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Process reengineering role in achieving competitive primacy a case study in Al-Kufa ancient cement plant

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Abstract

The current research aims to recognize the role of process re-engineering (Reengineering) in Competitive primacy, as the rapid development of industries and productivity has led to the competing of these industries in local and international markets. Hence, the researcher choose the Al-Kufa Ancient Cement Plant to implement the under study subject, as it is one of the most important and oldest production plants in Iraq; the sample was selected on this basis.

The research obtained a number of results, the most important of which is that there is a positive correlation and a statistically significant effect for each dimension of process reengineering:- (redesigning work procedures, restructuring human resources and the technological change) in achieving the dimensions of Competitive primacy:- (cost, quality, time, flexibility and creativity). For the recommendations, the researcher calls to the necessity of applying the administrative processes reengineer by Al-Kufa Cement Plants to achieve Competitive primacy as a strategic basis for superiority over competitors and to ensure sustainability in light of the openness of Iraqi markets to foreign competition to produce the Iraqi cement and to have wider areas to go through the global markets and compete with merit.

Keywords: Reengineering, competitive primacy, Al-Kufa ancient cement plant

1. Introduction

Recent years have witnessed major changes, developments and challenges that have had a direct role in the quality of organizations' production of their products. The most important of these developments are the technological developments that have played a major role in the organizations' success and their competition with similar organizations in the field. In order to be able to face these economic and technological changes, the organizations must adopt methods that keep pace with the new data, and helps meeting the market needs because traditional methods and means of management are no longer able to deal with these developments and changes and adapt to them in a positive way to ensure the desired quality levels. Reengineering administrative processes is considered one of the most important mechanisms that countries are called to adopt in order to develop their organizations and companies, improve their overall performance, and improve the quality of their outputs in light of the accelerating global changes at all levels.

In recent years, the issue of competitiveness of productive organizations has gained great importance, both at the global and local levels, as most organizations have striven to raise their competitiveness, whether at the level of their internal or external environment.

2. Study Methodology

2.1 The research problem

The research problem is represented by the following set of questions:

(What is the role of reengineering administrative processes in achieving Competitive primacy in Al-Kufa Ancient Cement Plant?)

This problem includes the following sub-questions:

1. To what extent is the staff of Al-Kufa Ancient Cement Plant aware of the importance of re-engineering administrative processes?
2. To what extent is the staff of Al-Kufa Ancient Cement Plant aware of the necessity of

achieving Competitive primacy?

3. Does changing work systems and procedures for re-engineering play a role in achieving Competitive primacy in Al-Kufa Ancient Cement Plant?
4. Can restructuring the supplier and restructuring human resources play a role in achieving Competitive primacy in the Al-Kufa Ancient Cement Plant?
5. Can Al-Kufa Ancient Cement Plant achieve Competitive primacy by bringing about technological change?

2.2 Research Hypotheses

1. There is no statistically significant role for the dimension of redesigning work procedures in achieving Competitive primacy in Al-Kufa Ancient Cement Plant.
2. There is no statistically significant role for restructuring human resources in achieving Competitive primacy in Al-Kufa Ancient Cement Plant.
3. There is no statistically significant role for technological change in achieving Competitive primacy in Al-Kufa Ancient Cement Plant.

2.3 Research importance

The importance of the research is highlighted by undertaking administrative processes reengineering by Al-Kufa Ancient Cement Plant due to the inability of traditional administrative methods followed by most Iraqi production plants, in addition to working to investigate and reach a

Competitive primacy in light of a highly competitive business environment, in order to try to find the relationship between the dimensions of re-engineering administrative processes and Competitive primacy that have become among the basic requirements of the plant in a rapidly changing environment.

2.4 Research Aims

This research aims to develop and improve modern administrative methods that assume that achieving Competitive primacy is largely linked to the restructuring of all the traditional management methods Al-Kufa Ancient Cement Plant was accustomed to, by understanding the extent to which the dimensions of re-engineering administrative processes are related to the ability of Al-Kufa Ancient Cement Plant to achieve Competitive primacy

2.5 Research methodology

The research adopted the descriptive analytical method, as it accurately describes the phenomenon that is the subject of the research as it is in reality, which helps to understand and analyze the relationship between the research variables.

3. Research Model

The hypothetical model was designed, built, and tested in light of the indicators and dimensions of the research variables

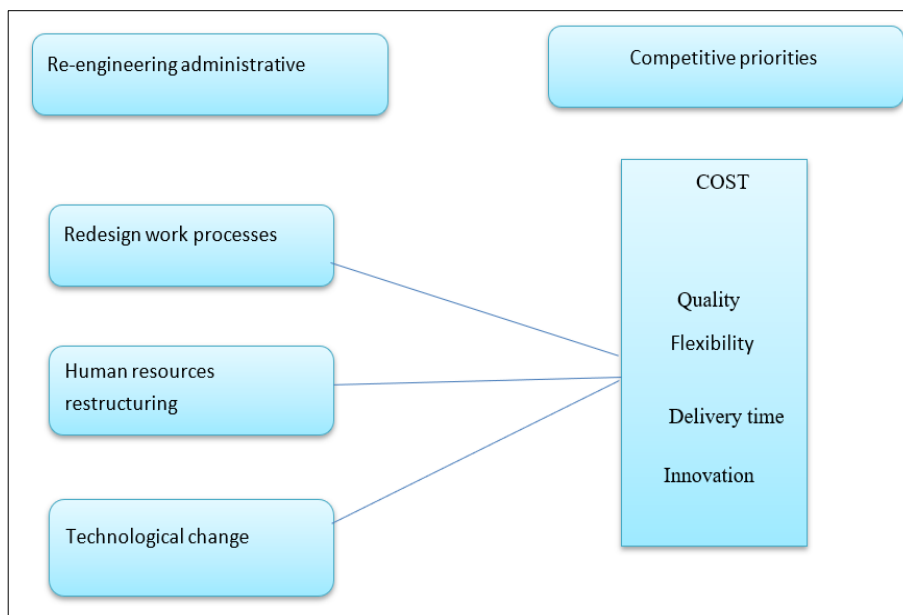


Fig 1: Shows the hypothetical model of the research

4. Procedural definitions

Re-engineering administrative processes	It is a fundamental rethinking and revolutionary redesign of operations in order to achieve a fundamental improvement in contemporary measures of performance such as cost, quality, service, and speed.” (Al-Hammadi Ali, 2006: 124) ^[2]
Redesign work processes	“It is the ability to imagine new ways of doing things, then formulate and transform them from the conceptual level to the actual implementation level. That is, it is a complete process of innovation in how work is performed by creating profound changes and radical redesign of operations, and reconsidering all the activities that are performed within certain jobs, as well as the way Grouping these activities into tasks and duties, the powers and authorities granted to work in each job and the tools and methods used in performing them.” (Salamah Abdel Adhim, 2007: 96) ^[11]
Human resources restructuring	“This is achieved by bringing about a change in the work method, its tools and composition, restructuring human resources in terms of number and type, as a result of redesigning the employment structure and reconsidering practices and systems, from job design, workforce planning, development and training, incentives and wages system, career path.” “Evaluating the performance of employees... so as to reduce costs, improve performance efficiency and increase

	effectiveness.” (Aida Sayyed Khattab, 1999: 150) ^[1]
Technological change	It is a group of activities related to examining, evaluating, and implementing an idea or goal, for the purpose of moving from the mental research level to the production level, in the equipment, machines, and processes that help individuals in completing their work. They may be simple partial changes, or comprehensive basic changes, and this applies to everyone who Work technology and information technology. (Massifi, 2009: 77) ^[21]
Competitive primacy	The distinguished position occupied by operations in the structure of the company’s activities comes through its Competitive primacy represented by cost, quality, flexibility, and delivery, and these priorities are called performance goals. (Sultan, 2006: 70) ^[22]

5. Previous Studies

There are many Arab and foreign studies that have dealt with the research topic. We will try to shed light on some of them, as follows:

- A. Ridha Hazem Mohammed Yahya Al-Dulaimi’s study entitled:** “Thinking about business re-engineering and its impact on health services quality”, Master’s thesis, University of Mosul, Iraq, 2005. It dealt with the impact of re-engineering administrative processes in hospitals through rethinking procedures, technology and human resources and the relationship between that and the quality of services. After testing the study model and hypotheses through a field study at Al-Khensa Hospital and Al-Salam Hospital in Iraq, the researcher concluded that there is a significant correlation between the variable of re-engineering and health services quality.
- B. A Study by Haltim Hamza Zibani Shuaib:** “Re-engineering administrative processes and its role in improving the competitiveness of economic institutions, 2021 ^[21].” This study came to show theoretical and field results, as the organization’s success in improving the quality of its outputs depends to a large extent on the method of re-engineering administrative processes and applying them effectively, which allows the organization by improving the quality of its services and helping it to continue and survive. The most important practical results of the study indicate that there is a positive, statistically significant relationship between re-engineering administrative processes and the dependent variable improving competitiveness. This indicates the positive impact of re-engineering administrative processes in improving quality and creativity and its impact on reducing costs, increasing flexibility in work, and utilizing the appropriate time in developing the organization to improve the mental image of its customers.
- C. Sultan’s study entitled:** “Information Technology and its Impact on Competitive primacy, 2014 ^[23].” This study seeks to determine the correlation and influence between information technology and Competitive primacy represented by cost, speed, flexibility, quality, and creativity in the Al-Kadhimiya Carpet Plant. The study found that there is a significant correlation between information technology and the dimensions of Competitive primacy in the company under study, as well as the existence of a significant effect between information technology and the dimensions of Competitive primacy in the organization under study.
- D. A Study for Raad Abdullah:** “The Impact of Competitive primacy on Organizational Performance in the Medical City Department, 2015 ^[36].” This study came to determine the impact of Competitive primacy on cost, quality, flexibility, delivery, and creativity of the operations strategy on organizational performance in the health sector, represented by four hospitals

affiliated with the Medical City Department. The most prominent results that emerged from this study were that the surveyed hospitals were aware of the fact that employing Competitive primacy in the organization’s activities will lead to raising and improving the level of their performance through reducing costs, improving quality, flexibility in work, and not wasting time to reach the level of creativity in work to achieve its goals.

6. Theoretical framework for the research

6.1 process re-engineering and its dimensions

First of all; it should be noted that (Reengineering = Henderah) is an Arabic word derived from the merging of the words (engineering- Hindsah) and (management- Edarah). Reengineering or process re-engineering is a modern administrative concept that was launched at the beginning of the nineties of the last century. The results of a global survey that included a large number of executives in international companies showed that it was conducted during the nineties. Reengineering was at the top of the list of efforts made by various companies and organizations to confront the changes sweeping the global market. It is enough to know that the total amount spent by American companies alone on engineering projects during this decade exceeded fifty billion US dollars, which is a major investment made by companies because they are convinced that the return This investment will be much greater, which is what has actually been achieved for many companies. Engineering is starting over, that is, starting from scratch, not repairing and restoring the existing situation, or making cosmetic changes and leaving the basic structures as they were. It also does not mean patching holes in existing systems to make them work better, but rather it means completely abandoning ancient, established work procedures and thinking in a new and different way about how to manufacture products or provide services to achieve customer desires. Whereas many researchers and practitioners have addressed the topic of process reengineering in different ways. (1993 and Champy Hammer 32) ^[25] defined process re-engineering as: “the fundamental rethinking and radical redesign of administrative processes to achieve radical and dramatic improvements in current and critical performance measures such as cost, quality of service, and speed.” (Jacques Igalens 2000, 73) ^[33] defined process re-engineering as: Reengineering is defined as “a radical rethinking and design of operational processes and organizational structure that focuses on the core competencies of the organization to achieve a tremendous improvement in organizational performance.” Reengineering is also defined as a comprehensive redesign of the process in order to obtain new facilities, products, technology, and markets that understand the new needs and expectations of the consumer, provided that the process is designed according to new foundations and continuously (Taylor Russell 2000:43) ^[28]. In light of the above, business process re-engineering can be

defined as re-designing processes using thoughtful systematic methods and data and information technology to bring about organizational change to improve the quality of work by reducing costs and devising creative, professional methods to reduce work routine and eliminate waste of time to achieve maximum streamlined performance with complete flexibility. One of the most important points that the researchers definitions focused in the subject of business process reengineering are:

1. Total change of the organization through complete and radical changes to the organization as a whole or making a partial change to the work locations sequentially.
2. All organizations strive to achieve the goal of quality and provide the best possible work outcomes in a manner distinguished by their quality of time and the lowest cost.
3. Reengineering includes both the organization and administrative work, thus combating change resistance.

6.2 The importance of applying process re-engineering in productive organizations

Applying process reengineering in productive organizations has achieved great importance in various fields, which can be defined as follows: (Al-Rifa'y, 2006: 20) ^[3]

1. Crossing organizational boundaries by communicating with customers via adopting various communication channels, business networks and information technology.
2. Increasing the degree of consumer satisfaction with the organization's products or services in a way that exceeds competitors' products and services.
3. Reducing the time required to fulfill customer desires and avoid errors and complaints, in addition to reducing the development and manufacturing cycle time for products and services.
4. Improving the share of knowledge and use in the organization so that it does not depend on the experience of some individuals only.
5. An accurate description of the core processes required for a business strategy.
6. Avoid unnecessary activities and reduce the number of delivery delays that occur due to certain tasks such as examination and visit among departments.
7. Reducing duplication of efforts and investment by strengthening forms of participation with both customers and suppliers, and sharing more basic information.
8. Improving the internal communications that occur as a result of different functions with each other.

6.3 Objectives of Process Reengineering

Process reengineering includes clear, executable, and logical goals, like other administrative approaches that organizations follow to develop their performance and strive to achieve them. The goals can be summarized as follows: (Zigiaris, 2000: 9) ^[30]

1. Focus on customers by building processes based on their needs and eliminating procedures about which they complain.
2. Speed of implementing operations, as process reengineering must reduce the time of implementing

operations, especially the basic operations in the organization.

3. Combining operations by merging several tasks in one place by forming an experienced team who can make decisions in more than one work area.
4. Flexibility in designing new processes and work teams so that they can crystallize and simulate rapid changes in the market.
5. Achieving quality by implementing precise and strict processes that give the same results every time without regard to the person implementing them.
6. Creativity in bringing about imaginative changes to achieve a Competitive primacy for the organization.
7. Improving productivity by increasing its efficiency and effectiveness.

6.4 Reengineering Characteristics

Reengineering based on a number of characteristics that distinguish it, the most important of which are: (Parys and Thijs, 2003:48) ^[35]

1. Combining several jobs into one job.
2. Strengthening the authority of employees, by having employees make decisions, where the decision becomes part of the job.
3. Executing the steps in their natural order and in the most logical places, while carrying out some tasks simultaneously.
4. Reducing control, selection and other work, that does not provide any added value to the products, to a minimum.

6.5 Process Reengineering Dimensions

A. Changing work systems and procedures

It is one of the most initial challenges that organizations face when applying reengineering, which is inherent in the process of preparing for change and consider readiness to embrace change as an essential element for the development and success of implementing the reengineering process. Preparedness for the change process includes the desire to change the current situation and introduce changes in adopting values, practices and organizational structure as a whole. The implementation of reengineering requires changing the ancient beliefs of the organization's work to other new beliefs and practices that are based on the basic elements of success required by the application process, as it includes a group of principles, values, concepts and beliefs prevailing among work individuals within the organization, in order to achieve quality in performance and results by reducing unnecessary costs and eliminating the waste of wasted time during work, leading to creativity through performance with complete flexibility to carry out work, (Hammer, M. and Stanton, A 1999: 52) ^[26]. However, to achieve this, changes must be made in many aspects, which we briefly explain as follows:

1. Integration of several jobs into one job, which is the merging of several similar jobs into one job, which is responsible for completing all process procedures from beginning to end, and represents a unified contact point with citizens. (Rifa'y, 2006:13).
2. Reducing repair work to a minimum. This is another way to avoid work that does not add value.
3. The steps in performing the process take place naturally, and there are no artificial boundaries. The concept of engineering is characterized by abandoning

- the method of arranging the successive steps of work, and subjecting the arrangement to the nature of the process itself. The natural flow of work is the logical alternative to artificial lines of work, which serve nothing but delaying completion the job.
4. Operations have multiple facets, with diversification according to citizen requirements.
 5. Reengineering is carried out for the most sensitive and important sites and the person responsible for the reengineering must be chosen so that he is able to achieve a quick return.
 6. Reducing testing and oversight work, as work that does not add value is avoided. Engineering uses supervisory controls only within the limits of their effectiveness and economic feasibility. (Al-Hammady, 2006: 136).
 7. Employees make decisions. Organizations that adopt reengineering by integrating processes horizontally do not assign multiple, sequential tasks to service responsibility or service teams only, they also integrate them vertically. Vertically integrating operations means that instead of the employee at one stage of the work turning to his supervisors to obtain a specific decision regarding the work, it is now in the hands of the employee to make the appropriate decision by himself. (Najm, 2001:34) ^[8].
 8. Integrating centralization and decentralization in business, using information technology. Organizations that apply engineering are able to combine the advantages of centralization and decentralization in their operations, as advanced information technology helps enable departments to work independently, and at the same time enables the organization as a whole to benefit from the advantages centralization by linking all these departments to one communications network. (Al-Hammady, 2006:142).

B. Resources Restructuring: Human Resources Restructuring

Administrative restructuring process is a major means of achieving increased performance efficiency and removing restrictions that limit productivity and hinder the movement of natural interaction among variables related to management, by bringing about effective radical changes in the prevailing administrative conditions, methods and concepts, and in the structure of human resources restructuring and in everything relates to it and interacts with it through restructuring, whereby workers are redesigned and restructured, and the systems for job design, workforce planning, training, wages and incentives system, employee performance evaluation, etc. are reconsidered, to achieve optimal management and rationalization of the use of available and potential resources, and to raise efficiency, effectiveness and productivity rates in administrative agencies. (Al-Tarawneh, 2017: 26) ^[10] The process of implementing re-engineering and restructuring human resources is based on the availability of a set of components and requirements that enhance implementation efforts. Among the most important of these requirements we have:

1. Commitment and pledge to create radical change, in order to restructure human resources in quantity and quality, as organizations must believe in the importance of radical change and its value for their future and continuity in the market, and the beginning should be essentially with senior management.

2. Clarity of the strategic vision and structural assistance regarding the future of human resources restructuring
3. The existence of an administrative philosophy that facilitates reengineering, by spreading the culture of change among individuals and raising their awareness of its importance for achieving the organization's goals, and setting ambitious performance as a goal for re-engineering.
4. Relying on building effective work teams to create change and the necessity of starting from the top (Al-Tarawneh, 2017: 32) ^[10]
5. Forming teams to lead reengineering efforts, and the need for senior management to be concerned with this change
6. Adopting a zero-sum approach where the focus is on customers first and foremost.
7. Identify existing and potential obstacles that may hinder current changing operations in case of need.
8. Pay attention to information technology and ways to exchange it electronically.
9. Identifying the basic processes whose priority is rebuilding, defining their elements, work procedures and systems redesign.
10. Proposing and evaluating alternatives.
11. Design performance standards to measure and evaluate improvement in construction procedures after applying reengineering. (Ritzman, 2010:64) ^[27]

C. Technological change

The extensive use of information technology resulting from the adoption of reengineering projects provides, those in charge of resources, human resources restructuring, the possibility of good distribution of tasks and data among effective individuals. It also enables the facilitation of decentralization and sharing of the resource function human resources restructuring in the organization, as these qualities are among the necessities that must be achieved. This job and the organization in general should be distinctive. Moreover, information technology provides great opportunities to increase individual and collective effectiveness within the organization, and contributes to improving its Competitive primacy. The applications embodied by technological changes, such as e-mail, integrated management programs, collaborative work, remote work, and work flow... all lead to the restructuring of internal processes and a radical change in organization, capabilities, and management in general, and all of this benefits the transformation of the resources function to human resources restructure into a value-creating function by focusing on its strategic contributions and development of value-added services (Smith, 2008: 281) ^[9].

7. Competitive primacy

Competitive primacy is considered one of the important concepts in the strategic management literature, which appeared in the eighties of the last century and received attention with the intensity of competition faced by organizations. Strategy professor M. Porter (Qandil, 2015: 98) ^[15] confirms that the most important factor determining the success of an organization is its competitive position in the industry in which it operates, and that every organization must have something to rely on to achieve a good competitive position, which is an advantage that cannot be achieved by chance, but through factors and dimensions that are the dimensions of Competitive primacy. Porter stressed

the necessity of finding the appropriate combination of these priorities, and arranging them in a way that gives the best possible result. Since the distinguished position occupied by operations in the structure and activities of the company (Sultan, 2006: 87) ^[22] comes through its Competitive primacy represented by cost, quality, flexibility, and delivery, and these priorities are called performance goals or objectives.

(Shalaby *et al.* 2018) ^[16] define them as “the organization’s achievement of the elements of uniqueness and distinction in providing its services and products in a way that preserves its survival in the face of similar organizations.” (Ahmed *et al.* 2017) define it as “the organization’s ability to provide better value to customers, respond to rapid changes in consumer desires and tastes, and seize opportunities in the market before competitors, enabling it to obtain a constantly larger market share, through: lowering the price and higher quality.” and providing distinguished services.” While (Hassan, 2017: 117) ^[20] defines it as “the organization’s exploitation of its diverse capabilities and resources in order to obtain something distinctive, enabling it to satisfy the desires of its current and prospective customers in a way that outperforms its competitors in the sector in which it operates.” Alghamdi (2016: 61) ^[31] also defined it as “the organization’s ability to perform its work in a way that is difficult for competitors to imitate.” In light of the definitions of the above studies regarding Competitive primacy, it can be defined as: “The organization possesses the elements of superiority and distinction that distinguish it from other organizations because it follows a single strategy that leads to meeting the needs and requests of customers in a better way than others.”

7.1 Dimensions of Competitive primacy

In light of the above mentioned studies, Competitive primacy includes a set of basic dimensions, which are agreed upon and are the most common. Research has continued in this field, and everyone has agreed on the following dimensions (Shalabi *et al.* 2018; Alghamdi 2016; Marinagi 2014; Falih 2018; Awwad and others 2016) ^[16, 31, 34, 14, 32].

- a) The first dimension: Cost
- b) The second dimension: Quality
- c) The third dimension: Flexibility
- d) The fourth dimension: Delivery time
- e) The fifth dimension: Innovation

Hence, these dimensions will be relied upon for Competitive primacy. The following is a summary of the dimensions as follows:

A. The first dimension: Cost

Alghamdi (2016:69) ^[31] refers to this dimension as one of the main dimensions of organizations’ competition among themselves, in order to reduce the cost of the provided product or service as well as produce it with high quality, which leads to achieving a Competitive primacy that is reflected in increasing market share, where he points (Awwad *et al.*, 2010:230) ^[32] It means producing the products and services requested by the customer at a low cost, which results in reducing the cost of the product by reducing all expenses related to the production cycle. However, (Al-Jassimi, 2007: 14) ^[19] explained that to achieve low cost it is necessary to analyze cost structures,

and work to reduce the cost of work, and not just the cost of direct work, because the process of competing on the basis of cost cannot continue as a competitive priority if increased productivity is achieved by cost reduction in the short term. As the production process is long-term, it requires patterns of trade-off between current costs with future reduction.

B. The second dimension: Quality

(Felih, 2018: 141) ^[14] defined it as the ability to provide products and services that match the needs and desires of different individuals and how to respond to them. Quality is required in everything, meaning that the production system must develop to reduce defects so that production conforms to the previously specified specifications, in addition to the lack of An area for re-maintaining and repairing the product, in other words, improving and developing processes and performance to reduce costs and control time to achieve the desires and needs of customers. He also indicates (Abdullah and Elias, 2018: 581) ^[18] that quality is the basic key to building a Competitive primacy, in order to achieve superiority over competitors. Quality can be summarized as a management system for a customer-focused organization that involves all employees in continuous improvement, uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization. Many of these concepts are present in modern quality systems, which succeeded the principles of quality: (Attiya, 2008: 52) ^[5].

1. **Focusing on Customer:** The customer ultimately determines the level of quality. No matter what the organization does to promote quality improvement - training employees, integrating quality into the design process, or upgrading or changing the technology used or software - the customer determines whether the efforts are worthwhile.
2. **Employee Full Participation:** All employees participate in working towards common goals. Full employee commitment can only be obtained after fear is pushed out of the workplace, when empowerment occurs, and when management provides the appropriate environment. High-performance business systems integrate continuous improvement efforts with normal business processes. Self-managed work teams are a form of empowerment.
3. **Focusing on the process:** An essential part of quality is focusing on the thinking process. The process is a series of steps that takes inputs from suppliers (internal or external) and turns them into outputs that are delivered to customers. The steps required to implement the process are identified, and performance measures are constantly monitored to find out the unexpected variety (Anbarib, F, 2005:328) ^[24]
4. **Integrated system:** Although an organization may consist of many different functional specializations that are often organized vertically into departments of the organization, it is the horizontal processes that connect these functions that focus on quality.
5. Small processes add up to larger processes, and all processes are combined into the business processes required to define and implement strategy. Everyone must understand the vision, mission, and guiding principles as well as the organization's critical quality policies, goals, and processes. Work performance must be monitored and reported on an ongoing basis.

6. **Strategic and systematic approach:** An important part of quality management is the strategic and systematic approach to achieving the organization's vision, mission and goals. This process, called strategic planning or strategic management, involves formulating a strategic plan that incorporates quality as a core component. (William, T.H., 2003:118) ^[29].
7. **Continuous improvement:** A large aspect of quality is continuous process improvement. Continuous improvement pushes an organization to be both analytical and creative in finding ways to become more competitive and more effective in meeting stakeholder expectations.
8. **Fact-based decision making:** In order to know how well an organization is performing, data on performance measures are essential. Total Quality Management requires that the organization continually collect and analyze data in order to improve the accuracy of decision making, achieve consensus, and allow forecasting based on past history.
9. **Communications:** During times of organizational change, as well as part of daily operations, effective communications play a huge role in maintaining morale and motivating employees at all levels. Communication includes strategies, method, and timing. (Al-Sirfi, 2009: 69) ^[4].

C. The Third Dimension: Flexibility

Alghamdi (2016:72) ^[31] defined flexibility as the ability and ability to change from one product to another and to change from one customer to another with the highest efficiency and the lowest possible cost. As defined (Awwad *et al.* 2010:211) ^[32] as the ability to respond effectively to changing environmental conditions, the ability to deal with situations of uncertainty, and the ability to change the product mix and provide what the customer needs and requests. The concept of flexibility requires the ability to keep pace with changes in the needs and desires of customers by designing aspects related to product specifications on the one hand, and keeping pace with the size of demand on the other hand. It also means the ability to respond to changes in production and product mix, as flexibility has become one of the decisive Competitive primacy s at the present time, after... Production has become according to customer demand through the ability to adapt to the unique situations of the customer and the changing designs of the product, which requires flexibility in responding to the customer's needs and changes in design. On this basis, it can be said that the flexibility on which the distinction is made includes two important aspects of the productive system which are:

1. **Size Flexibility:** It means the ability to adapt to the size of demand and its changes by controlling production by accelerating or reducing its rates in response to this.
2. **Product Mix Flexibility:** This type of flexibility is related to the extent to which the product mix is able to keep up with the needs and desires of customers, satisfy them and adapt to fluctuations occurring in them through product designs and technical specifications. (Bouhabila, 2019: 103) ^[13]

D. Fourth dimension: Delivery time

(Awwad *et al.* (2016:225) ^[32] defined it as providing the service or product to customers with the required speed, in

addition to developing products and improving the service provided through production processes. (Flih, 2018: 210) ^[14] defined it as the basic rule for competition by reducing the time period and speed in designing new products and presenting them in the shortest possible period, in addition to reducing waiting time, timely delivery, and speed of development, which is measured by the time between generating the idea, the final design, and its submission.

It also refers to the organization's ability to adhere to the agreed upon time to provide the service, and this usually means that the organization provides or provides services early, before the specified agreed upon time. There is also interest in speed and rapid transformations that occur in the market and their results in achieving the organization's goals. Of the most important Competitive primacy that focused on time to achieve high competitiveness are:

1. **Express delivery time:** It means waiting time, which is: the time the customer waits until he receives the good or service.
2. **Development Speed:** It means interest in measuring the speed of development of the good or service for the period from the beginning of the birth of ideas until the final design is achieved. (Marwan, 2011: 85) ^[7].

E. The fifth dimension: Innovation

(Abdullah and Elias, 2018: 593) ^[18] define it as proving an idea or group of ideas that are new and unfamiliar to others and that constitute an improvement and development on the existing pattern. (Alghamdi 2016:78) ^[31] defines it as the ability to innovate existing products and services, introduce improvements to the organization's comprehensive processes, and the ability to apply new technology change in addition to reducing the time required to develop those processes. As for (Abdullah and Elias, 2018: 595) ^[18], they refers to this dimension as it is considered one of the basic dimensions for achieving Competitive primacy in light of the nature of current competition, as the organization needs to find modern products and ways to perform its functions in a way that competes with other organizations, as creativity depends primarily on research and development, which leads to creativity in products and thus success for the organization. As (Hafian, 2015: 50) ^[6] explained that achieving development and creative work in a way that achieves creativity in production and changing the technology used or finding new methods of production or distributing the product in a way that differs from what currently exists, the advantage of innovation and creativity is also achieved through exploring new opportunities in the external environment and monitoring the actions of competitors, which is called strategic vigilance.

8. The Research Applied Framework

8.1 Research tool

The questionnaire was relied upon as a research tool, as it was designed to achieve and reach the goals for which it came. The reliability and validity of the questionnaire was tested, and then the characteristics of the research sample's vocabulary were analyzed.

8.2 The Research Tool Designing and Distribution

The questionnaire was chosen as a basic tool for collecting information and was directed to the cadres of a group of people from the production department in the ancient Kufa Cement Plants, as it is the most important department

among the plant's departments and it is the basis on which the work is based, with the aim of determining opinions and the level of awareness of the importance of the issue of re-engineering administrative processes in light of the changes it is witnessing, and to identify the extent of their awareness of the importance of achieving Competitive primacy in light of intense competition. The questionnaire items were formulated in accordance with the research problem, hypotheses, and objectives, and its design was based on a five-point Likert scale. The questionnaire form was divided into two parts, the first part included five paragraphs related to the personal and job data of the sample: gender, age, educational level, years of service in the current position, and work location. The second part includes two dimensions of the questionnaire, where the first dimension is devoted to examining the independent variable "reengineering administrative processes" and includes sixteen statements

distributed among the dimensions of the research, which are: changing work systems and procedures, restructuring human resources, and technological change. The second dimension was devoted to examining the dependent variable, "Competitive primacy," and includes twenty-one statements distributed among the chosen dimensions: cost, quality, time, flexibility, and creativity. During the field visits of a group of branches of the production department of Al-Kufa Ancient Cement Plant, which were chosen and numbering eight branches out of a total of fifteen branches, the research tool was distributed to all 71 staff working in the branch, from which 67 questionnaires were retrieved, i.e. 94% of the total. The questionnaires that were distributed were all acceptable and valid for statistical analysis. The following table shows the number of questionnaires distributed and retrieved in each division.

Table 1: Number of distributed and retrieved questionnaires

Department	Questionnaires		Ratio	Branches	Questionnaires		Ratio
Stone quarry	25	24	96%	Ovens	4	4	100%
Rubber conveyor	13	12	92%	Pullers	8	8	100%
Raw materials mills	6	6	100%	Packing	6	6	100%
Cement Mills Department	4	4	100%	Paper bags	5	5	60%

8.3 Testing the Research Tool Reliability and Validity

To ensure the reliability of the questionnaire, the Alpha Cronbach coefficient was used, and Table No. (2) shows that the reliability coefficient as a whole is high, reaching (87.4%), which is a good percentage as it is higher than the specified acceptance rate (60%). The stability coefficients of the two variables also have very acceptable degrees. This

confirms that this tool can be relied upon in field research. The results obtained can be confirmed by calculating the general validity coefficient of the tool, which reached (93%), which is a high percentage. In addition, all the research variables coefficients have a very good acceptability degree, which confirms, once again, that the used tool is suitable for the purposes of the research.

Table 2: Reliability and validity coefficient results

Scale	Number of Items	Reliability Coefficient	Honesty Coefficient
Reengineering administrative processes	16	0.649	0.806
Competitive primacy	21	0.902	0.950
The questionnaire total items	37	0.874	0.935

8.4 Characteristics of the research sample members

The research sample was adopted according to the personal and job data (gender, age, educational level, and years of

service and job position), and how the sample was distributed on the basis of these variables as the following table:

Table 3: Distribution of study sample members according to personal and occupational data

Gender		Age		Educational Level		Years of Service		Job position	
Rate	Ratio	Rate	Ratio	Rate	Ratio	Rate	Ratio	Rate	Ratio
Male	76.1	Less than 30	22.4	B.A	47.2	Less than 5	43.3	Office holders, officials of branches & units	46.3
Female	23.9	30-36	23.9	Engineer	12.2	6-10	20.9		
		43-37	13.4	Institute	12.2	11-15	11.9	Asst. of Office holders, Asst. of officials of branches & units	40.2
		50-44	25.4	Secondary	23.9	More than 15	23.9		
		57-51	11.9	Intermediate	4.5			Workers in the branches & units	13.5
		More than 57	3						
Total	100	total	100	total	100	Total	100	total	100

As shown in the table above, the male rate represents the largest percentage, 76.1%, while the female rate represents 23.9%. This result may be due to the specificity of the industrial sector in Iraq, which requires the presence of males more than females, as males are more compatible with the nature and type of work in this sector. As for the predominant age group, it is 44-50, at a rate of 25.4%, which indicates that the majority of the sample is advanced in age, and this is due to the plant's need for those with service and experience. The lowest percentage was 3% for

the sample who are over 57 years of age, which is very low because individuals in this with age their level often declines and they may decide to end their career path even before reaching retirement age. It also appears that the largest percentage of the sample, 47.2%, is for university graduates, and this is normal as a result of the changes that the plant is witnessing after the restructuring and the resulting changes in the level of composition and restructuring of human resources, as it has begun to attract those who have university degrees to assume administrative

positions. According to the years of service in the position, the results show that the largest percentage of individuals with years of experience is less than 5 years, at 43.3%, and this is an indication that changes and redistribution of positions have been made. The results also indicate that the respondents who assume positions in the management of production divisions and units represent the largest percentage, amounting to 46.3%, while those working within the divisions and units represent the lowest percentage, which is 13.5%, because the nature of the work is simple and the cadres working in this place are less qualified to answer such questions.

8.5 Analyzing the questionnaire's axes and answering the research questions

Table 4: Results of analyzing the sample trend on the dimensions of administrative process reengineering

Dimensions of business process reengineering	Completely agree	Agree	Neutral	Disagree	Completely disagree	Arithmetic Mean	Standard Deviation	Serial	General direction
Repetition	17	39	11	-	-	4.24	0,676	3	Agreement
%	25,4	58,2	16,4	-	-				
Repetition	30	33	4	-	-	4.39	0,602	2	very agreement
%	44,8	49,3	6,0	-	-				
Repetition	46	21	-	-	-	4.69	0,467	1	Very agreement
%	68,7	31,3	-	-	-				
Repetition	45	22	-	-	-	4.64	0.513		Very agreement
%	57,2	32,8	-	-	-				

Throughout the table above, it became clear that the sample's opinions generally tend toward strong approval of the importance of reengineering administrative processes, as the arithmetic mean on the measurement items reached (4.64) with a standard deviation of (0.513), which falls within the fifth rate of the five-point Likert scale. The sample's attitudes regarding the three dimensions (changing work systems and procedures, restructuring human resources, and technological change) also came between agreement and very agreement with the paragraphs that measure the importance of these dimensions, which indicates the degree of awareness of the cadres about the necessity of making radical changes, especially since they affect many important aspects of the under study plant. Technological change came in first place in terms of importance and achieved an arithmetic mean of (4.69) with a standard deviation of (0.467). It falls within the fifth rate of the five-point Likert scale. The sample's opinions on the items of this dimension tended towards very agreement, and this indicates that they realize the importance of technological change due to its positive impact on the performance of their plant in light of the rapid change witnessed by the industrial sector, as the majority agree on the necessity of relying on modern computer technologies, programs, and electronic systems, and the necessity of eliminating reliance on paper documents that are costly to time, effort, and money. In second place, human resources restructuring came with a mean (4.39) and a standard deviation. (0.602) It falls within the fifth rate of the five-point Likert scale, as the general trend of opinions on the items of this dimension was towards very agreement, and this confirms that the cadres are highly aware of the importance of the changes that the structure needs to restructure human resources, and most of them agree on the necessity of attracting workers able to perform work with various capabilities and skills, and able to change the work

A. Analysis dimension reengineering administrative processes

In order to identify the trends and opinions of the sample about the necessity of re-engineering administrative processes, the items that measure each dimension of re-engineering administrative processes will be analyzed, and then the following question will be answered: "To what extent are the Kufa Cement Plants staff aware of the necessity of re-engineering administrative processes?" For this purpose, tables were prepared for the frequency distribution, which is usually used in descriptive statistical analysis, to obtain arithmetic means, standard deviations, frequencies, percentages, sequence, and the total score for each statement. Below is a summary of the results of the statistical analysis (Table 4)

method whenever necessary, and the need to have control over information technology. In third place in terms of importance, changing work systems and procedures for administrative reengineering came with a mean (4.24) and a standard deviation of (0.676), which falls within the fifth rate of the five-point Likert scale. The general trend of opinions on the items of this dimension was towards agreement, which confirms that most of the cadres support the idea of making radical changes in the work aimed at eliminating all forms of routine, and canceling unnecessary operations that do not add value and operations that are costly to time and effort without any justification, including the abundance of administrative documents, archiving, and the process of moving between various administrative levels to complete some transactions, and the necessity of redesigning processes according to what the surrounding circumstances require, and merging similar tasks into one process, as well as rearranging some procedures and designing them in a way that meets work requirements. Result 1: The staff of the Al-Kufa ancient cement Plants have a high degree of awareness of the necessity of re-engineering administrative processes, after changing work systems and procedures, restructuring human resources, and most importantly, the importance of bringing about technological change in the researched plants.

B. Analysis of Competitive primacy dimension

In order to identify the trends and opinions of the sample about the necessity of Al-Kufa Ancient Cement Plants striving towards achieving Competitive primacy, especially in light of the increasing intensity of competition, the items that measure each dimension of Competitive primacy were analyzed and then the following question was answered: "What is the extent of awareness of the plants staff?" Is it necessary to achieve Competitive primacy ?" The following table shows the results of the statistical analysis:

Table 5: Results of the analysis of trends in the sample's opinions on the dimensions of Competitive primacy

Competitive primacy Dimensions		Completely agree	Agree	Neutral	Disagree	Completely disagree	Arithmetic mean	Standard deviation	Sequence	General trend
Cost	Repetition	41	26	—	—	—	4,61	0,491	3	Very Agreement
	%	61,2	38,8	—	—	—				
Quality	Repetition	49	17	01	—	—	4,72	0,486	1	Very Agreement
	%	25,4	73,1	1,5	—	—				
Delivery time	Repetition	37	28	02	—	—	4,52	0,560	4	Very Agreement
	%	55,2	41,8	3,0	—	—				
Flexibility	Repetition	34	31	02	—	—	4,48	0,560	5	Very Agreement
	%	50,7	46,3	3,0	—	—				
Creativity	Repetition	46	18	34,5	—	—	4,64	0,590	2	Very Agreement
	%	68	26,9	01	—	—				
Competitive primacy	Repetition	44	22	1,5	—	—	4,46	0,514		Very Agreement

It is clear from the table above that the sample's opinions generally tend towards strong agreement on the necessity of Al-Kufa Ancient Cement Plants achieving Competitive primacy, as the arithmetic mean reached (4.64) with a standard deviation of (0.514) and it falls within the fifth rate of the five-point Likert scale, where opinions on the various items that measure or express the five dimensions of Competitive primacy - cost, quality, time, flexibility and creativity - were very agreeable, all of which fall within the fifth rate of the five-point Likert scale, which indicates a very high degree of awareness among the staff of the necessity of the plants achieving Competitive primacy as It is an important source of excellence and a guarantee of survival and continuity, in light of the increasing intensity of competition. The quality dimension occupies the first place in terms of importance, with a mean of 4.72 and a standard deviation of 0.486, thus confirming the necessity of improving the level of quality, which is a source of achieving Competitive primacy, maintaining customers, ensuring their loyalty, and attracting new customers, which contributes to improving the reputation and image of the plants, while creativity came in second place with a mean of 4.64 and a standard deviation of 0.569. This emphasizes the importance of encouraging creativity by adopting new working methods and developing production methods with the aim of meeting the needs and desires of customers with high quality. In the third place cost came with a mean of 4.61 and a standard deviation of 0.491. Most of the sample agreed on the importance of controlling costs in order to increase the plant's ability to compete. For them, the matter calls for the necessity of adopting a clear and effective policy to control costs, aiming to eliminate all sources of waste and operations, and unnecessary processes that adds

no value. While the time dimension came in fourth place with a mean of 4.52 and a standard deviation of 0.560, as the sample agreed on the importance of reducing the time spent in processing customer requests, and the necessity of controlling the time factor in order to reach the required speed in completing work, and in providing products, especially new products, to confront the change in competitors' products and consumer tastes...etc. In the fifth and final ranking, flexibility comes with a mean of 4.48 and a standard deviation of 0.560, which reflects the importance of quick responding to changes occurring in the environment, because the inability to respond and quick adaption to these changes means falling out of the competition.

Result

The staff of Al- Kufa ancient Cement Plants has a high degree of awareness of the necessity of achieving Competitive primacy, from the standpoint of improving the level of quality, encouraging creativity, in addition to controlling costs, controlling the time factor, and working to achieve primacy in flexibility in action and reaction to events.

9. Testing research hypotheses

Testing the correlation relationship: In order to put the research hypotheses to the test, the nature of the correlation relationship between achieving Competitive primacy in the plant and the dimensions of process reengineering, individually and collectively, must be investigated. Therefore, (Pearson) correlation coefficient was used as follows:

Table 6: Correlation Matrix

Competitive Advantage		Dimensions of process reengineering			Administration process reengineering
		Changing work systems and procedures,	Restructuring resources, restructuring human resources,	Technological change	
	Pearson correlation coefficient	0,510	0,457	0,535	0,713
	Significance level	0,000	0,000	0,000	0,000
	Total	67	67	67	67

* The correlation is significant at a level of significance of 0.01

It is clear from the table above that there is a strong positive correlation between re-engineering administrative processes and Competitive primacy, with a correlation coefficient of 0.713 at the 1% level, which means that the more interest the researched plant has in reengineering administrative processes, the more this leads to achieving Competitive primacy, as they are related the latter is significantly related to various dimensions of administrative process reengineering. Achieving Competitive primacy is

significantly linked to changing work systems and procedures to re-engineer administrative processes with a correlation coefficient of 0.510, which is significant at the 1% level. It is also linked to restructuring human resources with a correlation coefficient of 0.457, which is significant at the 1% level. At the same time, achieving Competitive primacy is linked to technological change. To reengineer administrative processes with a correlation coefficient of

0.535, this is a statistically significant coefficient at the 1% level.

Result

First: There is a positive, statistically significant correlation between changing work systems and procedures to re-engineer administrative processes and achieving Competitive primacy in the plants subject of the research. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that: “The dimension of redesigning work procedures has a statistically significant role in achieving a cement plants the Competitive primacy by Al-Kufa Ancient Cement Plant”.

Second: There is a positive, statistically significant correlation between restructuring human resources to re-engineer administrative processes and achieving Competitive primacy in the plant in question. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states: “Restructuring human resources has a statistically significant role in achieving Al-Kufa Ancient Cement Plant for Competitive primacy”.

Third: There is a positive, statistically significant correlation between technological change to reengineer administrative processes and achieving Competitive primacy in the plants subject of the research. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states: “The dimension of technological change has a statistically significant role in achieving Competitive primacy at Al-Kufa Ancient Cement Plant for Competitive primacy.”

10. Testing the research model

Before starting to test the research model, some parametric tests must be conducted, in order to ensure the suitability of the regression model. Therefore, it is necessary to ensure that there is no high correlation between the independent variables (multicollinearity) using the Variance Inflation Factor (VIF) and Tolerance test for each variable of the research variables, taking into account that the variance inflation factor (VIF) does not exceed the value of 10, and the value of the permissible variance test is greater than (0.05), and also to ensure that the data follows the Normal Distribution by calculating the Skewness factor (1) provided that the value of the Skewness factor is less than (1). The following table shows these tests results.

Table 7: Test of variance inflation factor, allowable variance, and Skewness factor

Independent Variable	VIF	Tolerance	Skewness
Changing work systems and procedures	1,295	0,772	-0,867
Restructuring resources, restructuring human resources	1,263	0,792	0,321
Technological change	1,041	0,961	1,587

We note that the values of the variance inflation factor test for all independent variables are less than 10 and range between 1.041 - 1.295, and that the values of the allowable variance test range between 0.772 - 0.961, which is greater than 0.05. This is an indication of the presence of a high correlation between the independent variables. It has also been confirmed that the data followed the normal distribution by calculating skewness coefficient, where all

values were less than (1). Accordingly, after testing the nature of the correlation relationship, and in order to determine and know the degree of influence of the independent variable on the dependent, the multiple linear regression analysis test will be resorted to, by entering all the independent variables into the multiple linear regression equation, and in order to ensure the validity of the multiple linear regression model the next steps must be followed:

10.1 The model explanatory power

Table 8: The model explanatory power

Durbin- waston	Estimation error	Adjusted determination Coefficient	Determination coefficient	Correlation coefficient	Model
2,486	0,26671	0,730	0,742	^a 0,862	1
a Explanatory variables: constant, dimensions of administrative process reengineering					
Dependent variable: Competitive primacy					

From the table above and referring to the coefficient of determination, it is clear that the dimensions of reengineering administrative processes, namely changing work systems and procedures, restructuring human resources, and technological change, are influential factors in gaining competitive priority. Considering adjusted coefficient of determination, Adjusted R Square, as the most accurate, it becomes clear that Al-Kufa Ancient Cement Plant probably achieves 73% of the Competitive primacy, while the rest, which is 27% of the ability of this plants to achieve Competitive primacy, may be contributed by other variables outside the current model of the study, especially

since the estimation error was less, because the lower the latter, the more significance of a less error in the model.

10.2 The overall significance of the model

In order to test the significance of the functional form of the linear relationship model between administrative process reengineering as the variable explaining the achievement of Competitive primacy, and to test that the model is acceptable to represent this relationship, and then to ensure its validity, a one-way analysis of variance was used, as shown in the following table.

Table 9: One-way analysis of variance (ANOVA)

Variance Source	Squares Sum	Freedom Degrees	Squares Mean	F Calculated value	Significance level
Regression	12.921	3	4.307	60.549 b	0.000 ^b
Error	4.482	63	0.701		
Grand total	17,403	66			

Through the results of the one-way analysis of variance shown in the table above, and because the significance level is equal to 0.000, which is less than the 5% significance level, and therefore the multiple linear regression model is a

significant model, so, the independent variables together have a significant effect, or at least one of the model's parameters is significant, which requires going to test the significance of these coefficients.

10.3 Partial significance of the model

Table 10: Testing the significance of the model parameters (Coefficients a)

Model	A	Standard error	Beta	T	Significance level	Tolerance	VIF
Change the work system & procedures	0.159-	0.393	0,351	0,404-4,829	0,687	0,772	1,295
	0.280	0,058			0,000		
Re-structuring the human resource	0,428	0,061	0,502	6,982	0,000	0,792	1,263
Technological Change	0,380	0,072	0,345	5,297	0,000	0,961	1,041

From the results of the table above, at the level of significance corresponding to the various factors explaining the achievement of competitive priority, it is clear that the constant is not significant, while all dimensions of administrative process reengineering are significant. That is, less than the level of 1%, so the dimension of changing work systems and procedures was 0.280, which is significant at the level of 0.000, while the coefficient after restructuring human resources was 0.428, which is significant at the level of 0.000, and the same goes for the coefficient after technological change, where the coefficient reached 0.380, which is also significant at the level of 0.000, as the significance of all these dimensions is less than 1%. While the fixed amount, being the minimum Competitive primacy for Al-Kufa Ancient Cement Plants, regardless of the effect of administrative process re-engineering, is not a significant amount and is greater than the 5% significance level, so we exclude it from the model, and therefore the equation of the multiple linear regression model in this case is as follows:

$$Y=0.280(X1) + 0.428(X2) + 0.380(X3)$$

Where (Y) is Competitive primacy (function with significance), (X1) is changing work systems and procedures, (X2) is restructuring resources and restructuring human resources, and (X3) is technological change.

Referring to the values of (Bêta), we find that the most influential dimensions in Al-Kufa Ancient Cement Plant's achievement of Competitive primacy is the restructuring of resources, the restructuring of human resources in the first degree, then changing work systems and procedures in the second degree, while in the third degree comes technological change. This is after ensuring that there is no high correlation between the independent variables, nor is there any autocorrelation between the random errors, and this is what the Durbin-Watson test shows in Table 8.

Result

Fourth: There is a statistically significant effect of reengineering administrative processes in its three dimensions after changing work systems and procedures, restructuring human resources and technological change in achieving Competitive primacy represented by its combined

dimensions: cost, quality, time, flexibility and creativity in Al-Kufa Ancient Cement Plant at the level Significance 0.05.

11. Conclusions and Recommendations

11.1 Conclusions

The research reached a set of conclusions represented by the follows:

- The general trend in the level of awareness of the sample about the importance of re-engineering administrative processes and the necessity of applying it was very high. Technological change ranked first in terms of importance from the sample's point of view, then restructuring human resources, followed by changing work systems and procedures.
- The general trend in the level of awareness of the sample about the necessity of achieving Competitive primacy was very high. The quality dimension ranked first in importance, and then the creativity dimension, followed by the cost dimension, then the time dimension, and in the last order came the flexibility dimension.
- There is a positive correlation and a statistically significant effect for each dimension of administrative process reengineering in achieving Competitive primacy, and the investigation of Al-Kufa Ancient Cement Plants appeared to have the most influential dimensions on the plants for Competitive primacy: restructuring human resources in the first degree and then changing work systems and procedures in the second degree. In the third degree comes technological change.
- The more the cement plants pays attention to reengineering administrative processes, the more it leads to achieving Competitive primacy, as reengineering administrative processes in its various dimensions directly affects the plant's ability to achieve Competitive primacy.

11.2 Recommendations

Based on the conclusions reached, the following recommendations were prepared:

- The need for Al-Kufa Ancient Cement Plant to achieve Competitive primacy, from the standpoint of improving

the level of quality, encouraging creativity, in addition to controlling costs, more control over the time factor, and working to achieve primacy in flexibility in action and reaction to events, to be sources of excellence and a tool to confront its competitors.

- Working to spread the culture of change and development among individuals, which is considered one of the basic components of re-engineering administrative processes.
- Directing plant's officials towards adopting modern administrative ideas, including the necessity of achieving Competitive primacy and achieving a competitive head start in light of the rapid changes in the environment.
- Giving individuals confidence and independence at work, and providing an organizational climate that encourages acceptance of the idea of change in work methods, developing its procedures and facilitating its implementation by relying on the latest technological change.
- Renewing management systems to keep pace with developments in the environment, eliminating routine tasks that cost effort and time, and focusing on strategic, value-creating tasks.
- Getting rid of strict regulatory procedures that eliminate the spirit of initiative and creativity, and granting individuals independence and a degree of freedom of action.
- Involving individuals in decision-making, which motivates them to implement them efficiently and effectively, and the necessity of benefiting from their ideas because they are the most capable of generating new ideas regarding work.
- Getting rid of incompetent workers, encouraging investment in the human resources restructuring resource available in the organization, and reducing the need for external sources.
- Following up on all the changes that happen in the surroundings and trying to adapt to them and respond quickly to them.

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