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ROLE OF THE ADMINISTRATIVE PROCESSES RE-ENGINEERING IN IMPROVING THE SERVICE QUALITY PROVIDED BY PUBLIC TELECOMMUNICATION CORPORATION IN YEMEN

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Abstract

This study investigates the impact of reengineering administrative processes on improving the quality of services provided by the Yemeni Public Telecommunication Corporation. Focusing on organizational dimensions, senior management commitment, technological aspects, and workers' empowerment, the research addresses the challenge of bridging the gap between client expectations and perceived service quality, utilizing an analytical descriptive approach, data were collected through a questionnaire tool, results indicate a negative gap between client expectations and perceived service quality, emphasizing the need to prioritize and enhance service dimensions according to customer perspectives, The findings highlight the imperative for the Yemeni Public Telecommunication Corporation to prioritize administrative process reengineering initiatives aimed at addressing the identified gaps in service quality. Recommendations include fostering a customer-centric organizational culture, strengthening senior management commitment to quality improvement initiatives, leveraging technological advancements for service enhancement, and empowering workers to actively contribute to service quality enhancement efforts.

INTRODUCTION

Change and development are a feature of modern institutions in today's world, Individuals and institutions are often pressured by rapid processes of development, Enterprises are under considerable pressure from multiple sources and in different areas according to their activities, such as those that competing institutions may face in the quality of their services or goods and the mechanisms used to deliver them to customers.

Through this, modern and pioneering enterprises seek to bring about fundamental changes and modernize their process and information structure to keep pace with changes in their surroundings, increase their competitiveness and survival. Change is essentially aimed at providing enterprises with the flexibility and capacity necessary to achieve their objectives and strengthen their culture in order to serve their outlook and strategic plan, thereby enhancing their competitive advantage to competitors.

One of the most significant changes facing enterprises at the global level, pressures on change and development, is the trend towards privatization, reduced government role, structural changes in global industries or services, changing customer expectations and preferences, increasing excess productive capacities, growing interest in the environment, the emergence of strategic alliances, the unity of global competition, the globalization of markets, diminished constraints on global trade and economic clusters, and rapid technological developments.

To cope with these changes, organizations seek to bring about a kind of strategic change based on the use of state-of the art management tools and methods and the development of programmers to bring about this change, so that they can keep abreast of developments on the global scene. One of the most important strategic change tools that organizations are currently pursuing effectively and successfully is the process re-engineering approach. In 1992, engineering revolutionized the modern world of management with its non-traditional ideas and explicit call for a radical review of all the activities, actions and strategies on which many organizations and companies operating in today's world have developed.

The re-engineering of administrative processes (engineering) is one of the entry points for development (althnian, 2005), and is a necessary model for organizational change in order to achieve competitive advantage and flexibility for network organizations, as it is estimated that more than 70% of today's organizations are implementing re-engineering programmers for their operations (Ulrich, William, 2001) Thus, the re-engineering of administrative processes is seen as an organizational initiative driving the re-testing and redesign of administrative processes with a view to achieving a competitive advantage in quality, response, cost, customer satisfaction and critical process performance measures (Al-Kasasabh,2004).

Through this, many organizations or institutions within the Republic of Yemen seek to improve the quality of the services provided by them, including the Public Telecommunication Corporation , which is one of Yemen's leading State institutions with outstanding revenues due to its significant and necessary services in the field of communications and information technology, some of which are monopolistic and have enabled it in two decades to build a large institutional structure and infrastructure that qualifies it to keep pace with all the changes and developments in the revolution.

However, there is no doubt that the Public Telecommunication Corporation , which is one of the most important revenue sectors of the Government in the Republic of Yemen, is currently facing a significant threat as a result of the current and upcoming competition due to the existence of several alternatives to the services provided by the Corporation both through domestic competition for alternative services provided by mobile network operators within the Republic of Yemen, which provided several alternatives to customers for some services provided, especially in the areas of communication and Internet, especially through international competition, especially after Y' and rapid technological developments occurring from time to time that may be difficult for the enterprise to keep up with later (Al-Quriotti, 2000).

Therefore, the Public Telecommunication Corporation must constantly strive to improve performance and increase productivity in the enterprise, increase customer satisfaction by improving the quality of services provided to them and measure this through the quality dimensions of services on a "SERVAL" scale, defined in five core dimensions: Palatine (Reliability, concrete, responsiveness, safety and empathy) During the current study, the researcher will address the realities of the services of the Yemeni Public Telecommunication Corporation and the role of the reengineering of administrative processes in improving the quality of services provided by the enterprise through the organizational dimension, the commitment of senior management, the technological dimension and the empowerment of employees.

RESEARCH PROBLEM:

The problem at stake is the lack of awareness by senior management of the organization of the gap between the degree to which the actual performance of the quality of services corresponds to the expectations of customers, which actually shows the level of differences between the expectations of clients for the quality of the service and their perceptions of the actual quality of performance, as well as the lack of knowledge of the most important dimensions of the quality of the services provided by the organization, such as the re-engineering of management processes.

Through the foregoing the research problem can be formulated to study the following questions:

1. What is the role of re-engineering administrative processes through (organizational dimension, senior management commitment, technological dimension, staff empowerment) in improving the quality of services provided by the Yemeni Public Telecommunication Corporation?

The First Chairman's question emerges from a number of sub-questions:

1.1. Reengineering administrative processes through the organizational dimension improves the quality of Public Telecommunication Corporation services.

2.1. The reengineering of administrative processes through senior management's commitment is instrumental in improving the quality of the services of the Public Telecommunication Corporation.

3.1. Reengineering administrative processes through the technological dimension improves the quality of Public Telecommunication Corporation services.

4.1. Reengineering administrative processes by empowering staff to improve the quality of Public Telecommunication Corporation services.

2. What is the reality of the quality of services provided by the Public Telecommunication Corporation?

3. What is the impact of different demographic and organizational factors (gender - age group - scientific qualification - number of years of experience - functional level - nature of work) in the re-engineering of administrative processes and the quality of services provided in the Public Telecommunication Corporation?

SEARCH TERMS:

The terms of the study include procedural definitions of the study's variables as follows:

1. Quality of Services:

Quality in this study means the quality of services provided by the Public Telecommunication Corporation to its customers and the degree to which the actual performance of the service corresponds to customer expectations or differences between customers' expectations and perceptions of the actual performance of the service, and improves the quality of the services provided to them. This is measured by the quality dimensions of the services identified by Berry and Parasuraman in five key dimensions as a measure of service quality. project ", where it has proven to be highly efficient in the practical field, and therefore those five dimensions will be relied upon in the field aspect of this study and these are: Reliability, concrete, responsive, safe and empathetic, which can be elaborated as follows:

1) Reliability:
the extent to which the service provider meets the promises promised by its customers regarding the quality of its services.
2) Tangible (material): It is all material tangents with direct solicitation with customers such as building, decoration and physical fittings to facilitate the delivery of service to others.
3) Response: The extent to which the enterprise is able to provide the service promptly and carefully according to the client's aspirations, as well as the prompt interaction with complaints and proposals and work towards their resolution and satisfaction in a good manner according to his perception.
4) Trust (security): It includes psychological and physical confidence the direction of the service provided.
5) Compassion: which means polite conversation, mutual respect, transparency and familiarity all strengthens the impression about the quality of service.
2. Reengineering administrative processes:

The reengineering of administrative processes in this study is intended as an administrative entry with a set of dimensions for the radical redesign of business processes within the Public Telecommunication Corporation to improve the quality of services provided. These dimensions are as follows:
1) Organizational dimension:
It means the framework or construction that defines the internal composition of the enterprise by

clarifying the divisions, organizations and subunits that perform the various actions and activities necessary to achieve the enterprise's objectives, as well as the quality of the relationships between its departments and the lines of authority and responsibilities, as well as the identification of communication networks and the streamlining of information between the different managerial levels of the enterprise.

2) Commitment and conviction of senior management:

This is meant by the commitment and conviction of the senior management of the Foundation that a reengineering program is needed to improve the quality of the Enterprise's services. This conviction must be translated into effective support and support by clarifying and communicating the vision to all employees of the Enterprise and obtaining the loyalty of managers at the middle levels for the implementation of the reengineering program.

3) Technological dimension:

It is intended here to use information technology as a tool for building new processes rather than relying on processes based on the old enterprise information technology system where sophisticated information technology will help enable departments to operate independently, while enabling the enterprise as a whole to benefit from centralized benefits by connecting all departments to a single communications network.

4) Staff empowerment:

It is intended to develop and develop staff members' capacities, skills and training and to give them the necessary confidence and authority to participate in decision-making.

IMPORTANCE OF THE STUDY:

This study is important because it shows the actual level of the services quality provided by Public Telecommunication Corporation and the actual outstanding problems that lead to the decrease of service quality provided and to know applicability of administrative processes re-engineering as one the modern administrative methods to improve the services provided by Public Telecommunication Corporation and to raise managers' awareness of the importance of reengineering administrative processes and their impact on performance, productivity and cost.

OBJECTIVES OF THE STUDY:

To identify the role of administrative processes reengineering and their different dimensions (organizational dimension, senior management commitment, technological dimension, employee’s empowerment) to improve the quality of services offered by Public Telecommunication Corporation, which leads to a low level of service quality provided and to know of the role of demographic factors in this regard.

VARIABLES AND STUDY MODEL:

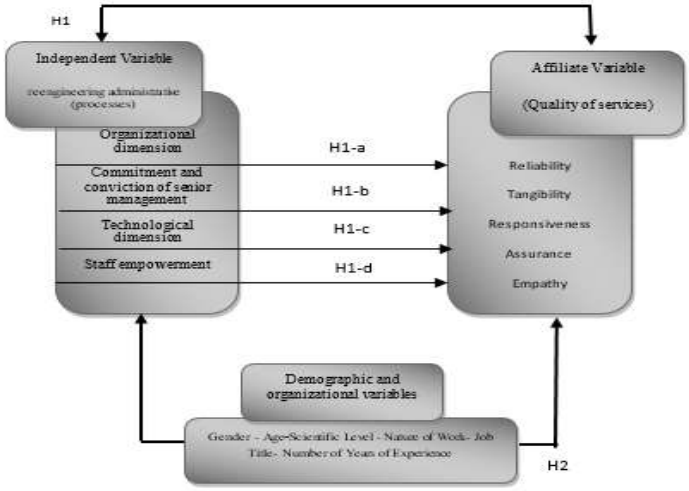
Through a number of previous studies associated with the reengineering of administrative processes or those associated with the improvement of the quality of services, and through the literature and intellectual frameworks relevant to the subject matter of the present study, the reciprocal variables, affiliated variables and related demographic and organizational variables are identified in Table **(**1/1**)**and Figure **(**1/1**)**below:

Table (1) Study variables model and dimensions

Affiliate Variable (Quality of services)	Demographic and organizational variables	Independent Variable reengineering administrative processes)(
Reliability	Gender - Age Scientific Level - Nature of Work Job Title - Number of Years of Experience	Organizational dimension Commitment and conviction of senior management Technological dimension Staff empowerment
Tangibility		
Responsiveness		
Assurance		
Empathy		

* Source: Prepared by the researcher.

Figure No. (1) Study variables model and dimensions



* Source: Prepared by the researcher.

STUDY HYPOTHESES:

Based on the objectives, problem and questions of the study, the study's hypotheses can be formulated as follows:

First hypothesis-H1:

There is no statistically significant correlation between the re-engineering of administrative processes and the improvement of the quality of the services of the Public Telecommunication Corporation.

A number of sub-hypotheses emerge from this hypothesis:

- The first sub-hypothesis-H1-a: There is no statistically significant relationship between the organizational dimension and the improvement of the quality of Public telecommunication corporation services.

- Sub-hypothesis H1-b: There is no statistically significant relationship between senior management's commitment and improving the quality of Public Telecommunication Corporation services.
- Sub-hypothesis H1-c: There is no statistically significant relationship between the technological dimension and the improvement of the quality of Public telecommunication corporation services.
- Sub-hypothesis H1-d: There is no statistically significant relationship between the empowerment of employees and the improvement of the quality of the services of the Public Telecommunication Corporation

Second hypothesis- H2:
There are no statistically significant differences in the re-engineering of administrative processes and the quality of Public telecommunication corporation services due to demographic and organizational variables (gender, age group, scientific qualification, number of years of experience, functional level and nature of work).

PREVIOUS STUDIES AND THEORETICAL FRAMEWORK:

Previous studies**:**

The re-engineering of administrative processes is a contemporary modern management trend So there is a dearth of studies that have related to this area, So the researcher went back to many previous studies, scientific periodicals, the Internet and local universities. In order to obtain the appropriate scientific material for this research, the researcher has used several studies on the subject of administrative reengineering and measuring the quality of services that are close to its time period (10) Years maximum for these studies to be up to date and to keep pace with the researcher's study.
The researcher is keen to ensure that previous studies include studies with current study variables:
- Independent variable: re-engineering administrative processes.
- Dependent variable: Improved quality of services.

NO	Study Owner	Title of the study	Study summary
1	Obi , and Ibezim,2013	"Re-engineering University Education through Strategic Information Management: The Nigerian Experience."	The study aimed to ascertain Nigeria's experience in university education using strategic information management reengineering, as university education is guided by clear objectives, and achieving it requires reengineering through strategic information management.
2	Sibhato , and Singh, 2012	"Evaluation on BPR Implementation in Ethiopian Higher Education Institutions."	The results of the research showed that organizations' performance was ineffective in the communication process and the achievement of process engineering objectives, and that their delivery was low. The results also showed that the most important factor for the success of the strategy was to assess progress. (Lack of staff training, unrealistic reports hiding strategic actual

NO	Study Owner	Title of the study	Study summary
			progress, frustrated management with slow results, lack of management identification, senior management's reluctance to fund the strategy, and a lack of information technology to support the strategy's requirements are factors that negatively affect the success of the management process engineering strategy.
3	Goksoy, Ozsoy, and Vayvay, 2012	"Business Process Reengineering: Strategic Tool for Managing Organizational Change an Application in a Multinational Company"	The results pointed to the good application of hedonism in the company. The main reasons for success in the application are: Senior management's commitment to the application of engineering, effective leadership and support, provision of appropriate resources, effective communication with staff before and praise the engineering operations, teamwork, efficiency of the engineering team, IT effectiveness, alignment of the engineering strategy with the company strategy, customer focus.
4	Ringim , Razalli , and Hasnan, 2012	"Business Process Reengineering in Organizational Performance in Nigerian Banking Sector."	The results of the study include: the importance of the following factors in the application of engineering: investing in information technology; aligning the engineering strategy with the company's strategy; focusing on customers; the commitment of staff to the application of engineering; effective communication with staff at all stages of the application of engineering; training and education of staff; and the provision of appropriate financial resources for the application
5	Salimifard, Abbaszadeh , and Ghorbanpur, 2010	"Business process reengineering implementation: an investigation of critical success factors."	The study was based on the use of the Modeling Structural (Interpretive) model. Among the most important factors found in the study were the existence of four factors affecting the success of the application of process re-engineering in banks: Senior management commitment, financial resource provision, organizational change (management change, IT, project management) and quality management (bureaucracy reduction, client satisfaction, equality culture).
6	Kuo et al,2009	"The relationships among service quality, perceived value, customer satisfaction, and post	This study concluded: - Perceived value positively affects both customer satisfaction and post-purchase intention. -Customer satisfaction positively affects the intention in the post-purchase phase.

NO	Study Owner	Title of the study	Study summary
		purchase intention in mobile value-added services".	-Quality of services has a positive spillover effect on post-purchase intent by customer satisfaction or perceived value. -Among the dimensions of service quality "customer service and system reliability" is the most influential on perceived value, customer satisfaction, and the impact of "content quality" in second place.
7	Nimako and Azumah, 2009	"An assessment and analysis of customer satisfaction with service delivery of mobile telecommunication networks in Ghana."	This study concluded that overall customer satisfaction varies considerably between Ghana's mobile telecommunications networks, and these findings also indicate that "technical quality" is the most important dimension, followed by "empathy", "reliability", "economy", "response", "mental image", "safety" and "concrete"
8	Abdous and Wuhe,2008	"Frame Work for Process Reengineering in Higher Education: A case Study of distance Learning exam Scheduling and distribution old dominion university"	The previous study is similar to our current study on the reengineering of administrative processes as a modern management curriculum in terms of designing a proposed framework for the reengineering of administrative processes in higher education.

Usefulness of previous studies:

- Enrich the theoretical framework of the study and identify the most influential dimensions in previous studies.

- Linking the results of previous studies with those of the current study.

- View the experiences of others locally, Arabic and globally.

- To assist in the interpretation and analysis of the results of the current study.

- Use of analysis of the study's axes.

- Designing and developing the study tool and using appropriate statistical methods.

What distinguishes the current study from previous studies?

- One of the few studies focusing on the role of reengineering the administrative processes

of government institutions in improving the quality of their services in the right-wing Republic.

- In the current study, special standards for the measurement of the quality of services, known as the "SERVAL" scale, have been used, which has proven to be highly efficient in the practical field and which is a rare measure used by government institutions to measure the quality of their services.

- In the present study, criteria for government institutions have been used in applying the reengineering of administrative processes (organizational dimension, senior management commitment, technological dimension, employees' empowerment).

- Come up with a number of recommendations that will contribute to bridging the gap between the degree to which the actual performance of the service corresponds to customers' expectations and develop a development plan to improve the level of services of the Public Telecommunication Corporation based on the results reached.

THEORETICAL FRAMEWORK:

1-Re-engineering of administrative processes:

1-1-Definition of reengineering administrative processes:

Michael Hammer and James Chambey define process re-engineering as: To start again from scratch, not to repair and restore the existing situation, or to perform cosmetic procedures that leave the infrastructure as it was, and not to patch holes to work better, but to completely abandon established old working procedures and think again and differently about the manufacture of products, or provide services to meet customers' wishes.

Raymond and Bergon also defined it as: a radical change in organizational processes, through the optimal use of information technology to achieve substantial improvements in quality, performance and productivity.

The re-engineering of administrative processes is also defined as the simultaneous restructuring of both the Organization's operations and the organizational structure and information systems to achieve radical improvements in both time and cost and everything related to the goods and services provided to the client.

The reengineering of administrative processes is also defined as: a fundamental rethink and a radical redesign of processes with the aim of achieving superior substantive improvements rather than a gradual margin in governing performance standards such as cost, quality, service and speed.

The reengineering of administrative processes is defined as: the rapid and radical redesign of value management and strategic processes as well as supportive systems, policies and organizational structures, with a view to maximizing labour flows and increasing productivity (Qawi, 2007).

The reengineering of administrative processes is defined as: the innovative thinking of the

Organization's senior management leadership as well as their firm desire to make radical or influential changes in the operations of the activities that have an impact on the Organization, with a view to continuously improving quality and performance, reducing costs and improving high levels of client satisfaction (Gad, 2009).

Amer and Qandil defined it as: a modern administrative entry point, which aims to bring about radical and rapid change in organizations, through the unconventional redesign of strategic processes, policies, organizational structures, values and supportive assumptions.

It has also been defined as: substantive and bold performance development to increase efficiency, speed and high quality at the lowest possible cost, any re-start, not repair, restoration or improvement of the current situation or minor changes, means the complete abandonment of the useless traditional working procedures. innovative thinking about how to use a range of tools and tools developed s needs (Abu Rahma, 2012).

Rock has stated that: Process re-engineering is a way to improve processes and thus improve the organization's output. In general, the term BPR includes discovering how operations can be performed. current management, and how to redesign these processes to end lost voltage and improving efficiency and how to implement process changes for competitiveness and can also be defined as analysis, workflow design and inter-organizational processes.

2-1-Objectives for the reengineering of administrative processes:

In order to utilize the pillars and characteristics of re-engineering in the development of any organization, its objectives must be clearly defined (Khalil, 2008). These objectives have been defined as follows:

1. Radical change in performance: This is to change the way and tools work and results by enabling employees to design and perform work according to clients' needs and organizational goals

2. Customer Focus: Guiding the organization to focus on customers by identifying their needs and working towards their desires so that processes are rebuilt for this purpose.

3. Speeding up: enabling the Organization to do its work at a high speed by providing the information required for decision-making and facilitating access to it.

4. Quality achievement: Improve the quality of services and products to match customers' needs and desires.

5. Cost reduction: cancel unnecessary transactions and focus on value-added operations.

6. Outperforming competitors: Helping the organization to outperform competing organizations that may not be difficult to catch up with but difficult to outperform. They may not be imitated or disappear, so it was important to achieve a competitive advantage such as compressing costs while increasing product value by improving the utilization of available resources, rationalizing operations and selling on better terms.

3-1-Administrative Process Reengineering Application:

The successful application of the reengineering of administrative processes depends on a strong leadership that is convinced of change and able to participate effectively in it. They have the necessary skills to manage reengineering operations, and individuals who have the capacity to take responsibility for the success of this:

1. Rebuilding Leader: Lead the Department's reengineering team and stakeholders.

2. The owner of the reconstructed process: the manager responsible for applying process re-engineering in a given field, or certain operations.

3. Task Force (internal and external): a group of specialized personnel who will actually re-engineer the Department, from diagnosis, design and implementation.

4. Think Team: The development and research team that develops and develops the means and tools of reconstruction.

4-1-Reengineering administrative processes in the public sector:

Hutton described a number of characteristics that distinguish government sector organizations and those characteristics that can influence the implementation of process re-engineering and change management include:

1. rigid organizational structures.

2. organizational culture.

3. The inability to cross borders, multiple operational personnel.

4. Policy change may be abrupt.

5. Conflicts and conflicts in business performance and initiatives.

6. Unrealistic expectations - given the variety of activities.

7. Individuals as a critical part of public sector organizations.

These elements have a particular impact on governmental organizations and cannot in any way be disseminated to private sector organizations.

For example, organizational culture and human resources management will be mainly influenced in government organizations as re-engineering focuses on concepts such as creativity and empowerment.

These concepts are modern themes on the culture of governmental organizations but are not so for private sector organizations, and therefore underscore the need for fundamental changes in the organization's culture and management of its human resources.

Accordingly, Hutton proposes to take into account humanitarian factors as a prerequisite for the application of process re-engineering in the government sector.

While these differences exist and are important for distinguishing between government and private organizations, the experiences of many government and private organizations have shown that they experience similar difficulties in implementing process re-engineering.

5-1-Critical success factors for the reengineering of public sector administrative processes:

The implementation of the re-engineering programme requires a number of basic requirements that can be called critical elements for success, including:

I.Strategy:

Many literatures have demonstrated the importance of strategizing when leading the reengineering process. The reengineering programme must be linked to the Organization's vision and strategic objectives.

The high failure of operations re-engineering programmes was attributed to the failure of many organizations to integrate the reengineering programme into their strategic vision and objectives.

The strategy is defined as "developing the Organization's strategic plans, defining its long-term objectives, ensuring that the Organization is aligned with its mission, mission and environment in an effective and efficient manner" (Aldori, 2005).

To formulate and shape the strategy, this requires decisions on the following (Alfraa, 2005):

- Identifying an institution's values, purpose and mission.
- Establish long-term goals to achieve the mission.
- Choosing the strategy to achieve long-term goals.
-

II.Commitment and conviction of senior management:

The success of the reengineering of operations depends on the commitment and conviction of the senior management of the Organization that a reengineering programme is needed to improve the Organization's competitive position. This conviction can be reflected in the allocation of resources for the implementation of the programme.

The successful application of the principles of reengineering management processes in the enterprise s commitment to and support for senior management, This conviction is to link the re-engineering of administrative processes Vision and Strategic Objectives of the Organization, through the establishment of a clear vision of management process re-engineering programmes as the ambitions of the Organization and analysis of the internal and external environment, to identify risks and opportunities that an enterprise can avoid or exploit, to successfully reengineer management in the enterprise.

The role of senior management is to bring about the required changes in organizational structure and relations and addressing challenges in the implementation stages, creating an atmosphere of mutual trust among staff and relying on task forces and teamwork in business execution, Decentralization of management processes and management decision-making and

transformation of organizational structure from vertical to horizontal and provide the necessary human and financial resources and effective channels of communication between staff to motivate them to adopt modern changing methods.

The research has previously seen the importance of supporting senior management in the institution to the successful application of the reengineering of administrative processes, since the success or failure of its application is mainly due to the extent to which senior management adopts this modern management philosophy.

III.Information technology:

Accelerated developments in organizations' environments have led to increased adoption of information technology as a strategic and critical means of survival and sustainability of contemporary organizations and the increasing volume of information flowing has led to the need to adopt appropriate technology, since over the past 30 years mankind has produced more information than it has in the past 5,000 years, 43% of the world's managers are convinced that important decisions are being delayed because of the need for more information.

The scientific and technological progress of today's world dictates many duties to peoples and their successors to their political and economic leaders, Stands at the forefront, work on the recruitment and use of information technology in the joints of everyday life, practical, practical and educational in particular, so as to first eliminate the pattern of traditional methods and methods of indoctrination, Second, to try to keep pace with the progress and development of the developed world's nations (Al-Qasim, 2005).

Information technology plays an important role in achieving management development and organizational development through information that facilitates managerial work. Advances in computer systems, computers and software have facilitated the process of preservation, storage and data processing appropriate to the needs of the working environment and individuals. It also facilitates the process of studies, research and consulting (Alozi, 2002).

The use of information technology as a tool for building new processes rather than relying on processes based on the old information technology system is predominantly the subject of re-engineering literature, and Hammer has focused on the importance of using modern information technology to support the implementation of the re-engineering process (Al-Otaibi, Al-Hamali, 2004).

Information technology is the key to implementing BPR since its use challenges the assumptions inherent in the business processes that existed before the advent of modern computer and communications technology, and the heart of the reengineering process is non-continuous thinking (thinking discontinuous), which is a way to abandon outdated rules and underlying assumptions.

IV.Contact:

Communication is one of the key elements helping to implement the reengineering and adopt the accompanying changes. The organization needs to communicate during the

implementation of the various stages of the reengineering process and at different levels of management and the conviction of staff in the initial stages of implementation of the reengineering is essential to the staff's acceptance of the changes resulting from the implementation process, This depends fundamentally on the Department's ability to adopt effective and continuous channels of communication with stakeholders within and outside the Organization.

The communication process is essential for organizational stability when re-engineering is initiated and administrative communications are essential for stability and the success of administrative work within the institution (Al-Otaibi, Al-Hamali, 2004).

V.Workers' empowerment:

The importance of empowerment and human resources management in the successful application of re-engineering cannot be ignored in any way. and many studies have shown the importance of the humanitarian component as essential and critical to the successful implementation of the reengineering, according to the reengineering philosophy, workers at lower administrative levels are authorized to make decisions related to their work Of course, this means abandoning the prevailing bureaucratic pattern, with the aim of enabling workers to raise job satisfaction and develop workers to become multi-skilled.

The concept of empowerment emerged at the end of the 1980s, and it was common and popular in the 1990s. This is the result of an increased focus on the human component within the Organization of any kind. This concept is the result of the evolution of modern management thinking, especially in the field of transformation from control and command to possible organization, and the consequent changes in the organization's environment (Ali, 2010), management empowerment can be defined as the administrative process whereby workers are taken care of by enriching their information, increasing their skills, developing their individual abilities, encouraging them to participate and providing them with the necessary possibilities to make appropriate decisions (Al Bitar, 2014).

Management empowerment in management organizations includes:

- Empowerment (increasing the effective influence of individuals and task forces by giving them more freedom to perform their tasks).
- Empowerment (focuses on individuals' actual abilities to solve work problems and crises).
- Aims to empower workers (fully exploit the competence that lies within individuals).
- Makes empowerment (individuals less dependent on management for managing their activity and gives them sufficient powers in the client's service).
- Makes empowerment (individuals responsible for their business results and decision).

In the researcher's view, the empowerment of the administrative staff of the organization is through giving them broad freedom of decision-making and problem-solving, by increasing the scope of delegation of authority, training them to develop their skills and increase their participation in management decision-making, motivating them to do so, and developing the environment of collective management work for them, and providing the necessary resources.

VI.Readiness for change:

One of the key challenges public sector organizations face when applying re-engineering is linked to the process of readiness for change and considers the process of readiness to accept and embrace change as a critical element for the successful implementation of the reengineering and includes the willingness to change the desire not to survive the current situation and to introduce changes in values, practices and organizational construction, The application of re-engineering requires a change in the old organizational culture by which the organization's current work takes place to a new culture based on the basic elements required by the application process (Desler, 2003).

The Organization's culture encompasses the set of principles and values, and the prevailing concepts and beliefs of individuals within the Organization, thus playing a key role in influencing the Organization's ability to adapt to change. Hammer and Stantonone emphasized the importance of the Organization's culture as a key element in the successful application of re-engineering.

Change may occur in multiple areas. Change may address management structure or patterns. This is what some call managerial development, which aims to bring about change in behaviour patterns for the management function through development or training programmes. Change may also address changes in organizational and business processes. This is what some call organizational development. The focus of this change is usually on the following aspects:

a. Change in strategy: Organizational change usually begins with a review of the company's strategy and mission. On this basis, strategic change usually requires other changes such as change in technology and organizational culture structure, which may be strategy change at the organizational, activity or functional strategy level.

b. Change in organizational culture: a change in an organization's strategy requires other accompanying changes such as change in organizational culture as well as in its value system and to implement this cultural change, many steps need to be taken, For example, a group of new heroes accepted by all members of the Organization must be created to promote a new value structure that focuses on quality, task forces and client focus, and people management plays an important role in bringing about change.

c. Change in organizational structure: Change in organizational structure is one of the fastest ways to bring about organizational change: reorganization, redesign of organizational departments, scope of oversight and functional relationships, degree of coordination between different departments of the organization and degree of centralization in decision-making.

d. Task Redesign: Redesign the assigned tasks, powers and functions to be organized on the basis of task forces in order to improve the management of work by giving each team the powers to assume responsibility for all administrative aspects and transfer decision-making responsibility to the level of those teams (Marzouq, 2006).

e. Technological change. This type of change aims to modify the systems and working methods of the Organization's work, and therefore includes the introduction of new production

technology, a new system of screening and selection of new individuals, or the use of sophisticated methods of evaluating employees' performance and changing people's attitudes and skills.

This includes efforts aimed at reorienting and improving people's attitudes, knowledge, training and development programmes, lectures and conferences (Abdelbaki, 2001).

2-Quality:

1-2-Quality Concept:

Many of the world's enterprises and companies seek to solidify the principles and concepts of total quality management in their manufacturing, service and productivity operations so that they can meet the new challenges associated with the intensity of competition free trade, free flow of goods between States and elimination of customs barriers The customer has many options, and his purchase decision is no longer solely dependent on the price. But there are other variables secreted by the new surroundings, and the quality of the product has become one of the main determinants of the purchase decision for this reason, the institutions adopted this entrance in order to attract new customers and retain existing customers (Mohamed l, Ben Zakur, 2007).

Quality is the key to the consumer's choice of goods and services. Many enterprises have relied on increasing production and improving its quality, using large production policies to reduce cost and control price, in order to achieve the right quality application.

The concept of quality is due to the nature of the thing and the degree of hardness and it used to mean precision and mastery by making historical and religious monuments, of statues, castles and palaces for the purposes of boasting about them, or for use for the purpose of protection, more recently, the concept of quality changed after the evolution of management science, the emergence of large companies and increased competition, with quality becoming a new and complex dimension.

Definitions of quality for economic transformations have varied throughout history. Since the concept of multidimensional quality has not been agreed by thinkers and researchers to give it a uniform and accurate concept, many thinkers have known it in several definitions, some of which can be presented:

- (Petit Larousse) defines quality as: the nature of something that is more or less distinctive in a good or bad sense (Bouanan, 2007).

- Definition of Goran: "It is suitable for use and is intended for the user of the commodity or service to be able to rely on it to accomplish what he wants from it (Alwan, 2005).

- Johnson's definition: "Is the ability to fulfil the wishes of the consumer in a manner that conforms to his expectations and achieves his full satisfaction with the commodity or service provided to him (Bouanan, 2007).

- Quality is defined as: "a dynamic situation associated with physical products, services,

individuals, processes and the surrounding environment, so that this situation corresponds to expectations**.**

2-2-Quality of Service Concept:

Quality of service means "that the Organization properly designs and delivers the Service from the first time to perform better the next time and achieve customer satisfaction at the same time, and that it enjoys competitive advantages over the service provided by similar organizations**.**

Quality of service can also be defined as "conformity and compatibility with client determinants, representing the client's definition rather than what management calculates (Mustafa, 2003).

Quality of service can also be defined as "measuring the level of service capacity that reaches the customer and conforms to his expectations, and delivering a good service means matching the expectations set by the client.

Quality of service can be defined by the three dimensions of services:

- The technical dimension of applying science and technology to a particular problem.

- The functional dimension is how the transfer of technical quality to the client represents the psychosocial interaction between the provider and the client using the service.

- The physical potential is the nature of the place where the service is performed.

Through the previous definitions, the quality of the service relates to the interaction between the client and the service provider, where the client sees the quality of the service by comparing it between what he expects and the actual performance of the service (Dammar, 2002).

Therefore, the adoption of the concept of external quality of service is even more important since the concept of quality in this direction focuses on customer perceptions, accordingly, the service is shaped in the light of clients' expectations, therefore, measuring the quality of services must be formed on the basis of finding and expressing the metrics associated with customer perceptions.

That is, the concept of quality of service differs from the concept of service in general as defined by the standard specifications, there is a discrepancy between the quality recognized by customers and the standard quality.

Perceptions are what the beneficiary actually touches, and actually notes in the company he interacts with, and expectations are the beneficiary's perceptions of the level of service he aspires to provide from the company he intends to belong to (Barakat, 2010).

Based on the above concept, five different dimensions can be identified to measure the quality of services as follows:

I.Concrete:

Concrete and service aspects such as buildings, modern techniques used therein, in-house facilities for buildings, installations for service delivery, staff appearance, etc.

II.Reliability:

It expresses the ability of the enterprise from the customer's point of view to provide the service at the time requested by the customer and with a precision that satisfies his ambition as well as the extent to which the enterprise has fulfilled its obligations towards the client.

III.Response:

It is the ability to effectively deal with all customer requirements and respond to their complaints and work to resolve them quickly and efficiently so as to convince customers that they are valued and respected by their respective organization, in addition, the response expresses the initiative in providing service by the staff.

IV.Safety:

It is the assurance before that the service provided to customers is free from error, danger or suspicion including psychological and physical assurance.

V.Sympathy:

It is to show a spirit of friendship and care for the client and notify him of his importance and the desire to provide the service according to his needs.

2-3-Quality and customer satisfaction:

Satisfaction can be defined as the reaction to service delivery, and satisfaction can also be defined as pre-consumption experience, in which the customer compares the service he perceives with the expected quality.

Thus, there is a difference between the components of the relationship between satisfaction and quality. Satisfaction affects the quality assessment and the quality of service evaluation affects satisfaction. Perhaps the fundamental difference between the two concepts is that quality relates to service delivery, while satisfaction reflects the client's expectations of such service (Mustapha, 2003).

3-service:

1-3-Service Concept:

Service is defined as: "Any activity, achievement or benefit provided by a party to another party, which is essentially intangible, does not result in any ownership, and its production and delivery may or may not be linked to a tangible material product (Almoathin,2002).

The Service is defined as: "An activity accompanied by a number of intangible elements which include some interaction with customers or with the possession characteristic, not as a result of its transfer to the owner (Ajarma**,**2005).

2-3-Service Characteristics:

Services have four main characteristics that can affect the design of marketing programs, namely intangible service, inseparable, diversity, and fading service provided.

I.Intangible Services:

That is, the service cannot be seen, tasted, sniffed or heard before purchasing it, this is the most important distinction that distinguishes it from material goods (Mustapha: 65:2003), the service represents an effort or work that one individual can offer to another or another organization or organization of a person, therefore, the beneficiary collects information with a view to obtaining good indicators of the quality of the service (Samaidi, 2000).

II.Non-secession (asymmetry):

The second characteristic of services is contiguity, by which we mean the close interrelationship between the service itself and the person providing it, which entails that the applicant must be present at the service's premises (Almoathin, 2002).

III.Asymmetry or homogeneity:

Another characteristic of services is the inability to stereotype services, especially those whose delivery is highly and clearly human-dependent, which means that it is difficult for a service provider to provide similar or homogeneous services at a time, and therefore cannot guarantee a certain quality level for them.

IV.Fade or courtyard:

Many services are not storable, and the more intangible the service the lower the chance it will be stored, the more services of an extraordinary nature cannot be stored in stock form (Almoathin, 2002).

Services are valued only from the time they are performed, as they cannot be stored for later use, and as a result of this characteristic, service organizations may achieve significant losses as a result of not making full use of their potential (Mustapha, 2003).

3-3-Classification of Services:

(The Ajarma) study states that the service can be classified into three items depending on the nature of the service:

I.Exclusive Service:

The institution provides a single service without being linked to a physical product or other accompanying services such as insurance services, education, nurseries, etc., these services also require the customer's personal presence.

II.The service attached to the material product:

The Foundation can provide a basic service to be completed with some products or services such as air transport services that provide a basic service of transport but include several products and services such as newspapers, magazines, beverages, nutrition, etc., as well as a doctor who needs equipment to provide nursing services.

III.Product attached to several services:

In this case, the enterprise offers its products with several services such as the sale of TVs and washing machines with warranty for a certain period, or transportation, the more the product is technologically sophisticated such as cars and automated media, the more the sale requires attached services such as transportation, maintenance, warranty.

METHODOLOGY:

The analytical descriptive curriculum was used in this study because it gathers accurate descriptions and information on the problem to be sought, as it is considered to be one of the most widely used in humanity and society. The documentary descriptive method was used to collect information on the topic of the study in theory by reviewing reports, official documents, research and studies related to the topic of the current study, and the analytical survey descriptive method. In order to collect data and information from the senior management of the institution and the departments involved in providing the services of the institution in order to determine the role of the reengineering of administrative sciences in improving the quality of the services provided by the institution, in order to describe the phenomenon studied in terms of its nature and degree of existence**,** The SPSS program was used to analyse the results of the field study.

STUDY TOOL:

The collection of field data for the study was based on the questionnaire tool, which was completed in three main parts: Part I included demographic data of study sample individuals (gender, age, scientific qualification, years of experience, career level, nature of work) and part II included the four-dimensional dimensions of the reengineering of administrative processes (Organizational dimension, senior management commitment, technological dimension, workers' empowerment (Staff) contains (28) a paragraph while part III contains the five-dimensional dimensions of the quality of services (Reliability, tangible, responsive, safe and empathetic) and contains (21) paragraphs, as was the use of the quinquennial Licert scale (I strongly disagree (5), I disagree (4), neutral (3), I agree (4), I fully agree (1)).

KEY OUTCOMES AND RECOMMENDATIONS:

Table shows the indicative levels of application of the management process re-engineering scale and the measurement of the quality dimensions of its services, hubs and ferries**:**

Dimensions of Study	Number of	arithmetic average	deviation normative	T value	Degree of	Calculated level of	Application level

	study sample				freedom	indication	
Organizational dimension	143	3.26	.68	4.633	142	.000	56.6%
Commitment and conviction of senior management	143	3.00	.70	.064	142	.949	50.1%
Information Technology	143	3.53	.62	10.187	142	.000	63.2%
Staff empowerment (staff)	143	3.12	.67	2.221	142	.028	53.1%
Management Process Re-engineering Measure	**143**	**3.21**	**.54**	**4.691**	**142**	**.000**	**55.3%**
After Tangible	143	3.47	.66	8.446	142	.000	61.6%
After accreditation	143	3.18	.80	2.704	142	.008	54.6%
After Safety	143	3.18	.77	2.863	142	.005	54.6%
After Response	143	2.89	.85	-1.577	142	.117	47.2%
After sympathy	143	3.13	.81	1.874	142	.063	53.2%
Measurement of service quality dimensions	**143**	**3.18**	**.66**	**3.259**	**142**	**.001**	**54.5%**

The study concluded a number of outcomes and recommendations, the most important of which are as follows:

- There is a negative gap between the expectations of customers and their awareness of the quality of the actual performance of the services provided by Public Telecommunication Corporation at the level of all dimensions of the quality of services approved in the study and this result reflects a practical indication on the need to enhance the dimensions of quality of service according to their importance and order in consistence with the point of view of customers.
- The basic requirements for the application of administrative processes re-engineering in Public Telecommunication Corporation are available, which have the minimum elements necessary for the application of administrative processes re-engineering which reflected in

the presence of a positive role in achieving the quality of services provided by Public Telecommunication Corporation.

- There is a positive correlation and statistical function between the administrative processes re-engineering and the quality of the services of Public Telecommunication Corporation.
- The process of administrative processes re-engineering and the current available dimensions contribute to improve the quality of the services Public Telecommunication Corporation by improving the processes and administrative activities completed, and increase the level of clarity and transparency of administrative processes, and reduce errors and problems in the performance of administrative work, and development of the ability of administrative staff to provide services with high quality, taking into account all dimensions of quality of services.
- No statistically significant differences in demographic variables (gender variable, scientific qualification variable, variable years of experience, variable functional level, variable nature of work) except for some axes attributed to those variables.
- There are statistically significant differences in the age group variable in favour of the age group of (40 years and above).

The study provided a number of recommendations as follows:

- Public Telecommunication Corporation must support and strengthen the necessary elements to implement the administrative processes re-engineering by focusing on the dimension senior management commitment and satisfaction and staff empowerment because it is the least dimensions being applied to by Public Telecommunication Corporation.
- The processes shall have designed in Public Telecommunication Corporation based on understanding the requirements and needs of customers.
- Integration of specialized functions in one job, and here, there must be a collection of works of disciplines in one place in a way that saves time, reduce costs and coordinate and organize the work.
- Increase the level of independence of individuals in the performance of tasks, where the operation of individuals who are able to initiate and establish rules of work and creativity and innovation
- Encourage education as well as training, to develop the skills and abilities of individuals and expand their perceptions.
- To take collective decision-making with the participation and consultation of senior management and staff, as this contributes to giving staff motivation to take care of the implementation and support of those decisions.
- Use of information technology in a manner that contributes to the reduction of manual controls
- To continue paying attention to the customer expectations for the service provided and respond to these expectations through the provision of services consistent with the expectations of the customer.
- To promote adoption and implementation of the comprehensive quality system.

CONCLUSION OF THE STUDY:

According to the findings and recommendations of the study, we believe that the development plan should be developed to include the overall objective and sub-objectives, in addition to identifying the most prominent programmes, activities and actions needed to implement them.

Overall objective:

"Improving the quality of the services of the Public Telecommunication Corporation "

Sub-objectives:

- Identify customer needs and try to meet them.
- Fast service to customers according to their needs and the required quality.
- Protect and preserve customers' rights by improving the level of after-sales services.
- Continuous assessment of the quality and development of the services provided.

With the following conditions:

- Adequate support from senior management before, during and after completion of the project.
- Formulation and identification of a clear vision for the future by senior management before starting engineering, and must achieve the mission and objectives of the organization.
- Ensure that a detailed and rigorous plan is developed for all stages of the project, discussed and approved by commencement.
- The use of information technology in a large way is more successful for rarity.
- A good selection of the members of the team in all impartiality, applying the exact criteria for their selection, and the need for the members of the engineering team to be convinced of the usefulness of their work as this helps them to overcome all the difficulties facing them.
- Developing solutions that lead to tremendous change, at the same time applicable to the enterprise's ability.
- Do not prolong the current scientific study.
- Follow-up the implementation of the plan by issuing periodic reports.
- The application team is not disbanded until all recommendations for the new process have been fully implemented.
- There is no urgency in announcing the results and ensuring that the new recommendations are reviewed.

COMPETING INTERESTS

The authors have no compting interest to declare.

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