

The Role of Human Resource Re-engineering Dimensions in Achieving the Strategic Renewal Dimensions: An Exploratory Study of the Opinions of a Sample of Administrative Leaders in a Number of Public Schools in Duhok Governorate

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ABSTRACT

This research aims to highlight the role of human resource re-engineering in achieving strategic renewal and to develop a hypothetical model that illustrates the relationships between the study variables. The research problem stems from the fact that strategic renewal has become essential for organizations to adapt and thrive in a competitive environment. Therefore, school administrations must focus on human resource re-engineering and strategic renewal to foster continuous innovation and creativity, enabling schools to survive and achieve future growth. Strategic renewal is considered a cornerstone of excellence.

The study is guided by several research questions, including:

- Is there a correlation and effect relationship between the dimensions of human resource re-engineering and the dimensions of strategic renewal?
- What is the level of agreement among the surveyed sample regarding the study variables, represented by the dimensions of human resource re-engineering and the dimensions of strategic renewal?

The field study relied on a questionnaire to collect data from the sample, designed with input from experts in various disciplines .

The analysis revealed positive correlations between the study variables, indicating homogeneity between the dimensions of human resource re-engineering and the dimensions of strategic renewal. This correlation supports the schools in achieving an entrepreneurial position in the education sector. Based on these findings, the study recommends that schools explore new strategies to foster a culture of change and development among teaching staff, focusing on the core elements necessary for effective human resource re-engineering to achieve long-term renewal.

Keywords: Human Resource Re-engineering, Strategic Renewal, Exploratory Renewal, Exploitative Renewal

1. INTRODUCTION:

The rapid and profound changes in the business environment, driven by technological advancements and globalization over the past two decades, have led to significant transformations in organizational structures and human resources. Experts in the field have recognized the need to enhance organizational capabilities to attract and retain qualified individuals while developing their knowledge and skills. Consequently, modern human resource management strategies and advanced methods have become essential, driven by contemporary developments.

Achieving this goal necessitates a thorough review of the organization's administrative structure, management systems, technology, culture, capabilities, and personal qualifications. This paradigm shift aims to move from classical management styles to modern approaches that leverage technology and information systems. In this context, re-engineering emerges as a vital strategy, offering substantial improvements compared to other review and change methods. It relies on fundamental rethinking the organization's processes starting from scratch to achieve the desired outcomes. Therefore, adopting a re-engineering approach in human resource management has become imperative.

Strategic renewal is a critical strategic option for organizations to adapt and respond to external environmental demands by identifying and exploiting available opportunities. It involves transforming strategic intentions into organizational capabilities that enable the delivery of high-value services, thereby securing a sustainable competitive advantage and enhancing the organization's ability to overcome environmental challenges. Moreover, strategic renewal fosters organizational creativity, boosts employee morale, and enhances job satisfaction, contributing to the organization's success and long-term sustainability.

2 RESEARCH METHODOLOGY:

2.1 Research Problem

In a dynamic environment, human resource re-engineering programs are a key driver that determines an organization's success or failure within its competitive environment, in addition to their important role in managing the organization's various resources. Human resources are among the rarest and most valuable resources an organization possesses, and one of the advantages that distinguish it from other organizations. Therefore, organizations must use these resources in the best possible way and create favorable conditions for them. This has increased the need for organizations to renew their strategies in order to survive by meeting society's needs, as strategic renewal has become a crucial necessity for organizations' success in the new competitive landscape, and not an option.

Despite the significant role of human resource re-engineering programs in motivating and optimizing the investment in human capital, and that strategic renewal represents a fundamental shift in the core practices of organizations, it was revealed by a preliminary study conducted by the researchers that public school leaders lack awareness of the importance of employing human resource re-engineering dimensions. Therefore, organizational management must place special emphasis on human resource re-engineering programs and strategic renewal, as they foster continuous creativity and innovation, enabling organizations to survive and achieve future growth. This is because strategic renewal is one of the key pillars of organizational excellence. Thus, the features of the research problem can be clarified by asking the following question: (To what extent does human resource re-engineering contribute to achieving the requirements of strategic renewal?).

2.2 Research Importance

The importance of the current research lies in the fact that it aspires to clarify the concept of human resource re-engineering and its role in achieving strategic renewal in the researched public schools in light of the current environmental conditions and rapid changes. The importance of the research also stems from it being one of the first studies that address the topics of human resource re-engineering and strategic renewal in the environment surrounding the organizations of Duhok Governorate, to the best of the researchers' knowledge, due to its positive results in improving environmental impacts, and this is considered an added value to the research.

2.3 Research Objectives:

The current research seeks to determine the role of human resource re-engineering in achieving strategic renewal in the researched public schools by achieving the following objectives:

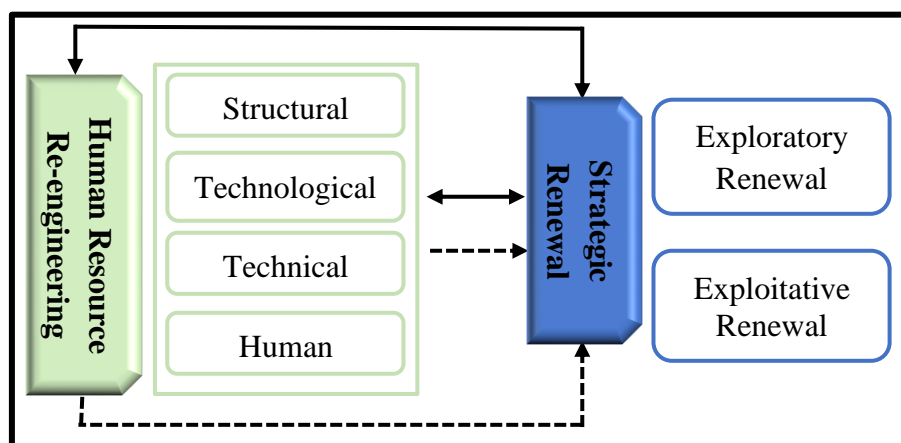
- Testing the level of interest of administrative leaders in the researched public schools in human resource re-engineering programs and strategic renewal.

- Testing the correlation and effect relationships between human resource re-engineering and strategic renewal in the public schools, the research sample in Duhok Governorate.
- Presenting a set of conclusions and recommendations that the researched public schools can benefit from.

2.4 Research Model

The research model presents an illustration of the research concept and clarifies the nature of the relationships and directions of effect between its variables and then the possibility of measuring the correlation and effect relationships between them, as shown in Figure (1) which includes all the main and sub-variables of the research, to understand the model in more detail, the following can be clarified: -

- The independent (explanatory) variable is represented by human resource re-engineering with its (structural, technological, technical, and human) dimensions.
- The dependent (responsive) variable: It is represented by strategic renewal with its (Exploratory Strategic Renewal and Exploitative Strategic Renewal).



Source: Prepared by the researchers

2.5 Research Hypotheses:

In order to achieve the research objectives, a set of main and sub-hypotheses were formulated that clarify the research problem and help in answering its questions:

The First Main Hypothesis

There is no difference in the opinions of the study sample regarding the description of the main study variables. Sub-hypotheses branch out from this, stating that there is no difference in the opinions of the study sample regarding the description of the dimensions of each variable of the main study variables.

The Second Main Hypothesis

There is no statistically significant correlation between human resource re-engineering and strategic renewal in the researched public schools. A set of sub-hypotheses branch out from this hypothesis suggesting that there is no significant correlation between each dimension of human resource re-engineering and strategic renewal.

The Third Main Hypothesis

There is no statistically significant effect of human resource re-engineering on strategic renewal in the researched public schools. A set of sub-hypotheses branch out from this hypothesis suggesting that there is no significant effect of each dimension of human resource re-engineering on strategic renewal.

2.6 Statistical Methods

Based on the directions, objectives, and content of the research, the (SPSS) software package was relied upon to find and extract the results by using a number of statistical methods, including: frequencies, percentages, arithmetic mean, standard deviation, and coefficient of variation, which

were used to describe and diagnose the main research variables, and the simple and multiple correlation coefficient, which were used to determine the strength and nature of the relationship between the main variables of the research and their dimensions, and simple linear regression analysis to measure the significance of the effect of human resource re-engineering on strategic renewal.

2.7 Study Limitations

The current research is subject to the following limitations:

- **Subject limits:** The research focused on determining (the dimensions of human resource re-engineering in achieving strategic renewal).
- **Geographic and Human limits:** The research is limited to a sample of administrative leaders in a number of public schools researched in Duhok Governorate, and the leaders represented by the school principal and their assistants, and the heads of departments and administrative units who participate in the decision-making process in the public schools researched, were selected.
- **Time limit:** Represented by the period of preparing the research during the period (September 2024) to (April 2025), which is the period represented in collecting the theoretical and field research data, and the stage of distributing the questionnaire form to the research sample, unloading it, and analyzing it to reach scientific results.

2.8 Research Population and Sample

The study population consists of 95 teachers who were part of the teaching staff during the period in which the research was conducted. A sample of 80 teachers was selected using (Solvin's Formula) to determine the required sample size, based on the population size and the error margin, as shown as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where N = Population size e = Margin of error

The reason for choosing this population is due to the position and importance of public schools in preparing and building the future generation, and the researchers' desire to reach those schools to achieve distinguished performance within the public schools.

2.9 Research Method

The research relied on the descriptive method in addressing the research problem by collecting the largest possible amount of data about the problem and its various dimensions, relying on books and published research available in libraries, scientific journals, and what was published on the Internet, analyzing it, and extracting useful results that achieve the research objectives and hypotheses.

3 THEORETICAL FRAMEWORKS

3.1 Human Resource Re-engineering

The concept of Human Resource Re-engineering emerged as one of the mechanisms adopted by various organizations in their attempt to adapt to the changes that occurred in the organizations' environment, since the traditional strategies that organizations followed in the previous decades were no longer able to meet the needs of organizations in the twenty-first century. Organizations today require a radical change in the performance of their activities and operations, in terms of speed and cost. However, re-engineering has the potential to bridge the gap between the targeted results and the actual results achieved, thus enabling the organization to reach the optimal use of its energies and the level of quality and efficiency in the performance of various activities.

(Menberu, 2013: 24) refers to human resource re-engineering as an administrative process implemented by the organization's senior management, the goal of which is to redesign the organizational aspects related to its human resources by utilizing technology in a way that contributes to enhancing the ability of working individuals to carry out their work and achieve the organization's

goals as a whole, (Talib, & Musaheb, 2024: 240) believe that it is an approach aimed at introducing improvements by raising the efficiency and effectiveness of the processes used within organizations.

Human resource re-engineering is also defined as a process used to analyze and develop internal practices, identify current, pending, or potential problems that affect people, and provide a strategy based on solutions, systems, and specialized training that links people to the organization's goals or sustainable development (Alzu'bi, et.al, 2023: 728).

The key to Human resource re-engineering is that organizations must pay attention at their operations to determine how they can best build these operations to improve their business.

(Mohamed, et al., 2024: 2582) indicates that human resource re-engineering goes beyond redesigning the tools and methods by which human capital is reconstituted in the company – selection, training, and career paths, to include redesigning the foundations, principles, and processes on which the human resource system in the company as a whole is managed while (Audu, 2025: 3) believes that human resource re-engineering emerged with the aim of reducing costs, and is not limited to reconfiguring and shaping the content of knowledge and skills of human capital only, but also activating its use for the benefit of the organization and transforming it into intellectual capital capable of supporting and developing institutional and competitive strength.

Based on the above, the researchers believe that human resource re-engineering includes eliminating low value-added services, relying on external sources, and using new information technology, which has a clear impact on the activities and role of human resources in governmental educational organizations, in a way that ensures the achievement of the goals set through the strategic renewal of the future plans of these organizations.

3.2 Dimensions of Human Resource Re-engineering

3.2.1 The Human Dimension:

Human resources are the primary drivers of change within an organization. Both customers and employees serve as the core focus of successful re-engineering efforts. Therefore, organizations must prioritize the proper preparation of individuals responsible for the re-engineering process to facilitate a fundamental shift in concepts and ideas. Additionally, organizations should cultivate an adaptive organizational culture that aligns with re-engineering principles, total quality management, and the transition to self-directed work teams, while also strengthening human resource commitment to customer service.

In order for the re-engineering process to succeed, it is necessary to have human resources that are competent and able to use technology and are intensively and continuously trained to keep pace with the change process, and there is also a need for qualified administrative leaders capable of motivating workers and cooperating with them to achieve the desired goals (Abu Awad, 2015: 40)

Human resources in organizations benefit the most from human resource re-engineering programs, so focus must be placed on the method used to attract, develop, and strengthen employees to achieve full benefit from their capabilities to achieve the organization's goals (Menberu, 2013: 25). Thus, human change in human resource management primarily involves shifting HR employees away from administrative and routine tasks. This transformation allows supervisors to take on specialized HR roles while enabling subordinates to independently manage and track their career paths through automated systems. As a result, HR professionals can focus on more strategic and essential functions within the organization.

3.2.2 The Structural Dimension:

Today, organizations face many performance challenges stemming from workers who lack the ability to perform. Therefore, it is necessary to know which workers' behaviors need to be changed and which abilities need to be developed in order to achieve the planned performance. There is a need to redesign the organizational structure of organizations to achieve the following (Som, 2003: 275):

- The main goal of redesigning the organizational structure is performance.
- Redesign should focus on the work and how it is carried out, and define authorities and responsibilities.

- Redesigning the organizational structure should include all employees in the organization.
- There is consistency between the factors of organization redesign represented by the strategy, skills, organizational structure, systems, and the management style used to achieve the highest level of performance.

The structural dimension is mainly related to the organizational structure of the organization through the final abandonment of certain activities and departments, and it is replaced by a set of horizontal processes of a technical nature, interspersed with changes that include many elements, with the aim of overcoming shortcomings in operations (Othman & Abdulaziz, 2021: 245). Due to the difficulty of identifying the elements that fall within the structural dimensions, the organization resorts to making a comprehensive change that affects its organizational basis, where the organizational dimension is replaced by a set of processes, which is an arrangement of the different and disparate parts within the organization, and in a general situation that clarifies the elements of the structural framework and shows the relationship. In other words, it is the system of tasks, the mechanism of workflow, and the communication channels that connect individuals and their work with the different groups in the organization with each other (Dania & Dr. Badia, 2023: 123).

As for the human resource function, the structural changes are represented in the reorganization of the function, so that the distribution of positions, tasks, and responsibilities changes and the adopted human resource systems change, such as incentive and reward systems, and performance evaluation.

3.2.3 The Technical Dimension:

Human resource re-engineering relies on three basic alternatives arranged as follows:

1. **Elimination:** That is, the elimination of services and activities with low value (which do not add value). This is in order not to waste time and money in re-engineering businesses, products, or services that the organization does not need, where they are disposed of. The activity intended here is the activity whose absence is not noticed by the customer, whether this customer is internal or external, such as preparing reports that no one reads and carrying out repeated audit activities... These activities are considered a waste of resources and do not add value, and getting rid of them means getting rid of their cost.
2. **Outsourcing:** Outsourcing involves a close relationship between the institution and its service providers. It is more than a strategic partnership, as it means assigning services and activities that can be provided at a lower cost or with higher quality by parties from outside the organization, so that the latter avoids carrying out an activity that can be obtained at a lower cost or with higher quality from an external service provider (Guilloux, 2007: 123) thus allowing human resource management to work on more strategic activities, and enabling it to perform a basic, effective, and strategic role by outsourcing administrative management while retaining administrative decisions internally. Thus, outsourcing human resource activities enables saving time and effort for activities that raise the added value of the organization, and this does not mean that the activities that were outsourced to an external service provider are not important or do not have added value, but they may be very important, but the greater focus will be on the strategic activities of human resource management that the organization seeks through re-engineering to allocate all time and effort to them (Chardin, Bouvard, 2008: 2).
3. **Redesign:** It means redesigning activities that are of high strategic importance and cannot be assigned to external parties, as the institution should not involve external parties in strategic matters or core competencies, but rather handle them itself, because the most important sources of the institution's competitive advantage and that can be retained are human resources. A completely new process may also be designed. The requirements of the design and redesign process include the ability to imagine a new way of doing things, and then formulate and transform it from the conceptual level to the level of actual implementation (Hammer and Stanton, 2000: 165).

Based on above, the technical change in human resource management is embodied in the elimination of activities that do not add value, outsourcing administrative activities whose cost is greater if they are completed in the institution, and redesigning the rest of the processes to become more strategic and with greater added value.

3.2.4 The Technological Dimension:

Information technology has become the backbone that contemporary organizations rely on in human resource re-engineering and is one of the achievements of the scientific and technological revolution that had a great and direct impact on human life and information society as information in our current era is considered an integral part of human life and future needs of the information society.

Adoption of modern technology by human resource management will bring great benefit and advantages by reducing costs and improving the level of quality of the service provided. The technological change in human resource management is represented by resorting to advanced technologies in managing the affairs of working individuals and managing job tasks, and this in turn will play a major role in reducing costs, and the adoption of electronic work will enable workers to increase their focus on the strategic tasks of the job and achieve compatibility with the organization's strategy. Perhaps the most important thing we see as a result of the use of technology in the job as a result of its re-engineering is the complete automation of its operations after redesign, and thus the transformation to electronic human resource management (Khan, 2015: 154).

The researchers believe that the use of technology resulting from the adoption of human resource re-engineering processes provides the possibility of effective distribution of tasks, data, and information among employees, and enables the application of decentralization in work and the sharing of the human resource function in the organization, which allows raising the level of individual and collective effectiveness of individuals working in the organization, which is positively reflected in raising the level of the organization's competitive ability.

In summary, it can be said that the technological change that radically affects human resource management will lead to the complete automation of its operations and the transformation to electronic human resource management.

2.3 Strategic Renewal

2.3.1 The Concept of Strategic Renewal

Renewal means making something new, creating something new, or replacing something old, either material, such as renewing clothes or housing, or moral, such as renewing methods of thinking, and methods of education. The term strategic renewal came in conjunction with the developmental models of strategic change (Al-Mulla and Ghabash, 2014: 87). Strategic renewal can be described as a repetitive process of a set of beliefs and actions of learning behaviors aimed at achieving a state of consistency between the organization's strategy and the change occurring in environmental conditions (Doz& Kosonen, 2010: 376). Strategic renewal is defined as the organizational ability to link the organization's applied strategy with constantly changing environmental conditions. This process is vital to the ability of organizations to maintain their competitive ability, such as building on a sustainable strategy in the future (Hopkins et al., 2013: 77).

Strategic renewal can also be broadly defined as the activities undertaken by an organization to change its course. Important features of the renewal journey include the behavior of managers at all levels of the organization in response to each other from top to bottom or from bottom to top, as well as the way they view future investments versus current profits, and the way they share knowledge with each other across organizational boundaries (Hassan,2025:16). Besides, (Sharafi, & Hoseini, 2024: 179) emphasize that strategy theorists and management scholars describe strategic renewal as an adaptive process in the sense that organizations adapt to changing environments by investing in current capabilities and creating new capabilities in order to survive longer and improve performance. (Raffaelli et.al, 2025: 29) indicates that strategic renewal is a series of activities that an organization takes to significantly change the configuration of its resources and its strategic orientation to improve

its overall economic performance and create a set of resources and capabilities suitable for it to enhance its initiative.

Based on the above, the researchers believe that strategic renewal is an entrepreneurial management process to modify or replace the organization's existing business model to address the environmental opportunities that it faces and address the risks in order to survive and prosper in the near and long term, through the sound and accurate employment of human resource skills and its re-engineering in governmental educational organizations.

3.2.2 Dimensions of Strategic Renewal:

Despite the large number of studies that address the topic of strategic renewal, the conceptual dimensions of this construct suffer scarce identification attempts and, perhaps this stems from a basic fact that the study of the strategic renewal process carries within it the nature of longitudinal studies (Al-Mulla and Ghabash, 2013: 90).

Based on the structure of strategic renewal such as the structure of the strategy, the concept of strategic renewal is a phenomenon with three dimensions that include the context, content, and process of strategic renewal, and these dimensions have been divided based on the number and rate of strategic renewal actions undertaken by organizations. The context dimension is measured through internal strategy actions versus external actions and strategic actions in local markets versus international markets (Rajes, 2013: 11). The content dimension is identified by exploitative actions versus exploratory actions and contraction actions (reduction) versus expansion actions. In order to evaluate strategic renewal, strategic renewal actions have been divided into actions of an exploitative nature and actions of an exploratory nature. Exploratory actions aim to enter new markets and innovate, while exploitative actions relate to increasing efficiency activities and rational activities (Al-Mulla and Ghabash, 2013: 91). As for the process dimension, it includes repetition and fluctuation in strategic actions and is measured by the speed of strategic renewal actions in light of the number of actions each time period (Flier, 2003: 42).

This study adopts the perspective that strategic renewal serves as the pathway for an organization's strategic development, encompassing both exploratory and exploitative strategic actions aimed at achieving alignment and adaptation to a changing environment. Drawing on findings from previous studies—such as (Tushman et al. 2013), (Mahmoud and Mahdi 2019), (Omar et al. 2020), and (Ahmed and Sultan, 2021) regarding strategic renewal activities and dimensions, and incorporating the researchers' insights, this study considers the specific work environment of Duhok Governorate, along with the challenges faced by governmental educational organizations. Based on these factors, the researchers define the dimensions of strategic renewal as exploitative strategic renewal and exploratory strategic renewal

A) Exploitative Strategic Renewal:

Exploitation includes many things such as refinement, selection, production, efficiency, implementation, and achievement, and its essence is represented in refining and expanding the organization's current capabilities, technologies, and models to achieve close and predictable returns (Tushman et al., 2013: 23). Exploitative renewal is also important in the life of organizations to obtain excellence in an environment fraught with competition, where exploitative strategic renewal focuses on the current competencies and knowledge of the existing organization. It is a refining and developmental process aimed at maintaining what the organization possesses of a competitive position (Al-Kubaisi, 2016: 56).

Al-Tamimi (2017: 24) emphasized the importance of focusing on high competencies within organizations, as they serve as the foundation for achieving strategic renewal. He highlighted the need to enhance expertise by developing human resources through the adoption of training programs.

B) Exploratory Strategic Renewal:

Exploratory renewal revolves around seeking to bring about change and searching for risk-taking, adventure, and flexibility, which contribute to identifying opportunities available in market changes, competition, customer, and environmental situations, and then applying a set of new

solutions and models in light of those opportunities (Rashid and Lafteh, 2015: 66). (Yigit,2013: 8) believes that exploration includes the ability to discover something, as well as the desire and willingness to take risks or try and discover different variations and innovative ways of doing things, and also refers to the learning acquired through coordinated processes of variation and planned experimentation and maneuvering. It also means overcoming stagnation in organizations that learn how to behave in a way that enables them to explore new human competencies and knowledge that have a high ability to avoid risks in their future projects (Al-Yasiri et al., 2017: 64).

When an organization is able to identify the appropriate opportunities and areas for it, it must take into account the strength of competitors from other organizations, and the organization is supposed to be able to explore opportunities, manage, and accurately work through them, and possess resources that enable it to do so in light of a situation that suits its technologies to deal with opportunities, and it should also generate the desire to accept any adventure that may accompany the process of seizing it (Kazem and others, 2015: 301).

4 THE FIELD ASPECT OF THE RESEARCH

4.1 Description of the Research Population and Sample.

The research population is represented by the administrative leaders in a number of public schools in Duhok Governorate.

Table (1) shows the distribution of the individuals researched according to their individual characteristics. It is clear from that females constitute the majority of respondents with a percentage of (57.5%) compared to a (42.5%) of males, and this is due to the nature of teaching work in education in terms of the small number of teaching hours, working hours, and the summer vacation, which made females attracted to this profession. Also, the answers of the respondents within the age group (42 years and more) constituted the majority with a percentage of (55%), and thus most of the researchers are from a senior age group, and this indicates that the educational sector is moving towards aging, and this is due to the absence of public employment of teachers for more than ten years. As for the length of service in the school, individuals with service (11 and more) constituted the majority with a percentage of (68.7%), and this is a result of their appointment for more than ten years and the cessation of appointments for more than a decade. Regarding educational attainment, the category of those with a bachelor's degree constituted the highest majority with a percentage of (88.8%), followed by the category of those with higher degrees with a percentage of (11.2%), and this is due to the job description of teaching in education, which requires a bachelor's degree in education or related colleges, and it is clear that obtaining higher degrees, master's and doctorate, is not feasible in this sector or there are no opportunities in this field.

Table (1) Distribution of Individuals Researched According to Their Individual Characteristics

Characteristics	group	Frequency	%
Gender	Male	34	42.5
	female	46	57.5
	Total	80	100
age	22 – 31 years	3	3.8
	31 – 41 years	33	41.2
	42 – More	44	55
	Total	80	100
Duration of the Job Service	1 – 5 years	5	6.3
	6 – 10 years	20	25
	11 – More	55	68.7
	Total	80	100
Education Level	Bachelor's	71	88.8
	Supreme Certificate	9	11.2
	Total	80	100

Source: The table is prepared by the researcher based on the results of the questionnaire form.

4.2 Description of Research Variables.

The degree of agreement of the researchers regarding the research variables was classified based on the values of the arithmetic means of their responses into: (weak, medium, high) based on the scale that ranges between (1-5) according to the hypothetical distribution as follows: (weak degree 1- 2.33, medium 2.34- 3.67, high 3.68- 5) (Ahmed, 2022: 118).

4.2.1 Description and Diagnosis of Human Resource Re-engineering Dimensions:

The data in Table (2) indicate the percentages of frequency distributions, arithmetic means, and standard deviations of the respondents' responses regarding the dimensions of human resource re-engineering, and the following was revealed from the results:

4.2.1.1 Structural Dimension:

The respondents' answers to statements (X1–X13) related to the structural dimension indicate a general tendency toward agreement within the studied sample. Based on the overall responses, it is shown that (78.56%) of the respondents expressed agreement while (9.04%) expressed disagreement. Additionally, (12.4%) remained neutral or uncertain about the statements in this dimension. The arithmetic mean of those responses reached (3.991) and falls within the high level based on the high hypothetical distribution that ranges between (3.68- 5), with a standard deviation (0.890). The interpretation of this result is due to the sample agreeing that the school needs to be re-engineered, especially with regard to centralization, opportunities for subordinate participation, and weak communication and supervision lines. One of the distinguished paragraphs is (X1) with a total agreement percentage that reached (96.25%), indicates that "Teachers need greater attention from the HR department in terms of faster service delivery." This statement achieved an arithmetic mean value (4.56) and a standard deviation (0.57). This indicates that the management does not pay the required level of attention to its human resources and provide services to them with the required speed and quality.

4.2.2.2 Technological Dimension:

The respondents' answers related to the technological dimension indicate a general tendency toward agreement within the studied sample. Based on the overall responses, it is shown that (75%) of the respondents expressed agreement while (10.19%) expressed disagreement. Additionally, (14.81%) remained neutral or uncertain about the statements in this dimension. The arithmetic mean of those responses about this dimension as a whole reached (3.942), and this means relative agreement at the medium level based on the average of the scale area that ranges between (2.34-3.67) with a standard deviation (0.988), which means their agreement on the weak attention of the school to the technological field and that it needs to be applied more widely and in line with the educational requirements on the one hand and technological developments on the other hand. By following up on the contribution of each statement in supporting the technological dimension, it was found that (X17), which indicates that " Schools should utilize online platforms for recruitment stages such as job advertisements, file submissions, candidate selection, testing, and interviews." This statement achieved the highest arithmetic mean value of (4.3) and a standard deviation of (0.88). This indicates that the school administration needs to use technology, especially the Internet in human resource management operations, especially with regard to the formation and development of teachers.

4.2.2.3 Technical Dimension:

The respondents' answers related to the technical dimension indicate a general tendency toward agreement within the studied sample. Based on the overall responses, it is shown that (72.71%) of the respondents expressed agreement while (9.06%) expressed disagreement. Additionally, (18.23%) remained neutral or uncertain about the statements in this dimension. The arithmetic mean of those responses about this dimension reached (3.896) and falls within the high level based on the high hypothetical distribution that ranges between (3.68- 5) with a standard deviation (0.916), and thus most of them agree that the technical dimension in the school needs to be reconsidered and redesigned, especially (administrative positions, administrative operations, and human resource management functions, especially performance evaluation, compensation, and rewards) in line with

the nature of the current work and what modern technology has imposed. One of the paragraphs of this dimension that took the highest percentage of agreement is (X33), which indicates that "Time-consuming and redundant and non-value-added HR tasks, such as excessive paperwork and multi-level approvals, should be eliminated," as it achieved an arithmetic mean value of (4.13) and a standard deviation of (0.93). This indicates that the school administration, through its daily procedures, focuses on a number of unimportant operations that do not add value to it, and this may come from excessive bureaucracy or absolute centralization.

4.2.2.4 The Human Dimension:

The respondents' answers to statements (X39-X45) related to the human dimension indicate a general tendency toward agreement within the studied sample. Based on the overall responses, it is shown that (75.54%) of the respondents expressed agreement while (9.64%) expressed disagreement. Additionally, (14.82%) remained neutral or uncertain about the statements in this dimension. The arithmetic mean of their responses reached (3.929) and falls within the high level based on the high hypothetical distribution that ranges between (3.68- 5) with a standard deviation (0.889). This means that the respondents agree on the importance of the human dimension in the school, and that it is the most important element for the success of the re-engineering process, and that it needs to be given more attention, especially with regard to building and developing the organizational culture, providing the necessary training, and developing the commitment of human resources. One of the paragraphs of this dimension that took the highest percentage of agreement is (X39), which indicates that "Your School leaders should be capable of managing HR processes efficiently," as it achieved an arithmetic mean value of (4.36) and a standard deviation of (0.73).

Table (2) Frequency Distributions, Percentages, Arithmetic Means, and Standard Deviations of the Dimensions of Human Resource re-engineering

Variables	Variable n.	Strongly agree		Agree		undecided		Dis Agree		Strongly Dis Agree		Mean	Std. Deviation
		Fre .	%	Fre .	%	Fre .	%	Fre .	%	Fre .	%		
Structural Dimension	X1	48	60	29	36.25	3	3.75		0	0	0	4.56	0.57
	X2	37	46.25	36	45	3	3.75	3	3.75	1	1.25	4.31	0.82
	X3	20	25	41	51.25	13	16.25	5	6.25	1	1.25	3.93	0.88
	X4	16	20	29	36.25	17	21.25	18	22.5	0	0	3.54	1.05
	X5	17	21.25	33	41.25	20	25	9	11.25	1	1.25	3.70	0.97
	X6	28	35	38	47.5	4	5	6	7.5	4	5	4.00	1.08
	X7	22	27.5	49	61.25	4	5	4	5	1	1.25	4.09	0.80
	X8	27	33.75	36	45	14	17.5	2	2.5	1	1.25	4.08	0.85
	X9	18	22.5	44	55	9	11.25	9	11.25	0	0	3.89	0.89
	X10	19	23.75	39	48.75	9	11.25	13	16.25	0	0	3.80	0.99
	X11	23	28.75	33	41.25	14	17.5	9	11.25	1	1.25	3.85	1.01
	X12	29	36.25	39	48.75	9	11.25	2	2.5	1	1.25	4.16	0.82

	X13	18	22.5	49	61.2 5	10	12.5		0	3	3.7 5	3.99	0.83
Macro level		30.96		47.60		12.40		7.69		1.35		3.99 1	0.890
		78.56						9.04					
Technical Dimension	X14	16	20	39	48.7 5	13	16.2 5	11	13.7 5	1	1.2 5	3.73	0.98
	X15	27	33.7 5	32	40	17	21.2 5	3	3.75	1	1.2 5	4.01	0.91
	X16	21	26.2 5	39	48.7 5	5	6.25	12	15	3	3.7 5	3.79	1.11
	X17	39	48.7 5	32	40	4	5	4	5	1	1.2 5	4.30	0.88
	X18	26	32.5	26	32.5	13	16.2 5	9	11.2 5	6	7.5	3.71	1.24
	X19	17	21.2 5	44	55	16	20	3	3.75	0	0	3.94	0.75
	X20	16	20	38	47.5	11	13.7 5	11	13.7 5	4	5	3.64	1.11
	X21	15	18.7 5	46	57.5	13	16.2 5	4	5	2	2.5	3.85	0.87
	X22	24	30	30	37.5	17	21.2 5	4	5	5	6.2 5	3.80	1.12
	X23	37	46.2 5	22	27.5	16	20	3	3.75	2	2.5	4.11	1.02
	X24	37	46.2 5	31	38.7 5	8	10	3	3.75	1	1.2 5	4.23	0.95
	X25	33	41.2 5	31	38.7 5	10	12.5	5	6.25	1	1.2 5	4.13	0.95
	X26	28	35	34	42.5	11	13.7 5	6	7.5	1	1.2 5	4.03	0.95
Macro level		32.31		42.69		14.81		7.50		2.69		3.94 2	0.988
		75.00						10.19					
Technical Dimension	X27	13	16.2 5	35	43.7 5	21	26.2 5	10	12.5	1	1.2 5	3.61	0.95
	X28	28	35	30	37.5	16	20	6	7.5	0	0	4.00	0.93
	X29	12	15	45	56.2 5	14	17.5	6	7.5	3	3.7 5	3.71	0.94
	X30	14	17.5	35	43.7 5	12	15	11	13.7 5	8	10	3.45	1.22
	X31	13	16.2 5	35	43.7 5	21	26.2 5	10	12.5	1	1.2 5	3.61	0.95
	X32	32	40	32	40	11	13.7 5	4	5	1	1.2 5	4.13	0.92
	X33	31	38.7 5	36	45	6	7.5	6	7.5	1	1.2 5	4.13	0.93
	X34	21	26.2 5	39	48.7 5	17	21.2 5	2	2.5	1	1.2 5	3.96	0.83
	X35	27	33.7 5	36	45	12	15	5	6.25	0	0	4.06	0.86
	X36	32	40	34	42.5	14	17.5	0	0	0	0	4.23	0.73
	X37	25	31.2 5	39	48.7 5	13	16.2 5	3	3.75	0	0	4.08	0.79
	X38	18	22.5	36	45	18	22.5	7	8.75	1	1.2 5	3.79	0.94
Macro		27.71		45.00		18.23		7.29		1.77		3.89	0.916

level		72.71						9.06				6	
The Human Dimension	X39	39	48.7 5	33	41.2 5	6	7.5	2	2.5	0	0	4.36	0.73
	X40	23	28.7 5	42	52.5	9	11.2 5	6	7.5	0	0	4.03	0.84
	X41	28	35	40	50	8	10	3	3.75	1	1.2 5	4.14	0.84
	X42	24	30	35	43.7 5	12	15	9	11.2 5	0	0	3.93	0.95
	X43	18	22.5	40	50	12	15	9	11.2 5	1	1.2 5	3.81	0.96
	X44	20	25	39	48.7 5	17	21.2 5	3	3.75	1	1.2 5	3.93	0.85
	X45	6	7.5	36	45	19	23.7 5	14	17.5	5	6.2 5	3.30	1.05
Macro level		28.21		47.32		14.82		8.21		1.43		3.92	0.889
		75.54						9.64				7	

Source: Prepared by the researchers based on questionnaire data and computer results.

4.2.3 Description and Diagnosis of Strategic Renewal Dimensions:

The data in Table (3) indicate the percentages of frequency distributions, arithmetic means, and standard deviations of the respondents' responses regarding the dimensions of strategic renewal, and the following was revealed from the results:

4.2.3.1: Exploratory Strategic Renewal

The respondents' answers to statements (Y1-Y10) related to the exploratory strategic renewal dimension indicate a general tendency toward agreement within the studied sample. Based on the overall responses, it is shown that (68%) of the respondents expressed agreement while (13.12%) expressed disagreement. Additionally, (18.8%) remained neutral or uncertain about the statements in this dimension.

The arithmetic mean of their responses reached (3.731) and falls within the high level based on the high hypothetical distribution that ranges between (3.68- 5) with a standard deviation (0.98). This means that the respondents agree on the importance of the exploratory strategic renewal dimension in the school, and that it is the most important element for achieving excellence and leadership in the educational sector, and that it needs to be given more attention, especially with regard to the school administration's pursuit of innovation in teaching methods, adaptation to the external environment, and the development of employees' ambidexterity skills. One of the paragraphs of this dimension that took the highest percentage of agreement is (Y1), which indicates that "The school administration aims to develop innovative teaching methods to achieve leadership in education" as it achieved an arithmetic mean value of (4.21) and a standard deviation of (0.88).

4.2.3.2: Exploitative Strategic Renewal

The respondents' answers to statements (Y11-Y20) related to the exploitative strategic renewal dimension indicate a general tendency toward agreement within the studied sample. Based on the overall responses, it is shown that (70.88%) of the respondents expressed agreement while (11.38%) expressed disagreement. Additionally, (17.75%) remained neutral or uncertain about the statements in this dimension. The arithmetic mean of their responses reached (3.855) and falls within the high level based on the high hypothetical distribution that ranges between (3.68- 5) with a standard deviation (0.959). This means that the respondents agree on the importance of the exploitative strategic renewal dimension in the school, and that it is an important element for achieving excellence and leadership in the educational sector, and that it needs to be given attention, especially with regard to the school administration's response to competitive needs, exploiting in current opportunities, and focus on strategic activities. One of the paragraphs of this dimension that took the highest percentage of agreement is (Y20), which indicates that "The administration actively integrates technology and new

ideas to solve existing challenges," as it achieved an arithmetic mean value of (4.15) and a standard deviation of (0.89).

Table (3) Frequency Distributions, Percentages, Arithmetic Means, and Standard Deviations for the Dimensions of Strategic Renewal

Variables	Variabl e n.	Strongly agree		Agree		undecide d		Dis Agree		Strongly Dis Agree		Mea n	Std. Deviation
		Fre .	%	Fre .	%	Fre .	%	Fre .	%	Fre .	%		
Exploratory Renewal	Y1	38	47.5	27	33.7 5	8	10	4	5	3	3.7 5	4.16	1.05
	Y2	20	25	37	46.2 5	12	15	7	8.75	4	5	3.78	1.08
	Y3	15	18.7 5	44	55	14	17.5	3	3.75	4	5	3.79	0.96
	Y4	16	20	47	58.7 5	9	11.2 5	3	3.75	5	6.2 5	3.83	1.00
	Y5	19	23.7 5	32	40	25	31.2 5	2	2.5	2	2.5	3.80	0.92
	Y6	11	13.7 5	33	41.2 5	20	25	11	13.7 5	5	6.2 5	3.43	1.09
	Y7	7	8.75	23	28.7 5	22	27.5	24	30	4	5	3.06	1.07
	Y8	9	11.2 5	44	55	14	17.5	13	16.2 5	0	0	3.61	0.89
	Y9	19	23.7 5	44	55	14	17.5	2	2.5	1	1.2 5	3.98	0.80
	Y10	21	26.2 5	38	47.5	13	16.2 5	7	8.75	1	1.2 5	3.89	0.94
Macro level		21.88		46.13		18.88		9.50		3.63		3.73 1	0.98
		68						13.12					
Exploitative Renewal	Y11	11	13.7 5	36	45	19	23.7 5	10	12.5	4	5	3.50	1.04
	Y12	18	22.5	36	45	19	23.7 5	5	6.25	2	2.5	3.79	0.95
	Y13	21	26.2 5	37	46.2 5	16	20	6	7.5	0	0	3.91	0.87
	Y14	14	17.5	41	51.2 5	14	17.5	9	11.2 5	2	2.5	3.70	0.97
	Y15	23	28.7 5	34	42.5	18	22.5	5	6.25	0	0	3.94	0.88
	Y16	14	17.5	38	47.5	21	26.2 5	7	8.75	0	0	3.74	0.85
	Y17	27	33.7 5	35	43.7 5	7	8.75	11	13.7 5	0	0	3.98	0.99
	Y18	27	33.7 5	34	42.5	13	16.2 5	6	7.5	0	0	4.03	0.90
	Y19	25	31.2 5	30	37.5	10	12.5	14	17.5	1	1.2 5	3.80	1.11
	Y20	38	47.5	28	35	5	6.25	8	10	1	1.2 5	4.18	1.02
Macro level		27.25		43.63		17.75		10.13		1.25		3.85 5	0.959
		70.88						11.38					

Source: Prepared by the researchers based on questionnaire data and computer results.

Based on the analysis results in Tables (2–3), which outline the dimensions of Human Resource Reengineering and Strategic Renewal, the researchers conclude that both the main hypothesis and sub-hypotheses are incorrect.

The first main hypothesis stated:

"There is no difference in the opinions of the study sample regarding the description of the main study variables."

Similarly, the sub-hypotheses proposed that:

"There is no difference in the opinions of the study sample regarding the description of the dimensions of each variable within the main study variables."

However, the analysis results indicate otherwise. **Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, which states:**

- *There is a difference in the opinions of the study sample regarding the description of the main study variables.*

From this, the sub-hypotheses follow:

- *There is a difference in the opinions of the study sample regarding the description of each variable's dimensions within the main study variables.*

4.3 Presentation and Analysis of Correlation Relationships

4.3.1 Presentation and Analysis of the Overall Correlation Relationship between Human Resource Reengineering and Strategic Renewal

Table (4) indicates a significant correlation between Human Resource Reengineering and Strategic Renewal, with a correlation coefficient of (0.675) at a significance level of (0.01). This suggests that the more a school's leadership seeks to reengineer its human resources across various required fields, the more capable it becomes to achieve strategic renewal in line with current and future work requirements, at a rate of (51.8%). This demonstrates the strength of the relationship between the two main research variables. Consequently, the first main hypothesis is confirmed, leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis, which states:

"There is a significant correlation between Human Resource Reengineering and Strategic Renewal at the level of the surveyed population."

Table (4) Correlation between Human Resource Reengineering and Strategic Renewal

Strategic Renewal	Depend variable In depend variable
**0.675	Human Resource Reengineering

0,01P≤ 0,05 **P≤* N=80

Source: Prepared by the researcher based on statistical analysis results (SPSS V.22).

4.3.2. Presentation and Analysis of the Correlation Relationship between the Dimensions of Human Resource Reengineering and the Dimensions of Strategic Renewal at the Level of Sub-Variables

The correlation analysis results in Table (5) indicate a strong correlation between the dimensions of Human Resource Reengineering and Strategic Renewal. The technological dimension showed the highest correlation coefficient with overall Strategic Renewal, at (0.636**), while the technical dimension exhibited the lowest correlation coefficient, at (0.504*).

Based on these statistical analysis results, all identified correlations between the independent and dependent variables across their respective dimensions were positive and statistically significant. These results highlight the practical alignment and consistency reflected in the responses of the study sample regarding the two main variables, Human Resource Reengineering and Strategic Renewal.

This, in turn, underscores the importance of constructing and implementing Human Resource Reengineering dimensions in organizational life and ensuring commitment to them by school leadership, ultimately contributing to achieving the dimensions of Strategic Renewal.

Accordingly, we reject the null hypothesis and accept the alternative hypothesis, which states:

"There are statistically significant positive correlations at the ($\alpha \leq 0.01$) level between the dimensions of Human Resource Reengineering and the dimensions of Strategic Renewal in the researched population."

Table (5) Correlation Relationship between the Dimensions of Human Resource Reengineering and the Dimensions of Strategic Renewal

Strategic Renewal	Exploratory Renewal	Exploitative Renewal	Strategic Renewal Dimensions
Human Resource Reengineering			
Structure Dimension	0.529**	0.404**	0.522**
Technological Dimension	0.627**	0.509**	0.636**
Technical Dimensions	0.459**	0.449**	0.504**
Human Dimension	0.587**	0.393**	0.548**
Human Resource Reengineering Dimensions	0.673**	0.533**	0.675**

Significant at the level (0.05) * , *Significant at the level (0.01) (N=80)*

Source: Prepared by the researcher based on statistical analysis results (SPSS V.22).

4.3. Presentation and Analysis of the effect Relationships

4.3.1. Presentation and Analysis of the Effect Relationship of Human Resource Reengineering Dimensions on the Dimensions of Strategic Renewal

Table (6) indicates that the structural model has achieved a perfect fit based on model fit indicators. Furthermore, Table (6) reveals a positive and statistically significant impact of Human Resource Reengineering dimensions on the dimensions of Strategic Renewal. The explanatory power of the regression model (R^2) for Human Resource Reengineering was found to be (0.456), meaning that Human Resource Reengineering accounts for (45.6%) of the variation in Strategic Renewal, while the remaining (54.4%) is due to other variables not included in the model.

By examining the standardized regression coefficient, we observe that the impact of Human Resource Reengineering on Strategic Renewal is (0.675). Additionally, the F-value (65.366) was greater than the tabulated F-value (6.967), indicating rejection of the third main hypothesis and acceptance of the alternative hypothesis, which states:

"There is a statistically significant positive effect at the ($\alpha \leq 0.01$) level of Human Resource Reengineering dimensions on the dimensions of Strategic Renewal in the surveyed population."

Table (6) Impact of Human Resource Reengineering Dimensions on the Dimensions of Strategic Renewal in the researched population

Strategic Renewal Dimensions						model
Sig.	tabulated F	F-value	R^2	B_1	B_0	
0.000	6.967	65.366	0.456	0.675	0.112	Human Resource Reengineering Dimensions
N=80		$P \leq 0.01$		the tabulated F-value with free degree (1,79)		

Source: Prepared by the researcher based on statistical analysis results (SPSS V.22).

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

1. From the results of describing the variables, the dimensions of human resource re-engineering and the dimensions of strategic renewal from the perspective of the study sample, we observe that responses focus on understanding the main and sub-variables with varying percentages. The difference in sub-percentages is due to the actual reality of these variables in the researched population.
2. The study concluded from the statistical figures related to the structural dimension that the majority of the researched sample understood the questions posed in the questionnaire, which reflected the reality of this dimension characterized by centralization and limited subordinate participation in decision-making. The study concludes that the structural dimension in schools does not align with the nature of educational work, and that adopting human resource re-engineering lies in re-engineering this dimension.
3. In the technological dimension, there is a high level of agreement on its statements. From these percentages and the nature of the statements, we conclude that schools suffer in the technology is a primary requirement for the teaching process but the technological dimension is difficult to achieve for several reasons, including financial aspects, lack of necessary budgets, unpreparedness and lack of technological skills among human resources, excessive bureaucracy, and the presence of multiple decision-making sources, especially in financial decisions.
4. The study sample understands the nature of the technical dimension at a high percentage according to their responses. This indicates the sample's interest in observing the details of this dimension, especially those related to administrative positions, administrative work methods, compensation and reward systems, and performance evaluation, as schools suffer from these and they do not align with the modern requirements of the educational teaching function.
5. The responses related to the human dimension showed high agreement in the researched schools. The study concludes that in light of rapid developments and successive changes, it has become necessary for schools to have teaching staff with high skills and abilities capable of adapting to these changes. This makes schools increase their focus on existing human resources by improving and developing their skills and abilities or acquiring them from external sources if necessary.
6. The results of the statistical analysis revealed that the responses of the researched sample tend towards agreement at a good percentage regarding the exploratory strategic renewal dimension. The results also showed that this variable creates a conviction among school principals that through exploratory strategic renewal, new teaching methods and approaches can be reached that differ entirely from previous ones, achieving a strategic leap in the educational field.
7. In the area of the exploitative strategic renewal dimension, there is positive agreement on this dimension, as the agreement percentage was good. This indicates the researched schools' interest in investing existing opportunities and that solving existing problems involves the optimal use of available resources and the deployment of technology and new ideas in their field of work.
8. The results of the correlation analysis indicate positive correlation relationships between the study variables. This indicates the presence of homogeneity between the dimensions of human resource re-engineering and the dimensions of strategic renewal. That is, the correlation between the variables of human resource re-engineering dimensions and the variables of strategic renewal dimensions places schools in a position that achieves leadership in the educational sector, as they are preferred in an integrated manner.
9. The results of the effect analysis indicate a significant effect of the independent variables on the dependent variables, which strengthens the proposed study model. That is, the areas of human resource re-engineering strongly affect the dimensions of strategic renewal, and schools cannot achieve strategic renewal without relying on the opportunities generated by the areas of human resource re-engineering, which ultimately lead to achieving the dimensions of strategic renewal.

5.2 Recommendations

1. The current study recommends that the studied schools adopt the hypothetical study model as a working mechanism for the areas of human resource re-engineering to achieve the dimensions of strategic renewal.
2. The researched schools should seek new methods and strategies through which they can spread a culture of change and development among their teaching staff, based on the fundamental components required to implement the human resource re-engineering process towards achieving long-term renewal.
3. It is necessary for the directorate of education to grant full powers within an absolute decentralized system for school management in setting plans and policies for their human resources, with these plans being flexible in dealing with diverse variables.
4. The current study recommends that the studied schools review their structural field in terms of organizational structure, communication lines, and supervisory scope, and change them in a way that aligns with the requirements of modern educational work. Also, reconsider work methods and procedures, simplifying and streamlining them by removing redundant activities and steps, ultimately achieving speed and quality in performance.
5. Follow up on the most important developments and updates in the field of human resource re-engineering, considering that these programs deal with the most important resources that the school possesses, which in itself constitutes an advantage for excellence and creativity in work, by reviewing the experiences of developed countries and attempting to employ and apply them in the educational environment.
6. It is necessary for the management of the researched schools to diagnose the most important dimensions that should be focused on to ensure the success of human resource re-engineering programs and the most important areas that can be employed for their importance and their important role in achieving strategic renewal in their field of work by activating the strategic role of their human resources as a strategic partner of the school.
7. The schools should grant its employees trust and independence in work, and provide an organizational climate that allows and encourages the acceptance of the concept of administrative empowerment, and encourages change in work methods, develops work procedures, and facilitates their implementation to raise the school's performance level.
8. It is necessary to reduce the management's tendency towards centralization by delegating powers, involving individuals in decision-making, which leads to their acceptance and efficient and effective implementation, and benefiting from the ideas they provide at lower levels, as they are the most capable of generating new ideas regarding work, identifying the problems it faces, and proposing solutions to those problems.

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