Administrative Innovation Of The Deans Of Colleges In Baghdad Governorate

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Abstract : This research aims to identify the administrative innovation of the deans of the colleges in Baghdad governorate. To achieve the objectives of this research, we built the administrative innovation scale, which consisted of four main domains and (43) final items. The research sample totalled (304) of collaborators, i.e., deputy deans and heads of scientific departments. A set of appropriate statistical methods (SPSS) have been used for data processing. These include: T-test for two independent samples, a T-test for one sample, Pearson Correlation Coefficient, Alpha-Cronbach equation, measures of central tendency, measures of dispersion.
Results revealed that the deans of the colleges of the universities in Baghdad province possess good administrative innovation and keep pace with the developments of the time.

1. Defining the study

1.1 Research problem

Change has become a constant and integral feature of societies. This has made these societies in a state of constant vigilance and struggle for their remaining at the forefront. It has also pushed societies towards competition as a means of innovative work to change the skills and methods that employers constantly go after.

More than ever before, administration began to face a series of continuous challenges. These challenges are reflected in the openness of knowledge and technology, which puts it in a real dilemma requiring it to keep pace with development, change and innovation as a creative and constructive element concerned with achieving the stated goals (Al-Hariri *et al.*, 2007, p. 11).

Any institution that goes on stasis and stagnancy cannot succeed. This is because the changes we are experiencing now, whether in technology or the information revolution, make the administration face unprecedented challenges and requirements, thereby imposing on it methods, standards and high levels of performance. This in turn prompts its leaders to think on how to tackle and cope with these challenges (Al-Qaisi & Shehatha, 2017, p. 125).

In view of the above, the research problem can be identified as: What is the level of administrative innovation of the deans of the colleges of universities in Baghdad governorate?

1.2 Significance of the study

The importance of this research is evident through the following points:

1- To the best of our knowledge, this study is the first in its discussion of the concept of administrative innovation in the field of educational administration in Iraqi educational institutions.

2- This study highlights innovation as it is today considered the language of the age and can be employed in various institutions.

3- The concept of administrative innovation is of great importance for obtaining many outputs in good quantity and of good quality within high administration, planning and evaluation of performance.

1.3 Research goal

This research aims to examine the administrative innovation of the deans of the colleges of the universities in Baghdad governorate from the point of view of their assistants and heads of scientific departments.

1.4 Research limits

This study is determined by:

A) Human boundaries: deputy deans and heads of scientific departments of both genders (males and females).

B) Spatial boundaries: the colleges of the universities located in Baghdad governorate.

C) Temporal limits: the academic year (2020-2021).

1.5 Defining terms

1.5.1 Administrative innovation:

Several definitions have been given in the literature. These include:

Innovation in language:
It means creation or invention, or what is created or invented "innovative art - scientific innovations continue in this era." (Abu Al-Azzam, 2018, p. 431).

Innovation idiomatically:
(Morris, 2006)
The process of creating, developing, and acquiring (a new idea, a new service, a new practice) with the aim of improving efficiency, effectiveness and competitive advantage in order to achieve value for the organization as well as achieve its goals and quality in administrative work (Morris, 2006, p. 210).

(Rawabeh, 2011)
The process of actual application of a new idea in a field that leads to adding value to the institution and the beneficiaries (Rawabah, 2011, p. 19).

1.5.2 The Dean:
This is a person who holds a doctorate degree and is required to have at least the rank of assistant professor and the rank of director general (Ministry of Higher Education and Scientific Research, Law No. 40 of 1988).

1.5.3 The University:
It is one of the higher education institutions that comes at the top of the educational ladder of the Republic of Iraq and is located in a safe campus. It is a cultural, intellectual, scientific and technical center in society that enhances the mind and the ability of creativity and innovation to formulate the goals set out by law and carry out continuous studies and research in various aspects of human knowledge and science. The university consists of colleges, institutes, research centers, and any other formations as needed in terms of theoretical and applied knowledge. (Ministry of Higher Education and Scientific Research, Article 12.9 Law No. 40 of 1988).

2. General overview and previous studies
2.1 The concept of administrative innovation
Administrative innovation is one of the most important requirements in contemporary management, as it is no longer feasible that a manager perform duties of the institution using traditional methods. This may lead to the decline of the institution and perhaps in its failure. For the sake of survival and continuity, managers must not stop at the level of efficiency while performing the tasks entrusted to them in sound ways. Rather, they must be ambitious beyond that so that innovation becomes one of the salient features of their performance. Management, in light of this rapid development, must modify the pattern of decision-making and develop methods and methods of determining its priorities and goals (Abu Sanmiyeh, 2020, p. 13).
There is general agreement among scholars that administrative innovation is the strength of all institutions at the present time, and therefore innovative institutions can take the form of a new service or product, a new production process, or a new administrative system. This means that it is a social process that leads to major organisational changes (Kising'u *et al.,* 2016, p. 2780).

2.2 Characteristics of administrative innovation:
1. Strategic focus: Administrative innovation must be at the core of business strategy and also must serve business purposes.

2- Focus on employees: innovation can help employees find new ideas and discover the best ones, and the employee can be involved in the early generation of ideas and throughout the innovation process.

3- External focus: this emphasizes the need to actively search for external views and introduce them into the process of administrative innovation as this will expand the range of ideas and prevent from looking only inward (McDermott & Prajogo, 2012, p. 80).

4- **Collaboration**: Strong and open cooperation helps expand outreach through external networks with external supporters in other institutions and sectors.

5- Rapid prototyping: this means finding a cheap and fast way to verify a new idea with targeted change, i.e. a faster progress and fewer errors can be achieved.

6-Supportive culture and processes: Innovative institutions provide a safe environment for experiments that can bear and celebrate failure and give prestige and appreciation to creators.

7- Risks and risk management: Successful enterprises demonstrate confidence in taking risks and accepting some inevitable failure. They also manage risks using pre-prepared plans and mapping the risks and rewards expected for each managerial innovator.

8- Management innovation processes and measures: The organization must have clear and specific methods and measures for success (Leiponen & Helfat, 2010, p. 233).

2.3 Organizational benefits of administrative innovation

Administrative innovation offers great benefits as it represents one of the basic skills to achieve success in any business. From an organizational perspective, managers encourage innovation because of the value that they can reap. Innovative employees work to increase productivity by creating and implementing new processes, which in turn may increase competitiveness and provide meaningful differentiation. From an administrative perspective, innovative employees tend to be more motivated and engaged in the organization, and enabling employees to innovate and improve their work procedures provides a sense of independence that enhances job satisfaction. From a broader perspective, enabling employees to engage in a broader administrative innovation at the enterprise level creates a strong sense of teamwork and community, and ensures that employees are aware of and invest in organizational goals and strategies. This requires open and motivated managers in managerial positions who are able to direct efforts without diminishing the employee's creativity (Ganter & Hecker, 2014, p. 48)

2.4 Supporting values for administrative innovation:

There is a set of values that support administrative innovation, which should be cultivated and made part of the corporate culture, the most prominent of which are:
1- Constant and continuous learning and objective evaluation of ideas.
2- Risk and lack of fear of failure and encouragement of experimentation.
3- Accepting all differences and celebrating change, and here we highlight the importance of not merely accepting differences, but also working to overcome them in a constructive way (Al-Sayed, 2011, p. 58).

2.5   Previous studies
2.5.1   Arabic Studies

(Ayyad, 2017)
Title of the study: (The effect of applying total quality management practices in promoting administrative innovation in higher education institutions according to the Baldarij model of institutional excellence).
Purpose of the study: The study aimed to identify the following:
1- Respondents' perceptions of administrative innovation in higher education institutions in the Gaza Strip.
2- Studying the relationship between total quality management practices and the promotion of administrative innovation in higher education institutions in the Gaza Strip.
3- Determining the impact of total quality management practices on enhancing administrative innovation in higher education institutions in the Gaza Strip.
4- Revealing the differences between respondents' responses about TQM practices and administrative innovation according to their personal variables.

Approach of the study: Descriptive analytical method.
Study population: The study community is represented in the administrators and academics (totaling 901) employed in the following higher education institutions: (The Islamic University, Al-Azhar University, Palestine University, University College of Applied Sciences).
The study sample: The sample of the study consisted of (257) employees.
Study tool: The researcher used a questionnaire.
Results: The study reached the following conclusions:
1 The existence of a statistically significant impact of comprehensive quality management practices with their axes (manpower, operations, leadership) on administrative innovation.
2- The presence of statistically significant differences in the mean of respondents' responses to comprehensive quality management practices and administrative innovation due to the variable of age.

3- The presence of statistically significant differences in the mean of respondents' responses to comprehensive quality management practices and administrative innovation due to the job variable.

5- The presence of statistically significant differences in the mean of respondents' responses to comprehensive quality management practices and administrative innovation due to years of service.

2.5.2 Non-Arabic Studies
(Sutanto, 2017)
Title of the study: (The influence of organizational learning capability and organizational, creativity on organizational innovation of Universities in East Java, Indonesia).
(Effect Ability On Learning Regulatory And creativity Regulatory On Innovation Regulatory For universities at Java Eastern , Indonesia).
Objective of the study: The study aimed to investigate the impact of organizational learning capacity and organizational creativity on the organizational innovation of universities in East Java, Indonesia.
Methodology: The researcher used the descriptive analytical method.
Study population: The study community consisted of lecturers from all universities in East Java Province, Indonesia.
Study sample: The study sample consisted of (179) lecturers.
Study tool: The researcher used the questionnaire as a tool for the study.
Results of the study: The study obtained the following results:
1- Innovation is important to any institution, including higher education institutions.
2- Utilizing information and communication technology creatively and broadly in all university operations can create a competitive strategy**.**

3. Methodology and procedures of this study
This section includes a description of the research methodology, procedures, and steps followed to achieve the objectives of this research. It describes the research community and the selection of the sample. It also describes the procedures and steps followed in building the two research tools and analyzing them logically and statistically with verifying the validity and stability of the scale and choosing the appropriate statistical means in data processing that was reached in proportion to the research objectives.

3.1 Methodology
In this study, we adopted the relational descriptive approach, which is concerned with determining the nature of the prevailing conditions, activities and trends. It is also concerned with searching for accurate descriptions of these activities, processes and people, and determining the relationships that exist between phenomena, as correlational studies represent the level of progress in descriptive studies. (Abu Hawaij, 2001, p. 82).

*3.2 Procedures***:**
3.2.1 Research community:
The research community consists of the deputy deans and heads of the scientific departments of the five official colleges of universities located in Baghdad governorate for the academic year (2020-2021). This reached a total of (608) individuals distributed among (71) colleges in the five universities, namely: Baghdad, Al-Mustansiriya, Technological University, Al-Nahrain, and Al-Iraqia. Their number is (221, 115, 147, 58, and 67) respectively. Around (142) deputy deans distributed according to the universities (48, 26, 32, 18, 18) respectively and (466) heads of department distributed as (173, 89, 115, 40, 49**)** respectively**.**

3.2.1 Research sample
In order to achieve the objectives of the research, a random stratified sample of (50%) i.e. (71) of the total community, which consisted of 142 deputy deans, was chosen. These are distributed among (5) universities, while the sample of heads of department reached (233) distributed over the five universities. Thus, the total number of the research sample is (304) members of deputy deans and heads of scientific departments so that the sample is comprehensive and representative of the research community.

3.2.2 The research tool
The current study aims to identify the level of administrative innovation among the deans of the colleges of universities in Baghdad governorate. Therefore, determining the goal requires extensive information, and thus the best method that can be used for this purpose is to build a tool or (scale) as referred to by (Oppenheim) is easier. It is faster when answered and can be measured correctly and is also economical in terms of time, effort and money (Oppenheim, 1966, p. 43).

3.2.3 Steps to build an administrative innovation tool:
These included the following measures:
a) Determining the objective of the scale:
This scale aims to identify the level of administrative innovation among the deans of the colleges of the universities in Baghdad governorate, as doing so is the first and most important step in building it.

b) Determining the content of the tool:
The content of the tool is expressed as the building blocks that make up the tool, and in this tool, the areas of the administrative innovation variable have been identified as four areas (information technology, administrative empowerment, overall quality, and competitive advantage). There are (11) items for the first, second, and third areas and (10) for the fourth field, i.e. the scale as a whole included (43) items.

c) Sources of building the items of the administrative innovation scale:
The information and items of the administrative innovation measure were obtained from several sources. This was after the measure had gone through several steps and stages until it reached its final form. The most prominent of these steps and stages are the following:
- Access to literature, periodicals, previous studies and conferences on the concept of administrative innovation.
- Reviewing a number of Arabic and non-Arabic standards related to the research topic.
- Consulting a number of experts and specialists in the field of educational administration as well as in measurement and evaluation, and taking their opinions, particularly those serving the nature of the research.
- Exploratory questionnaire: this open-end questionnaire includes the areas of administrative innovation. The survey sample reached (12) deputy deans and (18) heads of scientific departments from outside the research sample. The aim of preparing this questionnaire was to obtain the largest possible number of items on administrative innovation of college deans in universities.

3.2.4 Correction method and alternative answers:
Each response was given a certain score and as follows: (The first alternative - applies to a very large degree (5) and the second alternative - applies to a large degree (4), and the third alternative applies to a moderate degree (3), and the fourth alternative - applies to a small degree (2), and the fifth alternative - (1) does not apply to it completely.

3.2.5 Logical analysis of the items of measures of administrative innovation:
We presented the administrative innovation measure to a group of experts to give their opinions about the validity of the items. The number of experts reached (12) who were asked to examine the scale in terms of its definitions, instructions, items, alternatives and weights for items with the deletion or modification of what they deem appropriate, and an assessment of their validity as a measuring tool. In light of the opinions of the arbitrators on the scale, no item was dropped as all of them were retained, with a linguistic correction to some of them, as all the items were approved by the experts and thus the approval rate was (100%).

3.2.6 Statistical analysis of the scale:
The process of statistical analysis of the scale items is one of the basic steps in building the scale because it makes it more honest and stable (Anastasi, 1988, p. 192).
Therefore, we conducted a statistical analysis of the items according to the following:

A) calculation of the discriminatory index of the scale items:
In order to find the differential strength of the items of the Administrative Innovation Scale, the scale was applied to the statistical analysis sample consisting of (304) deputy deans and heads of scientific departments in the universities located in Baghdad Governorate. To achieve this purpose, we adopted the method of the contrasted groups as follows:
The T-test was applied to two independent samples to test the significance of the differences between the scores of both groups. The calculated T-value was considered an indicator to distinguish each item by comparing it with the tabular T-value equal to (1.96) at the level of significance (0.05) and with a degree of freedom (162). It was found that all the items were distinct and statistically significant.

B) The relationship of the item score to the total score of the scale:
To achieve this, we used the Pearson Correlation Coefficient to extract the correlation coefficient between the scores of each item and the overall score of the Administrative Innovation Scale. It was found that all the correlation coefficients were statistically significant when compared to the critical value of the correlation

coefficient of (0,113) at the level of significance (0.05) and the degree of freedom (302). This is an indication that the scale is valid to measure the phenomenon that it is designed to measure.

C) Relationship of the item degree to the degree of the field to which it belongs:

We used this method to find out the correlation coefficient between the degree of each item and the degree of the field to which it belongs. This is in order to ensure the validity of the items of the administrative innovation measure in each field. The total degree of the field was adopted as an internal test. After using the Pearson correlation coefficient, it became clear that all the correlation coefficients were statistically significant when compared to the critical value of (0,113) at the level of significance (0,05) and with a degree of freedom (302). Through this indicator, it became clear that all the scale domains express their items.

D) The internal correlation matrix:

This type of validity was verified by extracting the correlational relationship of the respondents' scores between the scale items with each other and the total score by using the Pearson correlation coefficient. To achieve this, the statistical analysis of the sample of (304) of deputy deans and heads of departments was relied upon. The results indicate that all correlation coefficients for each item with other items and the total score were statistically significant. This indicates that all four items measure one thing which is administrative innovation. All the correlation coefficients calculated were higher than the critical value of (0.113) at a level of significance (0.05) and a degree of freedom (302), which is a good indicator of the validity of the scale construction.

3.2.7 Psychometric characteristics of the scale:
A) Scale Validity:

The researcher has verified two types of validity, which are face validity and construct validity,and as follows:

I. *Face Validity*:

The apparent validity is intended to identify the extent to which the scale represents the components of the characteristic that it purports to measure, as it is logical that the content of the scale be purportedly representative of the content of the behavior to be measured, thus it is called the apparent validity (Rabi, 1994, p. 962).

II. *Construct Validity*:

For the purpose of obtaining a scale in which construct validity is available, we ascertained this type of validation by a statistical analysis of its items and as follows:

I. The discrimination index through the style of the two extremes, and the results show that all the items were distinct between the upper and lower groups.

II. The relationship of the item score to the total score of the scale, that is, through the internal consistency of the scale, and that the item score is related to the total score of the scale means that the item measures the same concept that the total score of the scale measures.

III. The relationship of the score of the item to the field to which it belongs. The correlational relationship between the score of each item and the total score of the field to which it belongs has been extracted. It appeared that the items of the administrative innovation measure belong to the field in which they are.

IV. The relationship of the scale domains with each other and the overall score (the internal correlations matrix).

B) Scale Reliability:

In order to find stability in the administrative innovation measure, we adopted two methods, namely:

A - External consistency verification (test - retest) method.

B - Verification of internal consistency by (Cronbach's alpha equation).

These càn be explained as follows:

I. **Test method - and retest:**

We applied the administrative innovation measure on a random sample of (30) deputy deans and heads of departments outside the research sample, who were randomly selected from colleges of the universities in Baghdad. It was then re-applied to the same sample with a time interval of (15) days from the first application. Upon completing the two applications, the stability of the scale was obtained by calculating the scores of the sample members in the first and second applications, and then extracting the Pearson correlation coefficient between the degrees of the two applications, as the reliability coefficient reached (0.88) degrees.

II. **The Alpha Cronbach equation for internal consistency:**

This method is based on calculating the correlation between the scores of the stability sample on the scale items in order to clarify the consistency of the individual's performance from one item to another (Al-Kubaisi, 2010, p. 297).

After applying the equation, the coefficient of stability was (0,85) degrees.

3.2.8 Description of the scale in its final form:

The administrative innovation measure consisted in its final form of (43) items, distributed across four domains, with (11) items for information technology, (11) items for administrative empowerment, (11) items for total quality, and (10) items for advantage competitiveness. In the light of this, the subject chooses from five graded alternatives, ranging from (5) to (1) according to the alternative that approaches or moves away from the administrative innovation measure. So, the highest score that the respondent can obtain in the scale is (215) and the lowest score (43), while the hypothetical mean of the scale is (129).

4. Presentation and interpretation of the results

This section includes a presentation of the results that have been reached based on the goals of the study. It also gives an interpretation of these results and their discussion according to previous studies in the literature and the characteristics of the society studied in this research. There follows a set of conclusions, recommendations and proposals. The results can be presented as follows:

The aim of the research: To identify the administrative innovation of the deans of the colleges of the universities in Baghdad governorate from the point of view of their assistants and heads of scientific departments.

To achieve this goal, we applied the Administrative innovation measure consisting of (43) items to the research sample consisting of (304) individuals. The results of the research showed that the arithmetic mean of the scores of this sample on the scale reached (134,997) degrees and a standard deviation of (22,989) degrees. Upon determining the significance of the difference between the arithmetic mean and the hypothetical average, which amounted to (129) degrees, it was found that the difference is statistically significant at the level of significance (0.05). The calculated T-value reached (4,550), which is greater than the tabular T-value of (1, 96), with a degree of freedom (303), and Table (1) clarifies that.

Table (1)
The arithmetic mean, standard deviation, and t-value of the adminostrative innovation scale

Variable	T-valuet *		The hypothetical mean	standard deviation	SMA	the sample	indication (0,05)
	Tabular	Calculated					
Administrative Innovation	1,96	4,550	129	22,989	134,997	304	**Function**

The table above indicates that the arithmetic mean of administrative innovation (134,997) is higher than the hypothetical mean of its value (129). It also indicates that the difference between the two averages is statistically significant and in favour of the arithmetic mean of the sample members. This is an indication that the deans of colleges of the universities in Baghdad governorate follow the method of administrative innovation from the point of view of their assistants and heads of scientific departments. As renewal is the essence of the administrative innovation of any institution, and since contemporary institutions live in changing and complex conditions, this makes them in an urgent need for innovation. This is because administrative innovation contributes to improving the capabilities of employees and their ability to generate ideas, keep abreast of modern developments, solve problems within the organization and participate in timely decision-making (Al-Hasnawi, 2018, p. 58), This finding is in line with (Ayyad, 2017).

5. Conclusions, recommendations and proposals
5.1 Conclusions

In light of the research results, we reached the following conclusions:
1- The results demonstrate the reliance of Deans of colleges in Baghdad governorate on administrative innovation In their work from the point of view their assistants and heads of scientific departments. This is since that the use of administrative innovations develops the work of the institution and overcomes the obstacles that hinder the work of these colleges. It also establishes interactive relationships with employees

through which the institution guarantees a competitive position compared to other competitors through the acquisition of a broad base for the institution.

2 The application of administrative innovation methods depends on the awareness and culture of senior management leaders in employing what is new in proportion to the abilities and skills of employees in the universities.

5.2 Recommendations

Based on the study findings, a number of recommendations can be made. These run as follows:

1- Issuing instructions from the presidencies of universities to the deans of colleges to create an environment that encourages and embraces innovations, and to introduce everything that is new and develops administrative work.

2 Making room for the employees' administrative innovations that can contribute to breaking the deadlock of the established routine, and re-engineering operations in line with the achievement of goals.

3- Focusing on the importance of training courses and programs and activating them continuously, as they are the key to keeping up with everything new.

4 - Employing various technology means appropriately in the work of the institution and working to keep up with them and attracting modern and innovative means and technologies.

5.3 The proposals

Based on the research results, we suggest the following proposals for further research:

1- Conducting a study that addresses the relationship of administrative innovation with other variables, such as the organizational culture of faculty deans in Iraqi universities.

2- Conducting a study that includes the relationship of administrative innovation with organizational success among the deans of colleges in Iraqi universities.

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