how to
implement administrative reforms successfully (Kidjie, 2016:45). It turns out that governments have been eager to treat reforms as a response to failures. Therefore, there is very little systematic evidence for the success or failure of administrative reforms in Asia. Despite this diversity of experiences, capacity has emerged as an area of global interest in management reform, particularly for developing Asia. Relying on the miracle in East Asia, many researchers have concerns regarding administrative reform, and through building technical, professional and administrative capacities. These reforms aim to strengthen public service capacity, but the process of designing, advocating, and implementing administrative reform requires a basic set of capabilities to be effective. These capacities remain understudied, and little research has been done to guide policymakers on how to influence administrative reform.

He adds (Sangita, 2002) administrative reforms began in recent years, in both developed and developing countries, with the aim of promoting good governance. However, the term has different meanings for different people. Various approaches and strategies have been developed focusing on certain aspects, values and principles. The success of administrative reform depends on the government’s ability to deliver strategic reform on a vision basis in consultation with the broader segments of society as well as effective communication with stakeholders and people about the need for and benefit from reform. (James, 2012:1) asserts that it is a perceived change taking place in an organization or system in the public sector with the aim of improving its structure, its operation, or the quality of its workforce. Reform is based on the simple idea that people should not wait for changes to occur naturally, but rather should strive to accelerate improvement in the global system by artificial means, since the targeted dimensions of improvement are more complex than those encountered in non-governmental sectors. While all organizations seek to improve performance in achieving their goals (effectiveness) – and enhance their productivity (efficiency) – public sector organizations must also be concerned with the political dimensions of managerial life. Administration reforms can target goals related to improving public life, such as eliminating nepotism and corruption, increasing representation, enhancing citizen and group participation, and enhancing accountability and transparency.

And see (Egl2006,2006,1:18) that the process of reforms. It is clear that the public sector reform movement and the content of reforms is the result of conflicting and competing values of good management, which are rooted in the perception about the work of the world and the behavior of people. Good quality management of reform processes offers rational steps that guide change, in practice it is a continuum between planned changes and the emerging strategy. In addition, administrative reforms identifies the main common factors of reforms (external pressure, political
choice, reform logic, institutional constraints, and administrative traditions) that influence the reform strategy and reform process, however different the reform process may be. There is no single universal reform model that can solve management problems of similar kind, efficiency and effectiveness.

5. Characteristics of Administrative Reform

Through the definitions provided, we extract the most important characteristics of administrative reform, which are: (Kamraju, 2018: 21)

A. Includes radical and original change in people, concepts and technical means.
B. Planned and planned purposeful process.
C. A continuous, renewable process whose goal is in perpetual motion.
D. A comprehensive and integrated process that includes all the components of management and all its steps.
E. A process that requires a team spirit, ie a collaborative team process.
F. A process affected by the surrounding influences such as the various environmental influences such as the influence of customs, traditions and values.

6. The Dimensions of Administrative Reform

There are many administrative factors or main dimensions that are of paramount importance to achieving administrative reform are (the partial and comprehensive dimension, the substance and procedure dimension, the movement and stagnation dimension), which will be clarified as follows: (Anderson, 2013)

A. The partial and comprehensive dimension: the partial concept of reform is to consider and develop the administrative apparatus as a process of restoring the components of the administrative apparatus, and that adopting the principle of cumulativeness will ultimately lead to the reform and development of the administrative apparatus in its entirety, in addition to the fact that administrative reform is the result of a necessity that imposes itself on parts in the administrative apparatus. While the holistic concept of administrative reform as described expresses the processes of total change in the administrative system, whether in terms of material, functional or behavioral within the overall structure of society.
B. The substantive dimension and procedure: As a result of the difficulty of measuring administrative reform and judging its results based on agreed-upon objective and quantitative criteria, based on the fact that administrative reform is a value-normative process that includes political and social factors that are difficult to put under the objective microscope, the efforts of administrators were directed to search for valuable formulas and models for judging the ability of reform to change the essence of management and achieve its goals. This discrepancy has led to a team of academic practitioners searching for independent institutions interested in the reform process and its essence and defining the ways, means and procedures for management, so administrative institutes have emerged that are concerned with administrative development through training, consultancy and research. for the administrative body.

C. Dimension of stagnation and movement: the administrative reform process includes continuous transformation and development to keep pace with the changes that occur in the surrounding environment. Therefore, it cannot be imagined as static or gradual. This model has repercussions in the Arab experience of administrative reform that the success of its applications depended on the individual efforts of some leaders and administrative organizations. The practical experience in most Arab countries indicates that administrative reform took from the administrative process its technical parts concerned with systems and structural and procedural methods.

7. Objectives of Administrative Reform

Researchers in the field of administration and public policies face a problem in defining the goals and objectives of administrative reform due to the different approach between the concerned parties - political, social and economic forces - and the difference in goals among them in terms of what administrative reform represents and its goals. However, based on the definition adopted by the researcher for the concept of administrative reform as a set of political and administrative efforts aimed at advancing the wheel of growth and development by reforming the deficiencies in the work of administrative and government agencies to increase their efficiency and effectiveness. While (Omar, 2019:16) sees, we can proceed in the process of formulating the objectives of administrative reform by identifying the common points between the concerned parties in the reform process, and the administrative reform process is considered participatory between multiple elements and forces in
society, thus being subject to the effects of several factors Economic, political and social, they are subject to continuous evaluation. Of course, the objectives of this process are affected to a large extent by these factors, and in this context it is indicated that administrative reform is a process that may take time and planning, and here lies the importance of setting realistic goals within a specific time frame so that they fit with development plans that can be measured and evaluated.

8. Strategies for Administrative Reform

Strategies are no longer limited to one science without another, but rather have moved to administrative, economic, political, security sciences and all other aspects of life in terms of the competitive environment. (Fulmer et al. 2009:3) The strategy has gone from limited to comprehensive and from ambiguity to clarity, and organizations have strategies for administrative reform and development through which they seek to enhance their national capacity. Administrative reform strategies revolve around two basic ideas: partial change, or comprehensive change, and from within the administrative body, where the administrative body performs it itself as a result of its sense of need, or from outside, as it is imposed by external variables that put pressure on the organization until it realizes the need for the administrative reform process. He adds (Dror, 1976:126) Administrative reform strategies deal with issues such as the overall objectives of administrative reforms, limits of administrative reforms, preferences with respect to time, acceptance of risks, choice between more progressive or more innovative reform, preference for more balanced reforms versus realism-oriented reforms. In his view (Cheung, 2005) many Asian governments embarked on administrative reforms of another kind, and engaged in a discourse that resonated with global models of understanding Asian administrative reforms against the background of international influence, policy diffusion, local politics, institutional dynamics, and administrative traditions and legacies. It is impossible to define the full range of types of administrative reform within any neat and tidy Asian model, and various problems and failures have been found that can be addressed by Asian reforms, reflecting diverse motivations and leading to diverse outcomes.

9. Strategic Development and its Role in Administrative Reform

The goal of the strategic development process for the entire organization is aimed at changing beliefs, trends and values, as well as organizational structures, to suit new needs, and be able to coexist with the challenges posed by massive changes in the social, economic, educational and
political environment. (Kamraju, 2018) indicates the year 1853 indicates the beginning of reforms (Salar Jung) which led to fundamental changes in the administrative, social, economic and cultural fields. Administrative control by the head of the institution is the highest level. The first phase of the reform began by attempting to develop strategy based on merit and competence, improving the efficiency of management both internally and with regard to the provision of services to citizens, and taking anti-corruption moves locally, regionally or nationally, an example is the India Against Corruption (IAC) campaign that Anna Hazari has led since the Arab Spring strong in 2011, which was considered by some to be the most significant. (Kapucu, et al., 2005) adds emphasis on developing strategies for successful administrative reform. Japanese administration is considered a standard model of administrative reform for most countries in the 1980s and 1990s. As lessons from the best practices of strategic development and its role in administrative reform in the transfer of administrative policy, and each country needs to create an innovative perspective according to its economic, political and social conditions rather than an imitating perspective of administrative reform.

4. Applied and Analytical Chapter

1. Exploratory Factor Analysis

An exploratory factor analysis is conducted in order to identify the validity of the paragraphs and extract their dependency on the dimensions, and it is required that the dimensions be saturated by (0.40) or more to accept the saturation of the paragraphs for their dimensions. The sufficiency of the sample size and its suitability (KMO), and the closer its value is to the correct one, this indicates the best fit, then data rotation and the extraction of paragraphs and dimensions as follows:

A. Exploratory Factor Analysis of the Strategic Development Variable

In order to carry out the exploratory factor analysis, it is required to identify the adequacy of the sample size, and the results of Table (1) indicate that the sample size adequacy index (KMO) recorded a value of (0.883), and this reading is a significant reading and is greater than (0.70), as the value. The significance level is less than the error of (0.05), hence the condition of sufficient sample size (KMO) has been met and the analysis can proceed.
The exploratory factor analysis entails rotating the data after it has proven its sufficiency, and this is done by obtaining the rotation matrix for the factors and components, through which the factors are extracted by deleting the paragraphs that do not have an acceptable saturation rate for the factor to which they belong. The results indicated that all the paragraphs recorded values of higher than the minimum limits of the factor analysis, hence the result is acceptable as in Table (2).

### Table 2 - The Results of the Exploratory Factor Analysis of the Strategic Development Scale

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>X1</th>
<th>X2</th>
<th>X3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Datax_1</td>
<td>0.813</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Datax_2</td>
<td>0.811</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Datax_3</td>
<td>0.745</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Datax_4</td>
<td></td>
<td>0.874</td>
<td></td>
</tr>
<tr>
<td>Datax_5</td>
<td></td>
<td>0.741</td>
<td></td>
</tr>
<tr>
<td>Datax_6</td>
<td></td>
<td>0.718</td>
<td></td>
</tr>
<tr>
<td>Datax_7</td>
<td></td>
<td></td>
<td>0.785</td>
</tr>
<tr>
<td>Datax_8</td>
<td></td>
<td></td>
<td>0.709</td>
</tr>
<tr>
<td>Datax_9</td>
<td></td>
<td></td>
<td>0.707</td>
</tr>
</tbody>
</table>

**B. Exploratory Factor Analysis of the Administrative Reform Variable**

The results of Table (3) indicate that the sample size sufficiency index (KMO) recorded a value of (0.710), and this reading is a significant reading and is greater than (0.70), as the value of the significance level is less than the error of (0.05), hence the condition of sufficient sample size (KMO) has been met and the analysis can proceed.
Table 3 - KMO Test Results for Adequacy of Sample Size for Analysis

<table>
<thead>
<tr>
<th>KMO and Bartlett’s Test</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
<td>0.710</td>
</tr>
<tr>
<td>Bartlett’s Test of Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>410.732</td>
</tr>
<tr>
<td>degree of freedom</td>
<td>36</td>
</tr>
<tr>
<td>the significance level</td>
<td>0.000</td>
</tr>
</tbody>
</table>

With regard to the rotation matrix for factors, the results indicated that all paragraphs recorded values higher than the minimum limits of the factorial analysis, and hence the result is acceptable as in Table (4).

Table 4 - The Results of the Exploratory Factor Analysis of the Measure of Administrative Reform

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>X1</th>
<th>X2</th>
<th>X3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Datax_1</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Datax_2</td>
<td>0.854</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Datax_3</td>
<td>0.849</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Datax_4</td>
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<td></td>
<td></td>
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<td>Datax_5</td>
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<td></td>
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<td>0.834</td>
<td></td>
<td></td>
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<tr>
<td>Datax_7</td>
<td></td>
<td>0.849</td>
<td></td>
</tr>
<tr>
<td>Datax_8</td>
<td></td>
<td>0.741</td>
<td></td>
</tr>
<tr>
<td>Datax_9</td>
<td></td>
<td>0.727</td>
<td></td>
</tr>
</tbody>
</table>

2. Confirmatory Factor Analysis

After conducting the exploratory analysis, it is required to confirm the paragraphs of the scale through confirmatory factor analysis and building models, which is that the saturation and loadings record a value greater than the minimum limits of (0.50) and that the quality indicators of conformity record the following conditions (there are many conditions that prove the acceptance of the model, the most important of which is the ratio indicator (Ratio<5) Quality Index (GFI>0.90) Corrected Quality Index (AGFI>0.90) Conformity Index (CFI>0.95) Error Squared Index (RMSEA<0.08) (Hair, et al., 2010), and the model results are indicated in Fig. (2) that the saturation values were recorded with acceptable values and greater than (0.50), and the quality indicators of conformity were recorded with acceptable values.
3. Describe the Data and Dimensions of Strategic Development

From the results of the descriptive analysis in Table (5), it appears that there is a general positive trend among the sample members about this variable with relative importance (77.42%), and the arithmetic mean value amounted to (3.871) and a standard deviation (0.632) indicating the homogeneity of the data. As for the dimensions, they were as follows:

A. Strategic Direction

The analytical results indicate that the sample members have a positive attitude about this dimension with relative importance (79.44%), and the weighted mean value amounted to (3.972) and a standard deviation (0.705) indicates the homogeneity of the data.
B. Strategic Analysis

From the results of the descriptive analysis in the table, it is clear that there is a general positive trend among the sample members about this dimension with relative importance (76.95%), a weighted mean value of (3.847) and a standard deviation (0.724) indicating the homogeneity of the data.

C. Strategic Change

The analytical results indicate that the sample members have a positive attitude about this dimension with relative importance (75.89%), a weighted mean value of (3.794) and a standard deviation (0.734) indicating the homogeneity of the data.

Table 5 - Descriptive Analysis of the Data and Dimensions of the Strategic Development Variable

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>lost data</th>
<th>Arithmetic mean</th>
<th>standard error</th>
<th>standard deviation</th>
<th>Minimum value</th>
<th>Maximum value</th>
<th>Total</th>
<th>Relative importance</th>
</tr>
</thead>
<tbody>
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<td>Datax_1</td>
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<td>0.077</td>
<td>0.795</td>
<td>2.00</td>
<td>5.00</td>
<td>425.00</td>
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</tr>
<tr>
<td>Datax_2</td>
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<td>3.963</td>
<td>0.083</td>
<td>0.857</td>
<td>1.00</td>
<td>5.00</td>
<td>424.00</td>
<td>79.25</td>
</tr>
<tr>
<td>Datax_3</td>
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<td>0.084</td>
<td>0.869</td>
<td>1.00</td>
<td>5.00</td>
<td>426.00</td>
<td>79.63</td>
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<td>Datax_4</td>
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<td>0.085</td>
<td>0.879</td>
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<td>432.00</td>
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<tr>
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<td>1.008</td>
<td>1.00</td>
<td>5.00</td>
<td>385.00</td>
<td>71.96</td>
</tr>
<tr>
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<td>3.907</td>
<td>0.080</td>
<td>0.830</td>
<td>2.00</td>
<td>5.00</td>
<td>418.00</td>
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</tr>
<tr>
<td>Datax_7</td>
<td>0</td>
<td>4.056</td>
<td>0.069</td>
<td>0.712</td>
<td>1.00</td>
<td>5.00</td>
<td>434.00</td>
<td>81.12</td>
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<tr>
<td>Datax_8</td>
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<td>0.086</td>
<td>0.886</td>
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<td>5.00</td>
<td>399.00</td>
<td>74.58</td>
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<tr>
<td>Datax_9</td>
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<td>0.104</td>
<td>1.072</td>
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<td>5.00</td>
<td>385.00</td>
<td>71.96</td>
</tr>
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<td>X1</td>
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<td>0.068</td>
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<td>2.00</td>
<td>5.00</td>
<td>425.00</td>
<td>79.44</td>
</tr>
<tr>
<td>X2</td>
<td>0</td>
<td>3.847</td>
<td>0.070</td>
<td>0.724</td>
<td>1.67</td>
<td>5.00</td>
<td>411.67</td>
<td>76.95</td>
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<tr>
<td>X3</td>
<td>0</td>
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<td>0.071</td>
<td>0.734</td>
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<td>5.00</td>
<td>406.00</td>
<td>75.89</td>
</tr>
<tr>
<td>X</td>
<td>0</td>
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<td>0.632</td>
<td>2.11</td>
<td>5.00</td>
<td>414.22</td>
<td>77.42</td>
</tr>
</tbody>
</table>

4. Describe the Data and Dimensions of Administrative Reform

From the results of the descriptive analysis in Table (6), it is clear that there is a general positive trend among the sample members about this variable with relative importance (71.71%), and a weighted arithmetic mean value of (3.586) and a standard deviation (0.646) indicating the homogeneity of the data. As for the dimensions, they were as follows:
A. The Partial and the Comprehensive Dimension

The analytical results indicate that the sample members have a positive attitude about this dimension with relative importance (69.16%), a weighted mean value of (3.458) and a standard deviation (0.970) indicating the homogeneity of the data.

B. The Essential Dimension and the Procedure

From the results of the descriptive analysis in the table, it is clear that there is a general positive trend among the sample members about this dimension with relative importance (68.16%), and a weighted arithmetic mean value of (3.408) and a standard deviation (0.761) indicating the homogeneity of the data.

C. The Dimension of Inertia and Movement

The analytical results indicate that the sample members have a positive attitude about this dimension with relative importance (77.82%), a weighted mean value of (3.891) and a standard deviation (0.759) indicating the homogeneity of the data.

Table 6 - Descriptive Analysis of Data and Dimensions of the Administrative Reform Variable

<table>
<thead>
<tr>
<th>Paragraph</th>
<th>lost data</th>
<th>Arithmetic mean</th>
<th>standard error</th>
<th>standard deviation</th>
<th>Minimum value</th>
<th>Maximum value</th>
<th>Total</th>
<th>Relative importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Datay_1</td>
<td>0</td>
<td>3.617</td>
<td>0.107</td>
<td>1.104</td>
<td>1.00</td>
<td>5.00</td>
<td>387.00</td>
<td>72.34</td>
</tr>
<tr>
<td>Datay_2</td>
<td>0</td>
<td>3.561</td>
<td>0.106</td>
<td>1.100</td>
<td>1.00</td>
<td>5.00</td>
<td>381.00</td>
<td>71.21</td>
</tr>
<tr>
<td>Datay_3</td>
<td>0</td>
<td>3.196</td>
<td>0.118</td>
<td>1.224</td>
<td>1.00</td>
<td>5.00</td>
<td>342.00</td>
<td>63.93</td>
</tr>
<tr>
<td>Datay_4</td>
<td>0</td>
<td>3.252</td>
<td>0.106</td>
<td>1.100</td>
<td>1.00</td>
<td>5.00</td>
<td>348.00</td>
<td>65.05</td>
</tr>
<tr>
<td>Datay_5</td>
<td>0</td>
<td>3.047</td>
<td>0.116</td>
<td>1.200</td>
<td>1.00</td>
<td>5.00</td>
<td>326.00</td>
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</tr>
<tr>
<td>Datay_6</td>
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<td>3.925</td>
<td>0.090</td>
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<td>1.00</td>
<td>5.00</td>
<td>420.00</td>
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<tr>
<td>Datay_7</td>
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<td>0.070</td>
<td>0.720</td>
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<td>5.00</td>
<td>446.00</td>
<td>83.36</td>
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<tr>
<td>Datay_8</td>
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<td>4.056</td>
<td>0.085</td>
<td>0.878</td>
<td>1.00</td>
<td>5.00</td>
<td>434.00</td>
<td>81.12</td>
</tr>
<tr>
<td>Datay_9</td>
<td>0</td>
<td>3.449</td>
<td>0.106</td>
<td>1.092</td>
<td>1.00</td>
<td>5.00</td>
<td>369.00</td>
<td>68.97</td>
</tr>
<tr>
<td>Y1</td>
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<td>0.094</td>
<td>0.970</td>
<td>1.33</td>
<td>5.00</td>
<td>370.00</td>
<td>69.16</td>
</tr>
<tr>
<td>Y2</td>
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<td>5.00</td>
<td>364.67</td>
<td>68.16</td>
</tr>
<tr>
<td>Y3</td>
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<td>0.073</td>
<td>0.759</td>
<td>2.00</td>
<td>5.00</td>
<td>416.33</td>
<td>77.82</td>
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<tr>
<td>Y</td>
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<td>3.586</td>
<td>0.062</td>
<td>0.646</td>
<td>2.11</td>
<td>5.00</td>
<td>383.67</td>
<td>71.71</td>
</tr>
</tbody>
</table>
5. Correlation Hypothesis Testing

This paragraph aims to test the hypotheses of the study to identify the correlation between the main and sub-variables, and the validity of the assumptions will be verified through the use of a number of tools and statistical methods that were chosen to conduct the analysis on the study variables and to complete the descriptive and diagnostic processes based on the data of descriptive analysis. The relationship between the study variables, which is reflected in Table (7), as follows:

A. The first sub-hypothesis (there is a significant correlation between the strategic direction and administrative reform). The results of the correlation matrix indicate that there is a significant correlation between the strategic direction and administrative reform at the total level, which amounted to (0.555), and it is a significant correlation according to the value of the statistic (T) which reached (6.839), which is higher than the tabular value and supported by the value of the level of significance that recorded the value of acceptable and less than (0.05), and from here we infer that the hypothesis is verified.

B. The second sub-hypothesis (there is a significant correlation between strategic analysis and administrative reform). From a review of the analytical values of correlation relations, it becomes clear that there is a significant correlation between strategic analysis and administrative reform at the total level, which amounted to (0.516), and it is a significant correlation according to the value of the statistic (T) which reached (6.166), which is higher than the tabular value and supported by the value of the level of significance that an acceptable value was recorded and less than (0.05), and from here we infer that the hypothesis was verified.

C. The third sub-hypothesis (there is a significant correlation between strategic change and administrative reform). The results of the correlation matrix indicate that there is a significant correlation between strategic change and administrative reform at the total level amounted to (0.473), and it is a significant correlation according to the value of the statistic (T) which reached (5.497), which is higher than the tabular value and supported by the value of the level of significance that recorded the value of acceptable and less than (0.05), and from here we infer that the hypothesis is verified. After the sub-hypotheses have been tested, we test the first main hypothesis, which states: (There is a significant correlation between strategic development and administrative reform).
From a review of the analytical values of the correlation relations, it becomes clear that there is a significant correlation between strategic development and administrative reform at the total level, which amounted to (0.586), and it is a significant correlation according to the value of the statistic (T) which reached (7.418), which is higher than the tabular value and is supported by the value of the level of significance that An acceptable value was recorded and less than (0.05), and from here we infer that the hypothesis was verified.

Table 7 - Matrix of Correlations between Strategic Development and Administrative Reform

<table>
<thead>
<tr>
<th>strategic development</th>
<th>Variables</th>
<th>overall index</th>
<th>strategic change</th>
<th>Strategic Analysis</th>
<th>strategic direction</th>
<th>correlation coefficients</th>
<th>the significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>0.586**</td>
<td>0.473**</td>
<td>0.516**</td>
<td>0.555**</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>7.418</td>
<td>5.497</td>
<td>6.166</td>
<td>6.839</td>
<td>1.671</td>
<td>2.390</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tabular (T) value (0.05)</td>
<td>Tabular (T) value (0.01)</td>
</tr>
</tbody>
</table>

6. Impact Hypothesis Testing

This paragraph aims to test the hypotheses of influence to identify the influence relationships between the main and sub-variables, and the validity of the assumptions will be verified through the use of a number of tools and statistical methods that were chosen to conduct the analysis on the study variables, which are reflected in Table (8) and as follows:

A. The first sub-hypothesis (there is a significant influence relationship between the strategic direction and administrative reform). From the results of the analysis in the table, it is clear that there is a significant influence relationship for the strategic direction variable in administrative reform, and the alpha value of the fixed effect has reached (1.566), and the beta value is (0.508), and the explanatory value of the coefficient of determination reached (30.8%), as for the analysis In the presence of all dimensions and paragraphs within Figure (4), it was also proven that the relationship exists and that there is a significant effect relationship that amounted to (0.540), and hence, the first sub-hypothesis has been achieved.

B. The second sub-hypothesis (there is a significant influence relationship between strategic analysis and administrative reform). The analytical results indicate that there is a significant
influence relationship for the strategic analysis variable in administrative reform, and the alpha value of the fixed effect has reached (1.817), and the beta value is (0.460), and the explanatory value of the coefficient of determination reached (26.6%), as for the structural analysis in the presence of all Dimensions and paragraphs within Figure (3), it has also been proven that there is a relationship and that there is a significant effect relationship that amounted to (0.330), and hence, the second sub-hypothesis has been achieved.

C. The third sub-hypothesis (there is a significant effect relationship between strategic change and administrative reform). From the results of the analysis, it is clear that there is a significant influence relationship for the strategic change variable in administrative reform, and the alpha value of the fixed effect has reached (2.006), and the beta value is (0.416), and the explanatory value of the coefficient of determination reached (22.3%), as for the structural analysis with the presence of In all dimensions and paragraphs within Figure (3), it was also proven that the relationship exists and that there is a weak and moral influence relationship that amounted to (0.07), and from here, the third sub-hypothesis has been achieved. In the context of testing the second main hypothesis, the analytical results indicate that there is a significant influence relationship for the strategic development variable in administrative reform. The alpha value of the fixed effect was (1.266), and the beta value was (0.599), and the explanatory value of the coefficient of determination reached (34.4%), As for the structural analysis with the presence of all dimensions and paragraphs within Figure (4), it was also proven that there is a relationship and that there is a significant effect relationship that amounted to (0.710), and from here, the second main hypothesis has been achieved.

<table>
<thead>
<tr>
<th>Statistical decision</th>
<th>significance level</th>
<th>Interpretation coefficient</th>
<th>influence tendency</th>
<th>fixed effect</th>
<th>impact direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis accepted</td>
<td>0.000</td>
<td>0.308</td>
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<td>1.566</td>
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<tr>
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<td>0.000</td>
<td>0.266</td>
<td>0.460</td>
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<tr>
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<td>0.416</td>
<td>2.006</td>
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</tr>
<tr>
<td>Hypothesis accepted</td>
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<td>0.344</td>
<td>0.599</td>
<td>1.266</td>
<td>Strategic Development...&gt; Administrative Reform</td>
</tr>
</tbody>
</table>
Figure 3 - A Model of the Structural Impact of the Dimensions of Strategic Development in Administrative Reform

Figure 4 - The Model of the Structural Impact of the Strategic Development Variable in Administrative Reform
5. Conclusions

The results of the research showed that there is a high belief among the sample members that exploring strategic development and avoiding threats is a priority at this stage and contributes to combating corruption, and there is a weakness in analyzing the internal environment to identify strengths and weaknesses, which indicates a weak diagnosis of the required reform cases, although there is a high conviction that the university needs strategic analysis as an effective tool for strategic development, while everyone believes that strategic change is one of the important tools for the development of the university. In effect, the most influential was the strategic direction, and the lowest was the strategic change, and that the administrative development positively affected the success of the administrative reform process, and this indicates that the achievement of the dimensions and elements of administrative development would reflect positively on the desired reform process.

References


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