

**Digitization of administrative processes and its impact on
developing the job performance of human resources**
(An exploratory study of a sample of tourism education institutions in Iraq)

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Abstract:

Objectives: The researchers aim through the research to invest in research in tourism education institutions in Iraq to demonstrate the added value achieved by digitizing the administrative processes of these institutions, and to evaluate the process of using digital technologies by administrative and teaching cadres in the researched institutions and to suggest the necessary means and procedures to expand their use, and to employ the dimensions of digitizing administrative processes in developing the functional performance of human resources in the researched institutions.

Methods: Several main and sub-hypotheses were formulated, and in order to achieve the research objective and answer the questions and test the validity of the hypotheses, the descriptive analytical approach was adopted as a scientific methodology in the current research, and the research was based on (the questionnaire), which is the main tool for collecting data and personal interviews, as the research included an analysis of the opinions of administrative and teaching cadres in a sample of tourism education institutions with (122) questionnaires distributed to all members of the study community, and the use of a set of statistical measures and methods.

Results: The researchers reached, through the current research, the most important results represented in the focus of the researched colleges on their job performance and working to improve it through digitizing administrative processes, which made them rely on maintaining office software, using digital office archiving, and developing their individuals. It also became clear that the three colleges attempted to develop strategic plans emanating from their vision and mission in order to achieve the required goals, in addition to the participation of their employees in developing work strategies and implementing mechanisms for their application.

Conclusion: Despite the great importance of digitizing administrative processes in developing the job performance of human resources in the researched institutions, we noticed the lack of sufficient and rapid direction by administrative cadres in using digital technologies in their administrative processes. Here, these cadres must work to change their administrative style through the full use of electronic technologies in their administrative and functional tasks, and unify and coordinate the efforts of human elements in the researched society in a way that is compatible with the dominance of the digitization process of administrative processes, and in a way that contributes to developing the job performance of human resources.

Keywords: Digitization of administrative processes, electronic digital archiving, development of job performance.

The First Section... (The Intellectual Framework for Digitizing Administrative Processes) :

First...The Concept of Digitizing Administrative Processes:

HR managers seek to transform traditional paper-based HR tasks into effective and responsive activities that enable organizations to anticipate and benefit from environmental changes to enhance their competitive advantages and make them sustainable. Therefore, information technology in tourism education institutions faces a challenge through the rapid digitization in the field of higher education, which appears through the widespread use of information technology to support teaching and learning. This process is referred to as digital transformation (Thoring, 2017: 279). Digitization of administrative processes is defined as the process of institutional change based on digital technology that can change the way operations and activities are managed (Osmundsen, 2018: 2). Therefore, the importance of digitization comes from the fact that it provides protection from external threats, takes advantage of available opportunities, and helps adapt to new rules in internal and external markets (Chaniasa, 2019: 1).

Second... Dimensions of Digitizing Administrative Processes:

1. Office devices and equipment: This refers to all physical devices used in input, processing, and output activities in information systems, which include the central processing unit, various input and output devices, storage devices, in addition to physical media for the purpose of linking parts together (Laudon, 2003:14).

2. Office software: It includes a set of instructions and commands prepared by humans (the programmer) that work to prepare data continuously to keep pace with emerging changes, so that managers can make their strategic decisions on correct foundations, and to enable end users to carry out their work efficiently and effectively (Qandilji and Al-Samarrai, 2002:19).

3. Office Digital Archiving: It includes automated applications used to save, track and manage the workflow of electronic documents and their digital images in the active phase of the document life cycle within various institutions and entities (Al-Aghawat, 2022: 1127).

4. Individuals: Individuals are the most important element in the administrative operations digitization system, as they are the ones who manage, operate, program and maintain the system (Stair, 2003: 16). Individuals are end users who constitute the majority in organizations and deal with application programs as beneficiaries of them and their applications without going into the precise details of their programming processes. They specialize in the field of computers, as they are the ones who design computers and develop many programs, whether these programs are application programs or system programs (Ajam, 2007: 58), and they operate and manage the digitization of administrative operations from the side of specialists, administrators and end users of the system. Some digitization specialists agree that the importance of individuals in organizations is no less important than material requirements, but sometimes exceeds them.

The Second Section...

(Theoretical Framework for Developing Job Performance):

First... The concept of job performance: Job performance represents the most important concepts that fall within the employee's orientations and professional tasks within the organization in which he works (Bazzazo, 2009: 40), as employees take upon themselves to accept additional responsibilities and tasks through commitment to the administrative aspects of the profession and completion of the tasks assigned to them (Saleh and Ibrahim, 2020: 35), and an effective system for managing employee performance is essential for the business institution and it is expected that the performance-based goal will be in line with organizational policies so that the entire process moves away from being driven by events to become more strategic and a perspective focused on individuals (Jena, 2014:

95), so job performance is a basic and important factor in influencing the profitability of any organization, and performance is important to it because it leads to the success of business and the success of tasks that can be a source of satisfaction (Khaled, 2017: 15544) and as a result, job performance can be embodied in employee behaviors that contribute to achieving organizational goals For the organization (Villagrasa, et.al, 2019: 195), as human resources are one of the most important trends of contemporary tools that are applied in the business world today, and for this reason, organizations have taken the direction to develop and expand strategies related to human resources in order to achieve distinguished job performance (Dr. Nawfal, & Saba, 2021: 419.)

Secondly... Dimensions of Job Performance: Organizational performance in the organization depends mainly on the performance of its employees, as distinguished and successful organizations are gradually given more attention to the number of factors that contribute to organizational performance, but human resources are the most controlling and most important factor for each organization (Hamid, et.al., 2017: 100), as employee performance is an essential element as it indicates organizational success through the implementation of its functions and the use of multidimensional performance construction, as employee performance is the employee's work behavior related to any tasks in order to accomplish things (Noor & Rafiq, 2021: 4991), so in light of the above, job performance includes a set of dimensions according to the scale (Fluegge, 2008), which are as follows:

A/ Task Performance: It is considered a clear and important indicator of the employee's skills and efficiency, as employees who achieve high levels of performance are viewed by others in a more positive light than others, and their performance is recognized and rewarded, as the behavior of task performance is based on three important and basic aspects, the first of which is the completion of duties and tasks related to work, while the second aspect reflects the trends that serve transformational activities represented by the lack of work errors, and the third aspect is based on written and oral communications, as task performance reflects how employees perform their assigned activities (Al-Anzi and Al-Atawi, 2012: 23), and it is the understanding under the contractual terms between the

employer and the employee or manager and subordinate to perform a specific task (Pradhan & Jena, 2016: 1-17)

B/ Creativity: Creativity is represented by cognitive readiness and emotional characteristics that interact with variables and the environment, and lead to unusual results that distinguish the employee or group in a certain period of time. It is considered a process of predicting problems, searching for solutions, and formulating new hypotheses, as it is considered readiness traits consisting of fluency in thinking, flexibility in thinking, sensitivity to problems, re-analysis of the problem, and explaining it in detail (Ahl, 23: 2009).

C/ Organizational Citizenship Behavior: Organizational citizenship behavior has received great attention from institutions in recent decades due to its strong connection to the performance of institutions and its benefit in directing organizational behavior (Organ, 1988:23). He indicated that it is a subjective behavior that does not have an assignment and is based on a number of actions that are not considered a direct order from the head of work and are not considered an implementation of official work responsibilities (Chen & Chiu, 2008:23). Organizational citizenship behavior is also considered one of the relatively new concepts in analyzing job performance, but it is an old behavior that a person possesses and is related to teamwork and mutual assistance (Chien, 2010:3). He refers to organizational citizenship behavior as undesirable actions or behaviors that appear at the official level but are beneficial to the organization (Zhang & Zhao, 2011:364).

The Third Section: The Practical Aspect (Analyzing and Diagnosing Research Variables and Testing Research Hypotheses According to the Methods of Descriptive Statistics)

Through the applied aspect, the researchers aim to document the results of the statistical analysis of the data obtained by the researchers, by surveying the opinions of a community consisting of (115) lecturers in the colleges of tourism sciences in Iraq, about the research variables (digitization of administrative processes, job performance) and their dimensions, by employing appropriate statistical methods and measures.

First... Validity of the Research Measurement Tool: To ensure the validity of the questionnaire to measure the main research variables, it was subjected to the following statistical tests:

1/ Testing the Reliability of the Questionnaire: Validity and reliability are among the most important tests necessary for constructing the questionnaire, and are divided into the following:

(1-1) **Measuring Apparent Validity:** The researchers presented the questionnaire to a group of arbitrators and experts in various educational specializations in the colleges of tourism sciences, with the aim of verifying its ability to measure the research variables, and verifying the validity of the dimensions and paragraphs, and their suitability for the research objective.

(1-2) **Measuring Validity Using the Reliability Coefficient:** The researchers employed the (Alpha Crowe Nabakh) test to determine the reliability of the questionnaire and to determine its consistency and results, in addition to the degree of continuous loyalty in which it is far from error and obtaining the same results, if it is reused multiple times and for different periods of time and with the same degree of continuous loyalty, as the results were as follows:

A-Digitization of Administrative Processes: The independent variable was measured in general in the colleges of tourism sciences in Iraq through four main dimensions (office devices and equipment, office software, office digital archiving, individuals), in addition to (20) paragraphs that refer to the digitization of administrative processes in application, so that the digitization of administrative processes in general obtained a stability coefficient of (0.901).

B- The dependent variable was measured in general through three main dimensions (task performance, creativity, organizational citizenship behavior), in addition to (18) that refer to job performance in application, so that job performance in general obtained a stability coefficient of (0.909).

2 /Exploratory and Confirmatory Factor Analysis of the Research Questionnaire:

A- Exploratory Factor Analysis:

The research relied on (Kaiser-Meyer-Olkin -KMO) tests to verify the adequacy of the sample size to conduct the statistical analysis of the variables, given that each of them depends on a scale, as the

value of the sample size adequacy test for the independent variable was digitizing administrative processes and through (20) paragraphs represented by (KMO = 0.825), while the value of the test for the dependent variable was job performance and through (18) paragraphs represented by (KMO = 0.844), as the value of the total explained variance appeared (64.947%), and with a latent root value (12.990) for the first independent variable, strategic leadership, while their values for the job performance variable were (66.055%, 11.890) respectively, according to Table (1).

Table (1) Exploratory Factor Analysis of the Research Variables

Sample	Indicators	Digitization of Administrative Processes	Job Performance
115	Kaiser-Meyer-Olkin test	0.825	0.844
	Bartlett test	1078.311	1135.023
	Degrees of freedom	190	153
	P-value	0.000	0.000
	Number of paragraphs	20	18
	Number of factors for each variable	4	3
	Cumulative variance explained	64.947%	66.055%
	Latent root	12.990	11.890

Source: Prepared by the Researchers Based on the Outputs of the Statistical Analysis.

B- Confirmatory Factor Analysis: The researchers used confirmatory factor analysis to identify the validity of the structure and concept. The confirmatory factor analysis was for the data of the research variables and through (38) paragraphs that represented the main research variables (digitization of administrative processes, job performance) and their dimensions, as it is one of the best statistical methods used to verify the structural validity of the scales. The researchers employed the (AMOS V.25) program to verify the results of the confirmatory factor analysis, as it requires that the paragraphs have a significance level of less than (0.05), and a (T)

value greater than its tabular value (1.981) and a degree of freedom (171), so that the results are as follows:

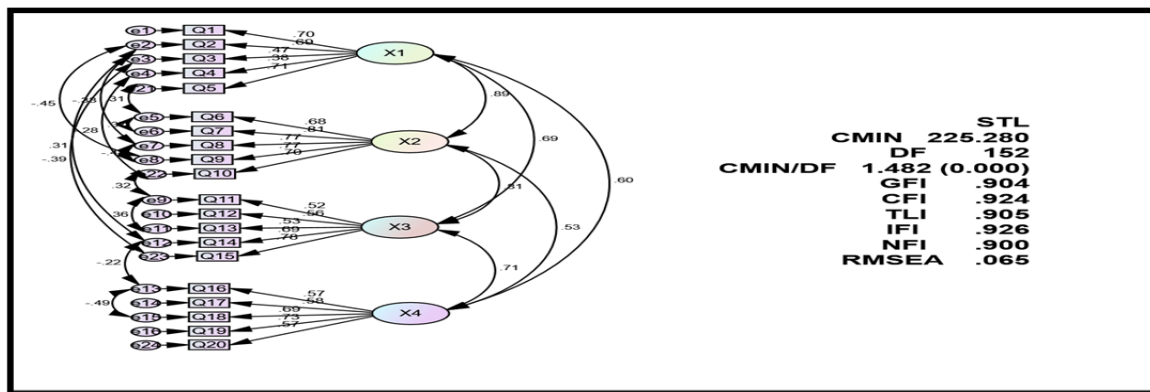
1- Digitization of Administrative Processes: The researchers found the saturation of the paragraphs of digitization of administrative processes through (20) paragraphs, represented by the dimensions (office devices and equipment, office software, office digital archiving, individuals) with a saturation value exceeding (0.40) and a probability value (0.000) and a calculated (T) value exceeding its scheduled value (1.981) and a probability value (0.05) and a degree of freedom (114) and through confirmatory factor analysis using the structural modeling method, the structural model obtained a value of the mean square error (RMSEA = 0.065), so the chi-square was (225.280), and a degree of freedom (152), so that the ratio of chi-square to the degree of freedom was (1.482), while the values of the comparative fit index (CFI = 0.924), and the value of the fit index (GIF = 0.904), and the Tucker Lewis index (TLI=0.905), the incremental fit index (IFI=0.926), and the standard fit index (NFI=0.900), all of which meet the standards and quality of fit indicators, as their value exceeded the standard (0.90), especially since the sample is suitable for structural modeling tests through the statistical package (AMOS V.25), and the modification of the indicators (MODIFICATION INDICES) was adopted to improve the quality of the model, while Table (2) shows the structural modeling indicators for the strategic leadership paragraphs. Figure (1) Indicators of confirmatory factor analysis of data on digitization of administrative processes using structural modeling method.

Table (2) Structural Modeling Indicators for Administrative Process Digitization Paragraphs

			Estimate	SRW	S.E.	C.R.	P	Label
Q4	<---	X1	.700	.404	.181	3.863	***	par_1
Q3	<---	X1	.905	.474	.196	4.617	***	par_2
Q2	<---	X1	1.427	.690	.218	6.538	***	par_3
Q1	<---	X1	1.000	.698				
Q9	<---	X2	.972	.771	.133	7.313	***	par_4
Q8	<---	X2	1.288	.772	.177	7.296	***	par_5
Q7	<---	X2	1.084	.810	.111	9.763	***	par_6
Q6	<---	X2	1.000	.680				
Q14	<---	X3	1.461	.686	.294	4.974	***	par_7

Q13	<---	X3	1.115	.533	.206	5.403	***	par_8
Q12	<---	X3	1.082	.556	.243	4.463	***	par_9
Q11	<---	X3	1.000	.518				
Q19	<---	X4	1.109	.730	.220	5.034	***	par_13
Q18	<---	X4	1.072	.695	.254	4.218	***	par_14
Q17	<---	X4	.759	.585	.164	4.637	***	par_15
Q16	<---	X4	1.000	.568				
Q5	<---	X1	1.453	.709	.215	6.773	***	par_19
Q15	<---	X3	1.943	.784	.361	5.381	***	par_20
Q20	<---	X4	.948	.574	.220	4.300	***	par_21
Q10	<---	X2	.965	.702	.138	7.005	***	par_22

Figure (1) Indicators of confirmatory factor analysis of data on digitization of administrative processes using structural modeling method



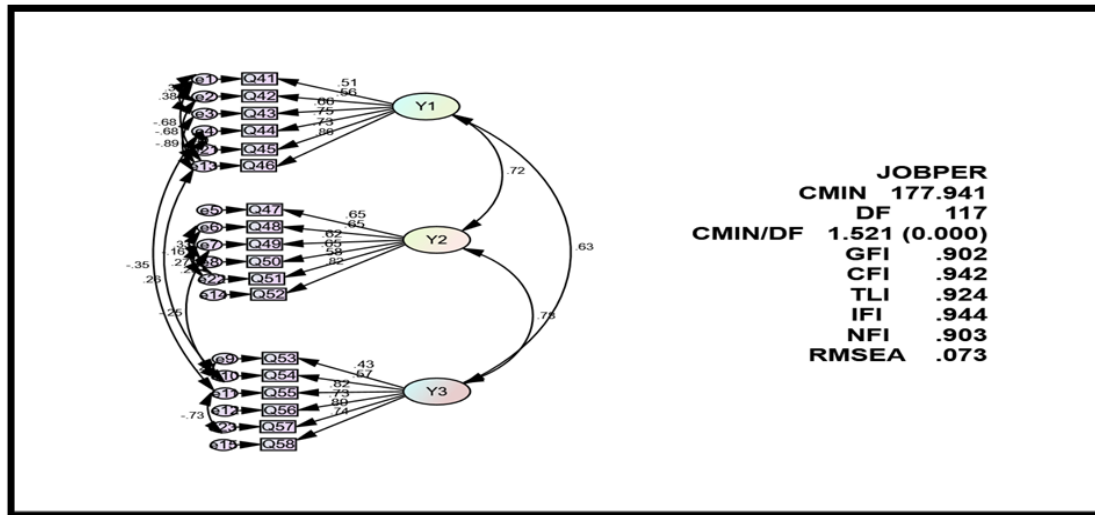
2- Job performance: The researchers found the saturation of the job performance paragraphs through (18) paragraphs, represented by the dimensions (task performance, creativity, organizational citizenship behavior) with a saturation value exceeding (0.400) and a probability value (0.000) and a calculated (T) value exceeding its scheduled value (1.981) and a probability value (0.05) and a degree of freedom (114). Through confirmatory factor analysis using the structural modeling method, the structural model obtained a mean square error value (RMSEA=0.068), while the other matching indicators obtained values exceeding the required indicator values, so Chi-Square was (177.941), and a degree of freedom (117), so that the ratio of Chi-Square to the degree of freedom would be (1.521), while the values of the comparative matching index (CFI = 0.942), and the value of the appropriate matching index (GIF = 0.902). Tucker Lewis Index (TLI=0.924), Incremental Fit Index (IFI=0.944), and Normative Fit Index (NFI=0.903), all of which

meet the standards and quality of fit indicators, as their value exceeded the standard (0.90), especially since the sample is suitable for structural modeling tests through the statistical package (AMOS V.25). The researchers used MODIFICATION INDICES to improve the quality of the model, while Table (3) shows the structural modeling indicators for the functional performance items. Figure (2) represents the indicators of confirmatory factor analysis of job performance data using the structural modeling method.

Table (3) Structural Modeling Indicators for Job Performance Items

			Estimate	SRW	S.E.	C.R.	P	Label
Q44	<---	Y1	1.718	.748	.362	4.739	***	par_1
Q43	<---	Y1	1.297	.658	.231	5.617	***	par_2
Q42	<---	Y1	1.241	.562	.249	4.984	***	par_3
Q41	<---	Y1	1.000	.511				
Q50	<---	Y2	.929	.653	.159	5.856	***	par_4
Q49	<---	Y2	.815	.616	.142	5.728	***	par_5
Q48	<---	Y2	.947	.646	.160	5.937	***	par_6
Q47	<---	Y2	1.000	.652				
Q56	<---	Y3	2.073	.733	.466	4.445	***	par_7
Q55	<---	Y3	2.173	.818	.462	4.701	***	par_8
Q54	<---	Y3	1.770	.565	.376	4.714	***	par_9
Q53	<---	Y3	1.000	.425				
Q45	<---	Y1	1.693	.731	.356	4.756	***	par_12
Q57	<---	Y3	2.682	.890	.574	4.668	***	par_13
Q51	<---	Y2	.669	.582	.128	5.244	***	par_14
Q46	<---	Y1	2.401	.857	.555	4.329	***	par_15
Q52	<---	Y2	1.410	.822	.202	6.994	***	par_16
Q58	<---	Y3	2.217	.745	.496	4.471	***	par_17

Figure (2) represents the indicators of confirmatory factor analysis of job performance data using the structural modeling method.



Second... Testing the Impact of Digitizing Administrative Processes on Job Performance:

The first main hypothesis was represented by the expectation (the existence of a significant impact of digitizing administrative processes in their combined dimensions on job performance), and to verify the acceptance of the hypothesis, the multiple linear regression model was implemented using the (Backward) method, in addition to the indicators of the tabulated (T) value (1.981), and the tabulated (F) value (3.962) at the significance level (0.05), and with a degree of freedom (114), to reject and accept the hypotheses, for the main hypothesis and its sub-hypotheses emanating from the first main hypothesis, as follows:

- 1- Testing the First Main Hypothesis:** It was found that there is a model of influence with a calculated value of (F) (45.671) at degrees of freedom (3,111,114), which is greater than its tabular value (3.962) at degrees of freedom (114), while the results of Table (4) showed the presence of an interpretation coefficient (0.552), and an adjusted interpretation coefficient (0.540), as the dimensions of (digitization of administrative processes combined) were able to explain (54%) of the changes that occur in job performance, while the percentage (46%) was attributed to other variables that were not included in the model, as the researcher noted the reliance of the faculties of tourism sciences on the dimensions of digitization of administrative processes in

improving job performance, as these results lead to accepting the first main hypothesis (the dimensions of digitization of administrative processes combined have a significant impact on job performance)

The colleges were able to employ office software to influence job performance, as the marginal slope value was (0.213) with a probability value of (0.000), and the calculated (T) value was (3.782), in addition to the presence of an effect of office software of (0.233) with a probability value of (0.002) and a calculated (T) value of (3.191), and the presence of an effect of individuals on job performance of (0.266) with a probability value of (0.000) and a calculated (T) value of (4.080), as all the calculated (T) values exceeded their tabular value (1.981) with a degree of freedom of (114) and a significance level of (0.05), while no investment in the dimension of office devices and equipment in improving job performance appeared, as these results indicate the tendency of colleges of tourism sciences when improving their job performance to focus on digital office archiving, individuals, and office software as a whole, which indicates the efficiency of the model by (75%). According to the equation for predicting the functional performance of colleges in terms of digitizing administrative processes in its following dimensions:

$$\text{Job Performance (Y)} = (1.345) + 0.213 * (\text{Office Software}) + 0.233 * (\text{Office Digital Archiving}) + 0.266 * (\text{People})$$

Table (4) The Impact of the Dimensions of Digitizing Administrative Processes on Job Performance (n=115)

Independent Variable	Job Performance						
	F	β	R ²	A R ²	T	P-V	α
Office Equipment and Devices	45.671	0.055	0.552	0.540	0.613	0.541	0.216
Office Software		0.213			3.782	0.000	
Office Digital Archiving		0.233			3.191	0.002	
Individuals		0.266			4.080	0.000	

Source: Prepared by the Researchers Based on the Outputs of the Statistical Program (SPSS V.28)

2 -Testing the First Sub-Hypothesis: The results of the table (5) show the presence of an effect model with a calculated value of (F) (36.404) at the degree of freedom (2,112,114), which is greater than its tabular value (3.962) at the degree of freedom (114), while the results of the table showed the presence of an explanation coefficient (0.394), and an adjusted explanation coefficient (0.383), as the dimensions (digitization of administrative processes combined) were able to explain (38.3%) of the changes that occur in task performance, while the percentage (61.7%) was attributed to other variables that were not included in the model, as these results lead to accepting the first sub-hypothesis (the dimensions of digitization of administrative processes combined have a significant effect on task performance) from the first main hypothesis. That is, the colleges of tourism sciences were able to employ the maintenance of core efficiency to influence the performance of the task by an amount of (0.209) and a probability value of (0.007) and a calculated (T) value of (2.737), and the presence of an effect of digital office archiving on the performance of the task by an amount of (0.422) and a probability value of (0.000) and a calculated (T) value of (4.598), as all the calculated (T) values were more than their tabular value (1.981) and with a degree of freedom of (114) and a significance level of (0.05), while they were unable to employ office devices and equipment and individuals to improve the performance of the task, as these results indicate the direction of the colleges of tourism sciences when improving the performance of the task, they will focus on digital office archiving and office software as a whole, so that the efficiency of the model is (50%), and according to the prediction equation for the performance of the task in the colleges of tourism sciences in terms of digitizing administrative processes in its following dimensions:

$$\text{Task performance (Y)} = (1.681) + 0.209 * (\text{office software}) + 0.422 * (\text{office digital archiving})$$

Table (5) The Impact of the Dimensions of Digitizing Administrative Processes on Task Performance (n=115)

Independent Variable	Task performance						
	F	β	R ²	A R ²	T	P-V	α
Office Equipment and Devices	36.404	0.065	0.394	0.383	0.656	0.513	1.681
Office Software		0.209			2.737	0.007	
Office Digital Archiving		0.422			4.598	0.000	
Individuals		0.120			1.373	0.172	

Source: Prepared by the Researchers Based on the Outputs of the Statistical Program (SPSS V.28)

3 -Testing the Second Sub-Hypothesis: The researcher found from the results of Table ((6 the existence of a model of influence with a calculated value of (F) (50.218) at the degree of freedom (2,112,114), which is greater than its tabular value (3.962) at the degree of freedom (114), while the results of the table showed the existence of an interpretation coefficient (0.473), and an adjusted interpretation coefficient (0.463), as the dimensions (digitization of administrative processes combined) were able to explain (46.3%) of the changes that occur in creativity, while the remaining percentage (53.7%) was attributed to other variables that were not included in the model, as the researchers noted the adoption of the faculties of tourism sciences of the dimensions of digitization of administrative processes in improving creativity, as these results lead to accepting the second sub-hypothesis (the dimensions of digitization of administrative processes combined affect creativity with a moral effect) from the first main hypothesis.

That is, the faculties of tourism sciences were able to employ office software to influence creativity by an amount (0.377) with a probability value of (0.000) and a calculated (T) value of (5.640), and the presence of an effect of individuals on creativity of (0.438) with a probability value of (0.000) and a calculated (T) value of (5.218), as all the calculated (T) values were greater than their tabular value (1.981) with a degree of freedom of (114) and a significance level of (0.05), while they declined in the use of digital electronic archiving and office devices and equipment in improving

creativity, as these results indicate the tendency of colleges of tourism sciences when improving creativity to focus on those dimensions as a whole, which makes the efficiency of the tested model by (50%), and according to the prediction equation for the creativity of colleges of tourism sciences in terms of digitizing administrative processes in its following dimensions:

Creativity (Y) = (0.846) + 0.377 * (Office Software) + 0.438 * (Individuals)

Table (6) The Impact of the Dimensions of Digitizing Administrative Processes on Creativity (n=115)

Independent Variable	Creativity						
	F	β	R ²	A R ²	T	P-V	α
Office Equipment and Devices	50.218	0.029	0.473	0.463	0.301	0.764	0.846
Office Software		0.377			5.640	0.000	
Office Digital Archiving		0.111			1.160	0.248	
Individuals		0.438			5.218	0.000	

Source: Prepared by the Researchers Based on the Outputs of the Statistical Program (SPSS V.28)

4 -The Third Sub-Hypothesis: The results of table (7) show the presence of an impact model with a calculated value of (F) (27.676) at the degree of freedom (2,112,114), which is greater than its tabular value (3.962) at the degree of freedom (114), while the results of the table showed the presence of an explanation coefficient (0.331), and an adjusted explanation coefficient (0.319), as the dimensions (digitization of administrative processes combined) were able to explain (31.9%) of the changes that occur in organizational citizenship behavior, while the percentage (68.1%) was attributed to other variables that were not included in the model, as the researchers noted the adoption of the faculties of tourism sciences of the dimensions of digitization of administrative processes in improving organizational citizenship behavior, as these results lead to accepting the third sub-hypothesis (the dimensions of digitization of administrative processes combined affect organizational citizenship behavior with a moral effect) from the first main hypothesis. That is, the colleges of tourism sciences were able to employ digital library archiving to influence organizational citizenship behavior by an amount of (0.288) and a probability value of (0.000) and a calculated (T) value of (3.615). Finally, the colleges

of tourism sciences were able to employ individuals in improving organizational citizenship behavior, especially since its effect value was (0.295) and a probability value of (0.000), and a calculated (T) value of (3.555), as all the calculated (T) values were greater than their tabular value (1.981) and with a degree of freedom of (114) and a significance level of (0.05), while they were unable to invest in office devices, equipment and office software in improving citizenship behavior, which means that the efficiency of the model is (50%), according to the prediction equation for measurement and analysis in terms of digitizing administrative processes in its following dimensions:

Organizational citizenship behavior (Y) = (1.955) + 0.288 * (Digital library archive) + 0.295 * (Individuals)

Table (7) The Impact of the Dimensions of Digitization of Administrative Processes on Organizational Citizenship Behavior (n=115)

Independent Variable	Organizational Citizenship Behavior						
	F	β	R ²	A R ²	T	P-V	α
Office Equipment and Devices	27.676	0.139	0.331	0.319	1.508	0.134	0.444
Office Software		0.155			1.566	0.120	
Office Digital Archiving		0.288			3.615	0.000	
Individuals		0.295			3.555	0.000	

Source: Prepared by the Researchers Based on the Outputs of the Statistical Program (SPSS V.28)

(Conclusions and Recommendations)

Conclusions:

1-The three colleges tried to focus on their job performance and worked to improve it by digitizing administrative processes, which made them rely on maintaining office software, using digital office archiving, and developing their individuals.

2 -The high interest in the strategic direction of the three colleges of tourism sciences was evident through their clear keenness to develop strategic plans emanating from their vision and mission in order to achieve the required goals, in addition to the participation of their employees in developing work strategies and implementing mechanisms for their implementation.

3 -The colleges of tourism sciences resorted to office software for their staff by establishing the necessary mechanisms to retain the competencies they possess and work on developing and improving them, in addition to their clear keenness to spread cooperation and exchange experiences and other tourism competencies.

4 -The high interest in performing the task in the colleges of tourism sciences was evident, resulting from urging their teaching staff to provide the latest educational methods in order to advance the scientific reality, in addition to opening communication channels with their professors and exchanging ideas and suggestions and overcoming the difficulties facing students and raising their scientific level.

5- The colleges of tourism sciences have adopted creativity as a way to achieve job performance resulting from encouraging teamwork and presenting proposals and discussions that include creative solutions to routine or emergency work problems, which made them keener to provide an effective incentive system to reward new creative ideas in an objective and fair manner.

Recommendations:

1 -The necessity of focusing on the faculties of tourism sciences on their job performance and improving it by relying on the digitization of administrative processes in that goal, through adopting office software, electronic digital archiving, and developing their human resources, in improving the performance of the task.

2 -The faculties of tourism sciences studied should improve their strategic direction by focusing on the participation of their staff in formulating their strategy in a way that facilitates its implementation without resistance or obstacles.

3 -The necessity of improving the faculties of tourism sciences in the research sample from the possibility of using office software by ensuring cooperation and exchange of experiences and competencies with tourism faculties from local, regional and international universities in the same specialization.

4 -The faculties of tourism sciences should improve their ability to perform the task by opening channels of communication bilaterally with their professors and employees in a way that opens horizons for exchanging ideas and suggestions that overcome work difficulties and direct their students to raise their academic level, in addition to

providing the appropriate environment for tourism education and training that improves their educational reality.

5- The necessity of improving the job performance of the research sample colleges by emphasizing the spirit of the work team based on positive exchange and dedication to performance, while paying attention to the behaviors of providing a work environment that is compatible with the level of trust, respect and self-esteem among its teaching staff.

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رقمنة العمليات الإدارية وتأثيرها في تطوير الأداء الوظيفي للموارد البشرية
(دراسة استطلاعية لعينة من مؤسسات التعليم السياحي في العراق)

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مستخلص البحث:

يهدف الباحثان من خلال البحث توضيح العلاقة بين رقمنة العمليات الإدارية ومدى تأثيرها في تطوير الأداء الوظيفي للوارد البشرية، لاستثمار البحث في المؤسسات المبحوثة لبيان القيمة المضافة التي تحققها رقمنة العمليات الإدارية، إذ انطلق الباحثان بمشكلة رئيسة تمثلت بعدم وجود توجه كاف في إستعمال التقنيات الألكترونية بالعمليات الإدارية للمؤسسات المبحوثة، وجاء البحث لتحديد العلاقة والتأثير بين رقمنة العمليات الإدارية كمتغير مستقل وأثره في تطوير الأداء الوظيفي بوصفه متغيراً تابع، وقد تم صياغة عدة فرضية رئيسة وأخرى فرعية، ومن أجل تحقيق هدف البحث والأجابة على التساؤلات واختبار صحة الفرضيات، فقد تم اعتماد المنهج الوصفي التحليلي كمنهجية علمية في البحث الحالي، واعتماد البحث وعلى نحو أساس على (الاستبانة)، التي تُعد الأداة الرئيسة لجمع البيانات والمقابلات الشخصية، لذا فقد تضمن البحث تحليل آراء الكوادر الإدارية والتدريسية في عينة من مؤسسات التعليم السياحي وبواقع (122) استبانة موزعة على كافة أعضاء مجتمع الدراسة، واستعمال مجموعة من المقاييس والأساليب الأحصائية، كما توصل الباحثان عن طريق البحث الحالي الى اهم النتائج المتمثلة في تركيز الكليات المبحوثة على أدائها الوظيفي والعمل على تحسينه من خلال رقمنة العمليات الإدارية، وهذا ما جعلها تعتمد المحافظة على البرمجيات المكتبية، وإستخدام الأرشفة الرقمية المكتبية، وتطوير الأفراد لديها.

الكلمات المفتاحية: رقمنة العمليات الإدارية، تطوير الأداء الوظيفي.