Administrative Operations Re-engineering and its Relationship to Knowledge Management in Jordanian Private Universities among Faculty Members

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Abstract

The study aimed to identify administrative operations engineering and its relationship to knowledge management in Jordanian private universities among faculty members. The descriptive approach was used through a questionnaire distributed to the study sample of (278) by (50%) of the study community of (556) members. The teaching staff was chosen randomly from Jordanian private universities from the North Region (Jerash University, Jadara University, Irbid National University), and after the statistical analysis, the study showed that the degree of applying of administrative operations re -engineering in private universities came to a high degree, and the degree of practicing Knowledge management in Jordanian private universities came to a high degree also, and there is a positive correlation, which is a statistically significant value at a significant level (α = 0.05) between administrative operations re- engineering and knowledge management in Jordanian private universities from the faculty members point of view.

The study recommended the development of policies and strategies that increase the distinction of administrative operations re-engineering and the creation of a specialized unit for knowledge management in universities, in order to ensure the continuity of work efficiently and effectively.

Keywords: *administrative process engineering, knowledge management, Jordanian private universities.*

Introduction

The contemporary world is witnessing many developments in the field of knowledge and technology and in all social, political, cultural, educational, economic and administrative fields. These developments have led to a major change that has been reflected in these aspects, which has brought about many positives on one hand and problems on the other, especially in the light of the successive developments in the field of knowledge and technology, which requires compatibility and adaptation to these changes occurring; Public and private sector institutions are facing rapid, massive changes that have forced them to reconsider many administrative practices to keep pace with those changes that are occurring in their surrounding environment and achieve competitiveness and survival. Therefore, some institutions have sought to define their goals and enhance their culture in a way that serves their future vision of improvement, development, and change.

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In light of this Developments: It is no longer possible facing these problems and challenges with traditional methods that have been used for long periods, as modern institutions must confront these problems in different ways by employing specific engineering based on knowledge management, which enables a deep understanding of these problems and finding appropriate solutions to reduce or avoid them,

The problem of the study and its questions:

Jordan actively sought to bring about the desired development in its institutions in general and the educational institution in particular. It also aimed to raise the level of quality and performance of work in state institutions, and in light of the economic and social indicators, a clear improvement in this development appeared in light of the goals and perceptions. Which was established.

The technological and cognitive developments and entry into the knowledge era forced Jordan to enter the knowledge society, through the knowledge-based economy, and this was demonstrated through many conferences that were held in Jordan, including the Educational Development Conference in the year (1987), which was One of its decisions is the transition towards the era of knowledge and the knowledge economy. Despite many changes, there are many challenges that Jordan faced in this context, which made the outputs not commensurate with the requirements for entry into the field of knowledge economy. This is due to a number of structural and administrative institutional problems that stands as an obstacle in this context.

Jordan attaches great importance to the Ministry of Higher Education because this ministry bears a great burden in providing the student armed with knowledge and able to enter The labor market, with its qualifications and skills, and the fact that the researchers are a faculty member, justified their research into this topic. Specifically, the problem of the study is to examine the relationship between administrative process engineering and knowledge management in Jordanian private universities, by answering the following questions: :

Q1: What is the degree of employing administrative process re-engineering in Jordanian private universities?

Q2: What is the degree of practicing knowledge management in Jordanian private universities?

Q3: Is there a statistically significant relationship at the function level ($\alpha \geq .05$) between process engineering and Administrative and knowledge management in Jordanian private universities from the point of view of faculty members?

Study terms:

The study terms were defined conceptually and procedurally as follows:

- Administrative operations: defined as "a group of activities that accommodate one or more specific process inputs, leading to provide distinguished services to others (Hammer & Champy, 1999, p21).

- Knowledge Management: "A process that helps the organization generate knowledge, select it, organize it, make good use of it, disseminate it, and transform it into information, which leads to activating administrative activities in organizations to help them solve their problems, make decisions, plan, and create the desired learning" (Hamshari, 2013, p104).

Knowledge management is defined procedurally as: the totality of knowledge processes and activities that feed and support the totality of the various administrative activities in Jordanian private universities.

- Administrative Operations Reengineering: "A radical change in the way of thinking and thus in the performance of systems, and this change includes processes." And

organizational structures, in addition to management style and behavior, and reward systems, in addition to relationships with beneficiaries" (Zahran, 2020) Administrative process engineering and knowledge management in Jordanian private universities in the northern region: Jadara University, Irbid University" (p.386)

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The importance of the study:

The importance of this study lies in the extent to which the results it achieves can benefit the following entities:

- Public and private universities in Jordan.

- Entities affiliated with the Ministry of Higher Education in the Kingdom.

- Researchers, scholars, and those interested in this field.

Objectives of the study:

This study aims to explain the relationship between administrative process engineering and knowledge management in Jordanian private universities.

limitations of the study:

The study included the following limits:

Human limitations: This study was limited to faculty members in private universities in the northern region. Jadara University, Irbid National University, Jerash University.

Time limits: This study was applied during the first semester of the 2023/2024 academic year.

Spatial boundaries: Jordanian private universities in the northern region: Jadara University, Irbid National University, Jerash University.

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Through the previous definitions, we conclude that engineering is one of the modern administrative approaches that has developed away from the traditional administrative approaches that have prevailed in organizations for long periods, and through which administrative work is developed and its workflow is improved, leading to improving employee performance, reducing costs, and increasing speed. In performance and improving productivity.

As Abu Aisha (2022) pointed out, there are several elements of engineering, which are:

A. Fundamental rethinking: Engineering is a modern way of thinking with the aim of bringing about development. Management engineering is based on answering two basic questions: Why do we do what we do? Why do we do it this way? Then we move on to what should the educational administration do in the education system? And how? Administrative engineering is not concerned with improvement or progressive thinking, but rather with radical changes and radical rethinking, getting rid of old ways and searching for completely new ways of doing these things.

B. Redesigning administrative processes: There is a focus through engineering on re-engineering processes through changing the functions, tasks, and organizational structures of the organization, and changing the behaviors of individuals. And its employees, which leads to improved performance.

C. Radical redesign: Engineering assumes that past and current processes are insufficient and therefore more emphasis should be placed on new, radical solutions that include abandoning the status quo completely, putting away all current procedures and starting anew while adopting other innovative methods.

Dr. Continuous improvement: Engineering aims to bring about continuous improvement in the level of performance, leading to achieving quality and making improvements that enable organizations to adapt to future requirements.

Previous studies:

This part includes a presentation of previous studies that were reviewed, related in order from oldest to newest:

Abu Aisha's study (2022), which aimed to identify the reality of re-engineering administrative processes in the private universities of Palestine and Gaza from the point of view of academics and administrators there, the study followed the descriptive analytical survey method, and used the questionnaire as a study tool to collect data that was distributed to a sample of (186) individuals from employees, administrators, and academics working at the two universities. The study concluded that the application of the private universities of Palestine and Gaza to re-engineering administrative processes, from the sample's point of view, was to a degree A large application, and at the level of dimensions, the information technology dimension obtained the highest arithmetic average, then comprehensive quality standards, then the organizational structures and university operations dimension. The results also showed that there were no statistically significant differences regarding the reality of re-engineering administrative processes in the two universities due to the variables: gender, age, The academic qualification, job title, place of work, and number of years of experience.

As for Al-Sayani's study (2021), it aimed to identify the impact of knowledge management processes on creativity. In private universities, the descriptive analytical approach was used, and the study population included department heads and department directors in private universities in the city of Ibb in the Republic of Yemen, numbering (60) employees. The study concluded that knowledge management processes are available, organizational creativity is available, and there is an impact of knowledge management processes. On organizational creativity in private universities.

Al-Mutairi's study (2021), which aimed to identify the theoretical foundations of the approach to re-engineering administrative processes and monitor the requirements for achieving the approach to re-engineering administrative processes. The study adopted the descriptive approach, and the study reached a set of requirements for the approach to re-engineering administrative processes in Private universities in the State of Kuwait include establishing quality research centers specialized in modern fields, increasing allocations for scientific research in the university budget, providing infrastructure of laboratories and equipment, and training faculty members to use innovative systems in distance teaching

Study by Al-Sheikh (2020), where the study aimed to identify the level of knowledge management processes in Sudanese universities. The study sample consisted of (136) teaching members from (10) public and private universities. The most important results of the study were that the level of practice of knowledge management processes in Sudanese

universities It was low, and there were no statistically significant differences between the sample members due to the variables: gender, academic degree, and years of experience.

Al-Hamidi's study (2019) aimed to identify the role of knowledge management in achieving competitive advantage at Taif University from the point of view of academic staff members. The study was adopted The descriptive survey method, and the study population consisted of all faculty members at Taif University, who numbered (1494) members. A stratified random sample was drawn from the study population, amounting to (315) members. The study used the questionnaire as a tool for the study, and the study concluded that the degree of application of knowledge management and the level of advantage Competitiveness at Taif University from the point of view of academic staff members was moderate.

As for the study by Maitiq (2018), which aimed to identify the effectiveness of administrative re-engineering as an approach to developing the College of Education at the University of Misrata through three axes: the organizational side, the human side, and the technical side, the questionnaire was used as a tool for collecting data and was distributed to a simple random sample of faculty members in the College of Education. At the University of Misurata, they numbered (40) faculty members from the study population of (162) members working in the College of Education, relying on the descriptive and analytical approach. The study concluded that the degree of evaluation of the faculty members for the effectiveness of applying the approach to re-engineering administrative processes at the College of Education at the University of Misrata was high. It relates to the organizational aspect, the human aspect, and the technical aspect.

 Al-Huwaish (2017) conducted a study that aimed to identify the reality of universities playing their role in building the education system for university students in light of the knowledge society and the obstacles that prevent this from being achieved. The study sample included (56) faculty members At Shaqra University in Saudi Arabia, the researcher used the descriptive analytical method and the questionnaire as a tool for the study. The study concluded that the role of universities in building the education system for students In light of the knowledge society is the lack of motivation among university workers, the weak familiarity of some leaders and workers with knowledge management concepts, and the absence of statistically significant differences according to the variables: specialization, academic qualification, experience, and training courses.

Methodology and procedures:

 Study approach: This study follows a descriptive, correlational research approach through a questionnaire developed for this purpose.

 Study population:

 The study population consisted of all faculty members in private universities in the northern region, numbering (556) faculty members. .

Study sample: (50%) was taken from the study population, which numbered (278) faculty members, after excluding the reliability sample.

Study tool:

To achieve the objectives of the study, the researchers designed a tool by referring to the theoretical literature related to the study, taking advantage of Abu's study. Aisha (2022) and Al-Sheikh (2020).

 Validity of the tool:

 To verify the validity of the content (validity of the arbitrators) of this questionnaire, it was presented to a number of arbitrators with experience and expertise in the educational

field and from outside the study community, and modifications were made in light of the opinions of the arbitrators.

Reliability of the tool:

To verify the reliability of the tool according to its various fields, the internal consistency coefficient (Cronbach's alpha) was used, and the reliability sample consisted of (30) individuals from the study population and outside its sample, as the reliability coefficient reached (0.92), which is suitable for the study procedures.

Statistical treatments:

After applying the study tool, the data was entered into the computer memory. The data was analyzed using the statistical package (spss) to extract arithmetic means and standard deviations, and to test the Pearson correlation coefficient to find the relationship.

Analyzing and discussing the results:

The first question: To what degree has administrative process re-engineering been employed in private Jordanian universities?

- Administrative process engineering:

Table (1) means and standard deviations for the answers of sample members related to administrative processes

no	Items	means	standard deviation	Rank	Degree
1.	Re-engineering administrative processes enables finding radical solutions to all obstacles that hinder the workflow	3.82	.59	5	high
2.	The administrative process reengineering methodology is based on change in administrative processes.	4.04	.61	2	high
3.	Process reengineering aims to fundamentally redesign administrative processes	3.81	.59	6	high
4.	Administrative engineering is a new way (for thinking and changing) with the aim of developing.	4.13	.55	1	high
5.	Management architecture is based on answering two basic questions: Why do we do what we do?	4.01	.65	3	high
6.	Educational engineering focuses on administrative processes that include a set of activities that process (a single input or a number of inputs) to produce specific outputs.	3.90	.64	4	high
Total degree in Management Process Engineering		3.95	0.61		high

It is clear from the previous table that the arithmetic averages ranged between (3.81 - 4.13), and paragraph (4) came in first place: "Administrative engineering is a radically new way of (thinking and changing) with the aim of development" with an arithmetic mean (4.13) and a standard deviation (0.55). The last paragraph (3) "Process re-engineering aims to fundamentally redesign administrative processes" with an arithmetic

mean of (3.81) and a standard deviation of (0.59); and that the degree of employing administrative process re-engineering in private Jordanian universities from the point of view of faculty members was high with an arithmetic mean (3.95) and standard deviation (0.61); Here it must be pointed out that universities look at administrative engineering with some interest and structure. The focus of interest here is processes, and the main goal is to focus on re-engineering organizational units or structures, but rather on re-engineering how work is completed by changing jobs and tasks, changing organizational structures, and behavioral change. For individuals and workers, in the context of the education system, this process may be student learning, and improvement and development processes within the system must include the performance of both faculty members and students.

- The second question: What is the degree of knowledge management practice in Jordanian private universities?

Table (2) means and standard deviations for the degree of knowledge management practice in Jordanian private universities

no	Domains of knowledge management	means	standard deviation	Rank	Degree
1.	Re-engineering administrative processes enables finding radical solutions to all obstacles that hinder the workflow	3.81	0.55	2	high
2.	The administrative process reengineering methodology is based on change in administrative processes.	3.92	0.56	1	high
3.	Process reengineering aims to fundamentally redesign administrative processes	3.77	0.77	3	high
	Total degree of knowledge management	3.83	0.51		high

Table (2) shows the arithmetic means and standard deviations for the degree of knowledge management practice in Jordanian private universities, which ranged between (3.77 - 3.92). The field of the knowledge acquisition process came in first place, followed by the field of the knowledge diagnosis process in second place, and the field of the knowledge generation process came in the first place. The third and final rank is that the result in the faculty members' estimates is explained by the fact that Jordanian private universities initially seek to acquire knowledge through encouragement and innovation and through recent experiences and the previous expertise of their employees. They are also keen to hold seminars and workshops that spread knowledge in all fields. Universities also The Jordanian private sector updates its knowledge regularly and continuously, and universities seek to benefit from the knowledge to improve their administrative practices at work, and they also activate learning workshops aimed at generating knowledge. This result is consistent with the study of Morsi (2020), which indicated the necessity of adopting the knowledge management approach in developing performance, while the result contradicted the study of Al-Sheikh (2020), which indicated the level of practicing knowledge management processes in universities is low, and the study of Al-Hamidi (2019). Which indicated that the degree of application of knowledge management at Taif University was moderate from the point of view of faculty members.

The following is a presentation of the areas of knowledge management:

1-   The process of diagnosing knowledge:

Table (3) means and standard deviations of the sample members' answers related to the process of diagnosing knowledge

no	items	means	standard deviation	Rank	Degree
1.	There are units in universities that specialize in knowledge management through a budget that supports their projects	3.57	0.60	6	medium
2.	Universities develop a clear vision that includes in-depth knowledge of the challenges they face.	3.78	0.62	4	high
3.	The university updates its knowledge (regularly and continuously).	4.00	0.47	1	high
4.	Universities benefit from the experience of knowledge experts, which leads to improving their performance.	3.79	0.63	3	high
5.	The university diagnoses knowledge through semantic (diagrams and drawings).	3.76	0.46	5	high
6.	Universities seek to benefit from knowledge to improve their administrative practices at work.	3.94	.530	2	high
Total degree of the knowledge diagnosis process		3.81	0.55		high

Table (3) showed that the arithmetic means and standard deviations ranged between (3.57-4.00), and paragraph No. (3) "The university updates its knowledge (regularly and continuously)" came in first place, with an arithmetic mean (4.00) and a standard deviation (0.47), and in last place. Paragraph (1) "There are units in universities that specialize in knowledge management through a budget that supports their projects" came with a mean of (3.57) and a standard deviation of (0.60). It can be said here that universities seek to keep pace with developments in their services; Which prompts it to strive to update the knowledge it possesses on a regular and continuous basis, and to identify the knowledge that requires the introduction of new services and practices. The motive here in defining and diagnosing knowledge is to keep pace with new developments and services surrounding universities.

- The process of acquiring knowledge:

Table (4) means and standard deviations for the answers of sample individuals related to the process of acquiring knowledge

no	items	means	standard deviation	Rank	Degree
7-	Universities seek to acquire knowledge by encouraging (innovation and creativity).	3.78	0.60	4	high
-8	Universities work to acquire new knowledge through modern (expertise and experiences).	3.79	0.61	5	high
-9	Universities benefit from capable people to acquire different knowledge.	3.70	0.62	6	high
-10	Universities employ brainstorming as a	4.12	0.44	2	high

no	items	means	standard deviation	Rank	Degree
	means to acquire their knowledge.				
-11	Universities are keen to hold seminars through which knowledge is disseminated.	3.96	0.60	3	high
-12	. Universities benefit from proposals aimed at developing and acquiring knowledge	4.17	.480	1	high
	Total degree of the knowledge acquisition process	3.92	0.56		high

It was shown from the previous table that the arithmetic means ranged between (3.70-4.12), and paragraph (12) came in first place: "Universities benefit from proposals aimed at developing and acquiring knowledge," with an arithmetic mean (4.17) and a standard deviation (0.48). In last place was paragraph (9) "Universities benefit from capable people to acquire various knowledge" with a mean of (3.70) and a standard deviation of (0.62); This can be explained by the fact that universities of all types must benefit from the suggestions of their pioneers and experienced people in a way that helps them acquire various knowledge and employ it in university work, leading to the development of the university's performance.

3 - The process of knowledge generation:

Table (5) Arithmetic averages and standard deviations for the answers of sample members related to the knowledge generation process

no	items	means	standard deviation	Rank	Degree
-13	Universities are interested in sharing knowledge that is exchanged between employees to generate new knowledge	3.75	0.63	4	high
-14	Universities implement learning workshops aimed at generating knowledge.	3.86	.790	1	high
-15	Universities generate their knowledge through simulation	3.65	.930	6	high
-16	Universities aware of to activate the role of learning teams from their experts continuously.	3.84	.820	2	high
-17	Universities generate explicit knowledge by aggregating data into a common base.	3.76	0.72	3	high
-18	Universities leverage external sources to generate knowledge	3.73	.720	5	high
	Total degree of the generation knowledge process	3.77	0.77		high

Table (5) shows that the arithmetic averages ranged between (3.65-3.86) and in first place came paragraph (14) 'Universities activate learning workshops aimed at generating knowledge' with an arithmetic mean (3.86) and a standard deviation (0.79) and in last place came paragraph (15) 'Universities generate their knowledge through simulation' with an arithmetic mean (3.65) and a standard deviation (0.93). This can be explained by the fact that universities seek the process of generating knowledge through the establishment of various learning workshops and by benefiting from experts and by relying on external sources, which reflects positively on their performance of various processes, and universities lack simulation in the process of generating knowledge, which made this paragraph come in last place.

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The third question: Is there a statistically significant relationship at the level of the function (α = .05) between administrative process engineering and knowledge management in Jordanian private universities from the point of view of faculty members?

To answer the third question, the correlation coefficient (Pearson) was calculated between the degree of employing administrative process engineering and the degree of knowledge management practice in Jordanian private universities from the point of view of faculty members, as shown in Table (6).

Table (6) The Correlation between the Degree of Employing Administrative Process Engineering and the Degree of Knowledge Management Practice in Jordanian Private Universities

Knowledge Management Domains	Total degree of administrative process engineering
Knowledge Diagnosis Process	.73**
The process of acquiring knowledge	.74**
Knowledge Generation Process	.73**
Total Knowledge Management Degree	.73**

** Statistically significant at (0.05)

The third question was answered by calculating the Pearson correlation coefficient from the point of view of faculty members in private universities in the northern region on the study tool Administrative process engineering and the degree of knowledge management practice, and the Pearson correlation coefficient was calculated between each area of knowledge management and the areas of knowledge management as a whole, where the Pearson correlation coefficient came between the field of the knowledge diagnosis process and the knowledge management scale (0.73), and between the field of the knowledge acquisition process and the knowledge management scale (0.74), and between The process of knowledge generation and the measure of knowledge management (0.73), and the correlation coefficient between the engineering of administrative processes and the degree of knowledge management practice as a whole (0.73), which is a statistically significant value at the level of significance (α = 0.05), which means that there is a strong positive correlation between the two variables; This can be explained by the fact that the engineering of administrative processes clearly and significantly affects the knowledge management process of faculty members in Jordanian private universities.

Results:

- The degree of employing administrative process re-engineering in private universities was high.

- The degree of knowledge management practice in Jordanian private universities came with a high degree.

- The existence of a positive correlation which is a statistically significant value at the level of significance (α = 0.05) between the engineering of administrative processes and

knowledge management in Jordanian private universities from the point of view of faculty members.

Recommendations:

• Develop policies and strategies that increase the excellence of administrative process engineering processes and develop a specialized unit for knowledge management in universities, in order to ensure the continuity of work efficiently, effectively and regularly.

• Involve employees in specialized courses on knowledge management and engineering topics to improve their performance and constructive competitiveness at work.

• Use experts and consultants to identify the knowledge necessary to perform various processes of knowledge management.

• Paying attention to the process of storing knowledge by emphasizing the establishment of a diverse organizational memory that includes all areas of knowledge related to the activities and services of universities.

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