

Manifestations of bureaucracy in Iraq's educational institution

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Abstract

This study, titled (manifestations of bureaucracy in Iraq's educational institution) seeks to identify the mechanism of administrative work of the bureaucratic organization in the educational institution, and how it manages the work in terms of its orientations and the extent of its efficiency and quality in the completion of administrative work in the institution. The study found the following:

- 1- Government institutions, especially our educational institutions, need to reconsider the organization of institutional work and end cases of mediation and nepotism within educational institutions.
- 2- Working on selecting leaders within the institution on the basis of efficiency, quality and academic qualifications.

As for the study's recommendations, these include:

- 1- The necessity of working to run awareness sessions for workers in higher education and scientific research institutions, each according to his/her specialization, academic qualifications and field of work.
- 2- The need to redouble efforts by administrative leaders in institutions of higher education and scientific research in order to reform the work of the ministry and its affiliated institutions.

Keywords: bureaucracy, educational institution

1. Introduction:

Bureaucracy is one of the major problems facing many administrative organizations in quite a few countries of the world, especially the developing world. Despite the fact that bureaucracy is a feature of contemporary society, its nature and mechanisms of application often result in many negatives on more than one level, especially in a country like Iraq. Perhaps the most important of these negatives is the great waste of time due to routine and adherence to unrealistic or rather impractical instructions, which entails great and many difficulties and troubles for the institution, its employees and stakeholders alike. For this reason, many administrative institutions and organizations, including educational institutions in Iraq, seek to benefit from technical developments in order to contain the negative consequences of bureaucratic applications. It is clear that administrative systems in our time try in one way or another to provide its services to

people in the best possible way. They also try to respond to new challenges in a positive and effective way that confirms its high ability to continue and communicate with new developments. This description applies to the administrative institutions in the Ministry of Higher Education and Scientific Research. These institutions are try in one way or another to deal with the new changes in a positive way. However they,infact, suffer, like the rest of the administrative institutions in Iraq, from an intersection in the interpretation of instructions and administrative controls. They also suffer from different interpretations of administrative procedures, and the consequence of all cases is the continuous waste of time and effort with the victim in various cases is the concerned citizen. Unfortunately, the principles of bureaucracy and its applications in our administrative institutions have become a great burden added to the many previous burdens (e.g.mediation and nepotism) that began to reduce the burdens of the institution and society with the passage of time.

2. The general framework of the study

2.1 Research problem:

Many institutions suffer from bureaucratic administrations that believe in making decisions and not delegating powers to employees, which leads to delays in completing work and loss of time. This can have negative consequences on more than one level. It is known that the bureaucratic system is based on a set of rules, standards and formal controls for organizational behaviour patterns as it includes a set of job roles so that each individual plays his/her role within this system. This may lead to the official institutions slowing down in achieving the basic goals due to their commitment and adherence to the craftsmanship of legal texts and abstract instructions derived from them and the lack of flexibility. It should be noted here that there is a waste of time management associated with planning. This can be seen in several aspects, including the absence of clear objectives, the absence of prioritization in the organization or the presence of random improvisational management, or the acceleration of prioritization and non-compliance with the deadlines set for the completion of work, including those related to ineffective guidance and preoccupation with accurate details. It can also be seen in the prevailing atmosphere of indifference and the absence of a spirit of participation, as well as the waste of time related to oversight and the absence or weakness of clear methods of oversight or the lack of clarity of vertical and horizontal communications and administrative communication channels in the organization and decision-making that are clearly and effectively linked in a way that contributes to the success of work within the government institution.

2.2 Research importance:

The importance of this study is at the theoretical and applied level and lies in importance of administrative systems that lead governmental institutions in Iraq. Bureaucracy may be a valid administrative system for some governmental and non-governmental institutions, hence the importance of research effectively in administrative and educational work through planning, implementation and follow-up of all work carried out by the institution, especially in higher

education institutions. There is no controversy that the reasons for the delay in the development process within government institutions can be seen in poor time management or lack of organization and investment of time to increase the production and effectiveness of individuals in determining the objectives required for the institution. The completion of work in a scientific and planned manner and within a suitable time would enhance a great deal of societal gains, especially in terms of accuracy in the performance of the institution and its production outputs. Time is moving at a specific and fixed speed, and therefore the individual should always maintain the time allotted to him/her. The amount of time is not as important as the importance of its management in the bureaucratic system, as the importance of time lies in how it is managed and invested in an ideal way by workers in government institutions.

2.3 Research aims:

- 1- Recognizing the role of bureaucratic systems in the work of employees and administrators in government institutions.
- 2- Shedding light on the nature of job performance that bureaucracy leaves on employees in institutions, and its impact on setting accurate organizational accounts for workflow and achievement in the institution.
- 3- Determining the obstacles resulting from the dominance of bureaucratic systems in government institutions and their consequences on administrative performance and the problems of formal organization.

2.4 Defining scientific concepts and terminologies.

Scientific concepts and terminologies form one of the basic pillars of any scientific research. The more accurate and clear the definition of the concept is, the easier it is for specialist and non-specialist readers to understand the meanings of the term or concept and ideas. The current research is determined by the following terminologies:

1. Bureaucracy

The term bureaucracy is one of the terms that have multiple meanings and connotations. The origin of the term “bureaucracy” goes back to the French writer (Jacques Claude Marie Vincent de Gournay) who was the first to use this term in (1745), when he combined the word (bureau), which means office or desk, and the term (kratos) which means rule in the Greek language. This term was used first to denote the rule of officials or government offices, but it spread after that to include organizations in general (Giddens, 2005, p. 409).

The bureaucratic social service dictionary defines bureaucracy as the power and authority that is granted to government institutions and their branches and is exercised over the citizen (Al-Dakheel, 2012, p. 36).

As for the dictionary of administrative terms, it defines bureaucracy as follows: it is an organization based on official authority, on the functional division of administrative work between different levels, and on official administrative orders issued from superiors to subordinates. This organization is a rationalization of administrative work, as it is known as a governmental system aimed at implementing public policies. Through qualified employees with sufficient authority to perform their work (Badawi, 1986, p. 76).

The most prominent scholar who wrote about this conception is the sociologist (Harold Laski), who defined bureaucracy (Laski, 1936): “a system of government the control of which is so completely in the hands of the officials that their power jeopardizes the liberties of the ordinary citizens.”. Weber believes that some types of bureaucratic organization have arisen and developed in ancient traditional civilizations. The bureaucratic official in ancient China is the one who is responsible for managing the affairs of government. However, the bureaucracy has only developed in modern times as it constitutes the main axis of society (Goel , 2003, p. 67).

2. Institution

The definitions of the institution have varied and differed according to the different individuals and scholars who tried to define them. The concepts of the institution have developed due to the continuous development witnessed by the institutions of all kinds, so several modern concepts and definitions of the institution have emerged. Linguistically, the institution: the word institution in the Arabic language is derived from the verb (*assass*), which indicates the construction of the boundaries of a thing, its establishment, and the raising of its bases.

The terminological definition of the institution: the institution is defined as a somewhat socio-economic organization in which decisions are taken about the installation of human and material means in order to create added value according to objectives in both time and space.

The institution, as an organization, is defined as a group of individuals actively contributing to it in order to achieve a set of goals. Procedurally, the institution as a social system is defined as an administrative system distributed at all levels of supervision from the top of the administrative pyramid to its base, through the organization of the collective work of individuals in the institution.

2. Theoretical framework and previous studies

This section centers on two axes, the first includes the ideas and theoretical frameworks dealt with in this research, while the second includes a presentation of previous studies.

2.1 Theoretical framework:

2.2.1- Bureaucracy and the culture of institutions in society

Administrative systems play an effective role in guiding institutions and services at their various levels. They represent an essential pillar of the economic, social and productive systems in any society. Modern administration works by providing its services in increasing the rates of

economic and social growth. Administrative organization is one of the factors affecting the performance of society's institutions as well as adopting scientific and practical methods that have a positive impact. This is why we note that the intervention of modern administration is going with complexity and intertwining in its work, especially if affected by the environmental, social, cultural and economic changes experienced by human societies. The modern administration is trying to get away as much as possible from rigid organizational patterns and templates because contemporary societies are characterized by rapid rates of growth and development using modern technologies. This means that modern administrative work must interact with the variables of society and provide the capabilities and resources necessary for an organizational administrative system that interacts with the methods and elements of administrative work in government institutions. That is why administrative systems require interaction with the culture of society, avoidance of routine bureaucratic systems during the course of work. Also required here is a spirit of interaction and cooperation with individuals inside and outside the institution, and a commitment to modern techniques in the course of the organizational administrative process to keep pace with the development of modern societies. The bureaucratic culture is based on the principles of the organizational structure and its hierarchy, the administrative institution, and the strict adherence to the various levels of the institution. The administrative culture has developed in the stages and schools of contemporary management. It is the school of scientific management that relied heavily on the bureaucratic side in the procedures of coordination and organization that ensures the facilitation of things in the institution on a routine and regular basis. This culture works to achieve the highest rate of stability and efficiency within bureaucratic government institutions (Abdullah, 2007, p. 20).

Some societies have been affected by the prevailing social environment outside the framework of the institution. For this, we find that social behaviour suffers from many negative values such as lack of respect for time, limited production, failure to take firm measures and submission to authority that directly affected the behaviour patterns of members in government regulation. This leads to negative effects on their performance within government regulatory institutions. However, this does not negate that bureaucratic values are of great importance in the effectiveness and development of any organization and in improving the performance of workers being the basis of any organizational culture (Ministry of Planning, p. 31). Bureaucratic values also seek to determine the right and wrong in administrative behaviour, or what the government institution can be in the culture and knowledge of the behaviour of its members within the institution. Bureaucratic values and principles emphasize the employee's representation of the values. Accordingly, individuals must carry the values and culture of the institution in which they work, and they must transcend the conflict between the values of the sub-culture to which they belong, and the values, controls and rules of the institution in which they work.

The nature and characteristics of the Iraqi family often affect the behaviour of individuals outside the family, even if it is in official institutions. Due to the social upbringing of the individual, his/her family culture and his/her preparation for society, the power characteristic of most managers emerges in daily life at work, and it greatly affects their daily performance. Here,

bureaucracy appears in making decisions, and managers use their influence greatly, and the defect in the delegation of authority to workers in the administrative institution manifests itself in the work. By virtue of the experience of the researcher in the educational institution, we see most of the managers in (Iraqi) government institutions not least in higher education institutions do not grant the required powers for some employees working in the institution, especially women to assume responsibility in the performance of tasks. This is because those managers grew up in an authoritarian atmosphere and for social and cultural reasons prevalent in society, which was reflected in the manifestations of bureaucracy in administrative work.

Despite the importance of many elements in the administrative organization, language is a means of great importance in the process of communication between the members of the institution. The majority of communication in management and organization depends on language as one of the important foundations in boosting the workflow and the level of organizational performance of the institution. The language reflects the personality of the individual, his/her culture and the society to which he/she belongs. Therefore, the adoption of a scientific and professional language and discourse within the single institution enhances the workflow of work and reduces errors in its organizational and functional performance (Al-Salami, 1991, p. 61).

Understanding the cultural and social framework of the institution helps to understand the change in the cultural and value behaviour of individuals. Moreover, the understanding of the values they hold such as the values of time, work, honesty at work and the desire to accomplish all of these represent factors of success and progress for the institution according to its organized work despite the different sub-cultures of employees. Also, employees in the bureaucratic organization are limited to the performance of certain duties that have been trained on, and they are subject to supervision and control over their performance within the organizational institution. Employees must separate between their public life at work and their private life in their work depends on the rules and procedures that the institution follows. Max Weber drew the theoretical machine model of bureaucracy which strips man of his/her psychological and social components and that his/her behaviour at work is determined according to his/her functional requirements only (Badawi, 2012, p. 82).

The spread of fanatic behaviour and ethnic or sectarian affiliation within our educational institutions will reinforce unhealthy and non-educational practices and encourage some of its employees to exploit their jobs. This leads to creating a gap between citizens and bureaucratic administration and increases tension in relations within the institution. It seems that the bureaucracy in the governmental institution, because of its historical components, started to face many conflicts and crises. It has also contributed to the spread of administrative corruption and other bad phenomena in public institutions and administrations, such as the fragility of internal links that are based on non-objective foundations within the framework of social values shared by the majority of its members. This has had a negative impact on the performance of the organizational environment of these institutions. Unfortunately, some governmental institutions in Iraq, including educational institutions, have been affected by tribal values and administrative relations based on tribal and kinship ties, and in contradiction with the foundations on which the

modern organization of state institutions should be based. These tribal values represent a real contradiction to modern administrative systems. So, we find there is a contradiction in these institutions with the implementation of the regulation taking place in these institutions on one hand and participate in administrative organizations. On the other. Bureaucracy has become a social group that depends on the model of personal relationships as it made the individual to try to access management services only through his/her family, employees or tribe.

In general, it can be said that bureaucratic rules and instructions have become linked to the convictions of individuals in their institutions. The scientist (Bendix) has made it clear that it is difficult to control the bureaucratic organization without taking into account the trends and cultures of members of society towards it. This is perhaps due to the fact that individuals cannot work within administrative institutions without interacting with attitudes and rules of individuals who belong to the same administrative institution and without being subject to certain pressures that compel them to work in a place they do not belong to (Abu Bakr, 2004, p. 32). Some studies have dealt with other factors affecting bureaucratic behaviour within government institutions and the situations to which individuals are exposed within the work environment, which prompted them to make personal decisions to work in the organization. The consensus has determined that the sense of responsibility stems from employees' association with values and trends outside the scope of the administrative organizational system (Abu Bakr, 2004, p. 67). From this point of view, we believe that the cultural and social values play a key role in the success and achievement of administrative tasks and work, especially in the context of strong relationships between individuals and their relationship with their subordinates to achieve organizational goals. We note in many organizational institutions in Iraq that individuals' advancement in the career ladder may be followed by stopping performing any work that fulfils administrative demands. Instead, most of their interest becomes obtaining the largest possible amount of praise due to the social upbringing that instilled in them tribalism and authoritarianism.

2.2.2 Decision-making steps:

The rational decision-making process includes several basic steps. These run as follows:

- 1- A clear understanding of the purpose served by decision-making.
- 2- The process of collecting facts, opinions and ideas related to the problem.
- 3- Interpretation and analysis of information.
- 4- Reaching for possibilities through which decision-making is possible.

And when the decision is taken, the stage of developing and implementing its capabilities and material and human means begins, while ensuring coordination and direction for the process to be made for decision-making (Villa, 2009)

In democratic organizations, everyone participates in preparing and making the right decision for the administrative organization. Here begins the serious philosophy of the principle of collective leadership on the involvement of the group in administrative decision-making, as the more the group participates in understanding the decision, the more understanding and closer it gets to the goal to be achieved. According to the theory that came with (William Ouchi), which

is based on the human factor, the spirit of the group, the involvement of workers in decision-making, the creation of a family atmosphere in the institution, a sense of responsibility and self-control during work, and the non-separation of the worker from work for life. A good example is the case in Japan, and some of the most important things that the theory came up with are trust, promotion, skill, affection (Al-Ashhab, 2014, p. 57). This stands in contrast to what is found in our bureaucratic administrative institutions, which often refuse their commitment to the principle of group and participation in decision-making. This is because they are based on the premise of authoritarianism and the provision of orders through which supervision and direction are carried out despite the fact that the involvement of the employees in the institution in making decisions is of great importance to the workers' sense of belonging to the institution. This in turn contributes to increasing their eagerness to implement these decisions with all credibility and integrity.

The famous management scientist (Drucker) believes that there are two methods of decision-making and these are (Battah, 2016, p. 59):

- 1- The method used in Japan: this method focuses on defining the problem more than focusing on the solution, and finding alternatives, because this is united by focusing on decision-making and gives room for participation and presentation of different points of view.
- 2- The method used in the United States: This method is based on persuading those concerned with the decision and promoting it.

It is clear that the process of participation in decision-making is a very important process, as it attempts to bypass the bureaucracy that is widely adopted in our government institutions, as participation in decision-making ensures enthusiasm and efficiency on the part of workers in the success of the institution and achieving its goals. Also, participation in decision-making (Battah, 2016, p. 97) helps to achieve the following:

- 1- Providing clear information about the problem.
- 2- Using the collective mind style and group spirit.
- 3- Devoting the spirit of one team.
- 4- Providing assistance and coordination in common situations and issues.

3.Previous studies on bureaucracy.

3.1 Iraqi studies on bureaucracy.

A study by Farida Jassim Dara (2003) titled: (bureaucratic structure and personality: a field study of the economic institution in Iraq). This study touched on the personalities of bureaucrats, their values, attitudes, patterns of organizational behaviour. It also discussed the degree of their professional awareness about the importance of the jobs and studies they do in developing their institutions and making them more effective, and on the other hand their role in the advancement and progress of society. The objectives of Dara's study were the following:

- 1- Measuring the extent to which the structural characteristics of bureaucracy influence the formation and identification of the personalities of the members working in official (governmental) organizations over time.

2- determining the significance of the moral differences in the personality traits of these members according to some organizational variables such as the length of service as a major variable as well as the duration of job experience, the nature of specialization, job grade, the nature of the role, and the extent of satisfaction with the rights and duties systems as secondary variables.

3- Attempting to diagnose the functional relationship between the structural characteristics of bureaucracy and the personality traits that influence positively or negatively in the administrative effectiveness and productive efficiency of the members of these organizations. This is in order to support and enhance the positive aspects and address and develop the negative aspects and functional imbalances.

4- to develop an applied model (field) for the personality traits of the bureaucratic employee in the light of the results that the research will reach. The purpose of this is to determine the type of this personality, whether it is authoritarian, democratic or permissive, to develop appropriate ways of how to deal with it in the future.

The methodology adopted in Dara's study included both the comparative method and the social survey method. In terms of study questions, the researcher started with several questions about the subject of the study, including:

- What is the impact of horizontal layouts based on functional specialization in acquiring and developing the technical and administrative skills of employees?

The study analysed the functional relationship between the job position pattern and the nature of the decisions taken by the occupants of these positions, whether they are rational or not

Method and sample of the study: The study relied on the comparative approach, and the social survey method, as the study sample consisted of (300) male and female employees through the use of a stratified random sample with multiple stages. As for the study tool: the researcher used the questionnaire as the main tool for data collection, and the field interview and simple observation as complementary and auxiliary tools for them.

Results of the study: The study reached several results, including:

1- (64%) of the respondents showed a more hesitant bureaucratic behaviour when they are exposed to a problem within their institutions, while (36%) indicated that their bureaucratic behaviour is proactive.

2- Results showed that the hierarchical sequence on the presence of three factors represented by fear, accountability and liability by (60%) of the sample members.

3- It was found that (51%) of the respondents have the desire to obtain positive satisfaction from superiors at work.

4- It turned out that (49%) of the respondents are not willing to grant sufficient powers to subordinates.

5- It was found that (60%) of the respondents possess sufficient awareness to a high degree, as government organizations are still under the supervision and guidance of administrators who have authority and administrative decision at the expense of professionals who have competence.

- 5- The results of the study showed that (70%) of the total sample members possess positive energies and are able to develop administrative work due to their high skills.

3.2 Arab studies on bureaucracy:

Khaled Al-Sarayrah (2009) titled (bureaucratic values of the administrative staff working at Mutah University and their relationship to their job performance from the point of view of its administrative leaders).

This study confirmed the widely debated philosophical values that many scholars were interested in in their schools of thought, and the studies dealt with it. These are considered important topics that made great inroads into the lives of individuals and organizations. Also discussed in this study is what the world is witnessing of development in various aspects of life and the economic, social and technological changes that have taken place. A human being, by nature, is a social being who can only live through interaction and coexistence with the rest of society. The objective of Al-Sarayrah's study was the following:

- 1- Recognizing the relationship of bureaucratic values with the job performance of the employees at Mutah University from the point of view of its administrative leaders, identifying bureaucratic values from the point of view of the administrative leaders.

The objective of the study can be achieved by addressing several questions, including:

- 1- What is the degree of importance of the areas of bureaucratic values for the administrative staff working at Mutah University from the point of view of the administrative leaders?
- 2- What is the degree of job performance of the administrative staff working at Mutah University?
- 3- Is there a statistically significant relationship between bureaucratic values and the job performance of the administrative staff working at Mutah University?

As regards the study method and tool, the researcher in this study relied on the descriptive approach, with the aim of determining the relationship between social values and bureaucratic values prevailing in the administrative units at Mutah University and their relationship with the job performance of administrators working at the university from the point of view of the administrative leaders in it. As for the study tool, the researcher used the bureaucratic values scale as well as a questionnaire that includes a set of items to measure bureaucratic values.

The study sample consisted of the administrative leaders at Mutah University, distributed among the administrative positions such as dean, head of department, department director, centre director or assistant director. The sample included (150) people, according to the statistics of the human resources department at the university.

In terms of results of the study, the researcher reached the following results:

- 1- The results showed that the general average of the scores of the study sample members on the bureaucratic values questionnaire was (4,29). This indicates that the administrative staff at Mutah University have a high degree of commitment to bureaucratic values and this is what society and the university administration aspire to.

2- The study showed that the overall arithmetic average of the performance of the administrative staff at Mutah University from the point of view of its administrative leaders was high, reaching (4,29). This was also the case in all areas of performance, and this is due to the distinguished level in job performance among the employees working at the University. The employees of the university are characterized by commitment and discipline in work in terms of their attendance and departure dates, not leaving the place without prior permission and carrying out the required work in accordance with what was specified by the procedures established for that.

3.3 Foreign Studies on Bureaucracy:

Moro Berger's (1954) study hypothesized that the concepts and organizational issues that the organization scholars have done in the West are appropriate to it, or represent the foundations upon which Western institutions and bodies are based. He also argued that is not a condition that the concepts are appropriate to change the rationality and bureaucratic behaviour of the organizations within the developing societies. As for the question from which Berger started, what is the validity of the Western theory of bureaucracy in application within non-Western societies?

Berger's study sample was confined to a sample of senior employees working in central government departments. The method used in the study was the comparative approach, which is the most prominent for extracting differences using statistical significance between members of the sample based on the length of service and age and the extent of their impact on their attitudes towards democracy and rationality. The human sphere included four Egyptian ministries (the Ministry of Agriculture, the Ministry of Education, the Ministry of Finance and Economy, and the Ministry of Municipal Affairs) in Cairo, to compare with corresponding ministries in Western societies. Then, he selected a sample of senior Egyptian government employees occupying the first, second and third grades, and the size of the sample reached (249) respondents, equivalent to (19%) of the total number of employees in those ministries.

As for Berger's findings, he found the following:

- 1- The increase in professional awareness among the senior employees, and among the sample members, and their influence on Western culture.
- 2- Higher professional awareness of the employees of the second financial grade than the third and fourth grade.
- 3 The effect of the variable of contact with Western culture in directing members of the sample towards rational democracy.
- 6- The study indicated that the relationship of the influence of rationality and adequacy is the main element and ranked first in the scale, then followed by its relationship that lists the authorities and responsibilities.

4.Recommendations and suggestions.

The basis of the scientific study is to present a set of practical recommendations and proposals that are supposed to present benefits on more than one level, and through the findings of the research, we can come up with a set of recommendations and proposals and as follows:

4.1Recommendations

1- The necessity of providing the appropriate ground to contain cases of confusion and ambiguity in some administrative instructions and controls, as the regulations and laws in institutions of higher education and scientific research should be characterized by clarity in terms of their conformity with the reality of work and its variables. Also, there is nothing wrong in this field to give an opportunity for workers in these institutions to state their points of view in this field.

2- The necessity of opening awareness sessions for workers in higher education and scientific research institutions, each according to his/her specialization, academic qualifications and field of work. The purpose of this is to raise the efficiency and develop the capabilities of all workers in these institutions.

3- The need to stay away from some bureaucratic manifestations that put barriers between administrative leaders and the rest of the workers in institutions of higher education and scientific research, and to find solutions to their problems in order to develop the spirit of cooperation between them in order to serve the goals of the institution.

4- Working to adopt a modern strategy in the administrative organization in institutions of higher education and scientific research by benefiting from the experiences of developed countries. This is in order to develop the capabilities of senior leaders in institutions

4.2 Suggestions

1- Holding scientific conferences, symposia and workshops in order to promote ideas related to the educational process in Iraq.

2- Conducting a study on the relationship of bureaucracy with the social background of the individual.

3- Conducting a study on the role of bureaucracy in the production process in government institutions.

5- Conducting a comparative study on the manifestations of bureaucracy in government institutions in Iraq.

4.3Conclusions

Higher education in Iraq is going through a phase of many transformations on more than one level, and it seems that most of these transformations were negative in nature, which distorted the image of education in Iraq. The image of education is no longer as bright as it was decades ago. This can be ascribed to a group of different internal and external factors and conditions. It seems that the bureaucracy in the institutions of higher education and scientific research in its traditional form was not solely responsible for the decline in the outputs of the educational

process. Rather, the numerous societal crises had an active and influential role in this area. It is fair to say that some of these crises were not born today either, but rather are the result of the accumulation of decades of authoritarianism and occupational tyranny that has long surrounded the education system and made it unable to keep pace with global developments. The institution, regardless of its type, may lose its independence and financial and administrative flexibility if it faces societal pressures. It is clear that many of our educational institutions have begun to lose the feature of independence in its decisions and educational process due to these pressures. This led to the deviation of many of them from the principles of the administrative and educational process. There is a number of factors that indicate to us the amount of waste in the process of productivity of higher education and scientific research institutions in Iraq. These include the policy of quotas in assuming some leadership positions in these institutions, the absence of academic freedom, weakness of capabilities of some administrative leaders, and the conflict of some ministerial instructions with university instructions. There is also the failure to adopt the principle of the independence of universities, and the decline of the process of participation in universities. Also noteworthy here are the following factors: developmental decision-making in the educational process, the absence of a future vision in dealing with issues and topics related to the educational reality, the lack of interest in managing time in a positive and productive manner, as well as the spread of some manifestations of corruption in quite a few educational institutions.

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