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THE IMPACT OF BUSINESS PROCESS REENGINEERING ON ENHANCING CREATIVE PERFORMANCEANALYTICAL RESEARCH OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE BAGHDAD GOVERNORATE OFFICE

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Abstract

This study aimed to reveal the relationship between business process reengineering (BPR) as an independent variable and its dimensions (use of information technology, employee skills development, readiness for change, and simplification of work procedures) and creative performance as a dependent variable and its dimensions (originality, fluency, flexibility, and elaboration). The study's central question was: What is the impact of BPR on enhancing creative performance? The study's significance lies in revealing the impact of BPR on enhancing creative performance, which is crucial for achieving substantial accomplishments and fruitful efforts for the organization under study. To achieve the study's objective, a descriptive-analytical approach was used to analyze and identify the correlations and influences between the study variables. A questionnaire was employed as the primary data collection tool, as it was one of the main instruments used to gather the necessary information from the sample, which consisted of 150 individuals. To process the study data and test its hypotheses, a number of statistical methods and programs were used, and the results were extracted based on SPSS v.25. The study reached a set of conclusions and recommendations. Among the most important conclusions is the existence of an influential relationship and correlation between re-engineering administrative processes and enhancing creative performance. The study also reached a set of recommendations, the most prominent of which was to make an organizational and structural change by establishing a specialized unit for re-engineering administrative processes in the organization under study. The task of this unit would be to provide the organization's senior management with information and data to serve as a channel for developing future strategies, diagnosing the challenges and obstacles facing the work, as well as identifying the available opportunities to invest in them in a way that enhances the organization's goals.

Keywords: Re-engineering administrative processes, Creative performance, Baghdad Governorate Office.

Introduction:

Today's world is witnessing tremendous changes and rapid developments, making organizations vulnerable to numerous difficulties and challenges. This has highlighted the need to improve organizational performance. From this perspective, some organizational leaders have adopted the concept of business process reengineering (BPR) to enhance their organizations' performance and achieve innovative results. BPR is considered an effective tool for organizations to reach their goals, achieve optimal performance levels, and maintain their reputation and standing (Uga, 2026). This study delves into profound management concepts that connect many technical and technological fields to serve the objectives of organizations and companies. The advancements in business and communication technologies have driven many organizations to move beyond traditional or comprehensive performance levels, which have often placed a heavy burden on various parts of the organization. The focus has shifted to performance that yields multiplied results and adds value to all work processes. This is achieved by concentrating on performance that leads to a cumulative effect of effort and rapid results, which the company or organization can obtain under ideal conditions, as is the case in many business organizations and companies. This narrative leads us to discuss Regarding creative performance (new ideas, a shared understanding of the problem, a new approach, and a new work style) (Kostetskyi, 2025), which results in impressive efforts and significant leaps in performance level, the current study focuses on how to highlight and develop the creative performance of the organization by employing appropriate knowledge management infrastructure or through the direct or indirect influence of the business process reengineering variable (use of information technology, employee skills development, readiness for change, and simplification of work procedures). (Asaolu, 2025). The study aimed to achieve creative performance for the

organization under study by employing business process reengineering as an independent variable, as well as diagnosing the reality and variables of the study (business process reengineering and creative performance). Furthermore, it aimed to provide a conceptual analysis of the dimensions of the study variables and the possibility of presenting a suitable conceptual model and demonstrating the potential impact of business process reengineering, with its various dimensions, on enhancing the creative performance of the organization under study. To achieve the above objectives, the study was divided into four sections. The first section included the scientific methodology of the study, while the second section included... The second section covers the conceptual and theoretical framework of the study variables, and is divided into the intellectual and theoretical contents of administrative process re-engineering and creative performance. The third section includes the field analysis of the study sample, and the fourth section includes the conclusions and recommendations.

Research Problem:

The researcher believes that the problem addressed in this study is the need for organizations to strive to develop and improve their performance in general, especially if they aspire to achieve creative performance. This research can be applied to any organization or company, whether public or private, as all organizations require continuous development and improvement. Accordingly, the study will be applied to the Baghdad Governorate Office. In light of this problem, the following main question arises:

Is it possible to develop and improve creative performance through the impact of business process reengineering in the organization under study?

Research Objectives:

1- To strive for creative performance within the organization under study by employing business process reengineering as an independent variable.

2- To diagnose the current situation and variables of the study (business process reengineering, creative performance).

3- To present a conceptual analysis of the dimensions of the study variables and the possibility of developing a suitable conceptual model.

4- To demonstrate the potential impact of business process reengineering, with its various dimensions, on enhancing the creative performance of the organization under study.

Research Importance:

١ -The Cognitive and Conceptual Aspect: The cognitive and conceptual importance of this study stems from its consideration of modern variables such as creative performance, and other relatively recent variables such as the re-engineering of administrative processes. It also examines the conceptual and cognitive distances between these variables, drawing on the dimensions and concepts of much theoretical and conceptual heritage that still requires further study and research to provide comprehensive theoretical frameworks. This is especially relevant given that these variables attract many writers and researchers, particularly as organizations are experiencing the golden age of information and communication technology.

٢ -The Applied Aspect: The importance of the applied aspect lies in its demonstration of the impact of re-engineering administrative processes on enhancing creative performance, which is essential for achieving substantial results and fruitful efforts for the organization under study.

Research Hypotheses:

Main hypothesis 1: (There is a statistically significant relationship between business process reengineering and creative performance.)

Main hypothesis 2: (There is a statistically significant relationship between business process reengineering and creative performance.)

Study variables scale:

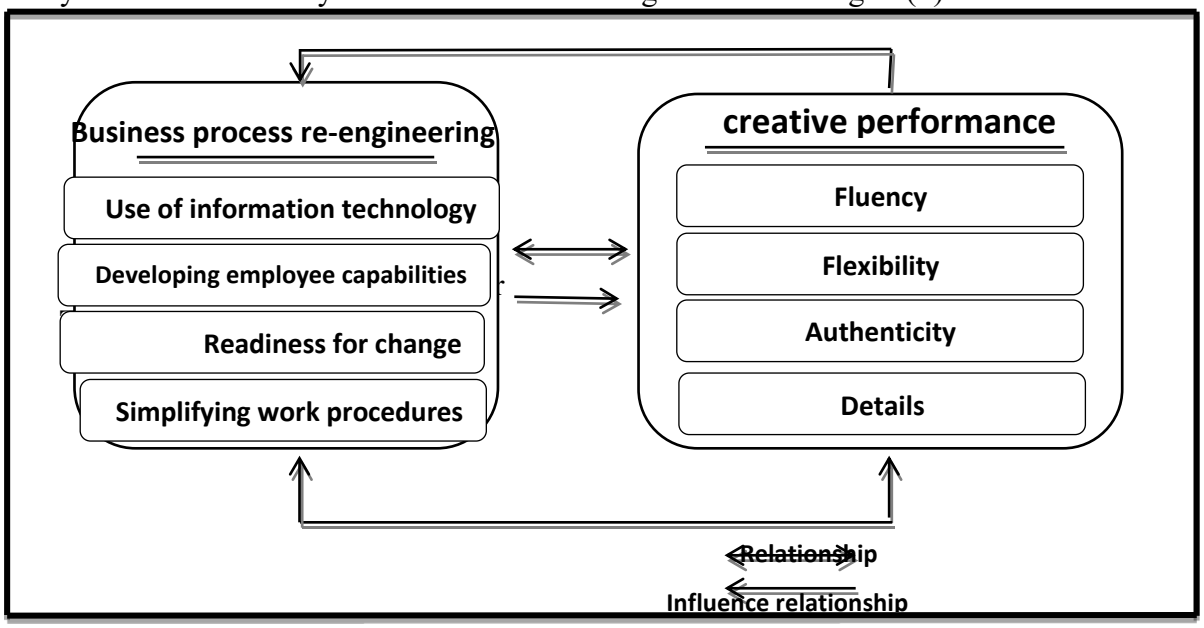
In light of the researcher's review of previous studies, it becomes clear that most researchers agreed on the following dimensions of the study variables, which are the most frequently addressed in previous studies:
Source: Prepared by the researcher

Search framework:

Table No. (1) Dimensions of the study variables

variable	Dimensions	Reference
independent variable Business process re-engineering	**-Use of information technology -Developingemployee capabilities -Readiness for change -Simplifying work procedures**	) Li & Nazif, 2022(
dependent variable creative performance	- **Authenticity** - **Fluency** - **Flexibility** - **-Details**	)Dere & Ömeroglu,2018((Wu & Koutstaal,2020)

In light of the previous studies that the researcher reviewed, and the diagnosis of the study problem and its hypotheses, a preliminary model for the study was formulated. This constitutes the first core of the conceptual model that will be developed later based on the candidate from previous studies, and what will result from the results of the field study and the results of the correlation relationships between the hypotheses. Accordingly, the preliminary model for the study consists of the following variables in Figure(١)



A. Cognitive Boundaries: The cognitive boundaries of this study are as follows:
-Independent Variable: This refers to the dimensions of administrative process reengineering (use of information technology, employee skills development, readiness for change, and simplification of work procedures).
-Dependent Variable: This refers to the dimensions of creative performance (originality, fluency, flexibility, and elaboration).
B. Temporal Boundaries: 2025-2026
C. Spatial Boundaries: The study was conducted within the Baghdad Governorate Office and its affiliated departments**.**

Study population and sample

The study population consisted of managers working in the Baghdad Governorate Office. Data were collected using a questionnaire. The method employed was purposive sampling, which relied on department, division, and unit heads to ensure representativeness of the study population, avoiding bias or favoritism, and guaranteeing objectivity in data collection. The number of questionnaires valid for analysis was.(١٥٠)

Data collection method

١ .The study relied on the contributions of researchers and writers, including Arabic and foreign books, theses, dissertations, and research papers pertaining to the theoretical aspects.

٢ .Personal Interviews: The researcher conducted several informal personal interviews with department heads, division heads, and unit heads at the Baghdad Governorate Office to gather their opinions regarding the study variables. The purpose of these interviews was to clarify the information provided in the questionnaire and to answer any questions that might arise among the participants.

٣ .Questionnaire: The questionnaire was used as the primary data collection tool, and its results served as the basis for statistical analysis. Measuring the various types of variables is crucial to the theoretical framework

Business process re-engineering

Reengineering, which some writers call engineering, means starting over. Engineering means applying mathematical and scientific rules to obtain practical results such as design, construction, and arrangement (Mishra, 2025). The re-emergence of reengineering applications was brought back to mind with the beginning of the second half of the eighties and their development in the nineties and beyond, stages that witnessed dramatic changes in the history of management and organizational development. Contemporary writings expect that the coming time will witness a comprehensive rethinking of the principles and foundations that seemed to have acquired rigid entrenchment, as gradual improvements are not enough to meet the challenges ahead. (2022, Fetais) Managers in organizations face challenges, some related to the external environment and others to the internal environment of the organization, that require changing work patterns to meet these challenges (2022, Li). Reengineering represents starting from scratch, not fixing the current situation, and getting rid of traditional organizational principles, as well as the means and operating procedures that are currently used, and creating a new set of means and procedures (2023, Choudhary). This definition focuses on starting from scratch, that is, rebuilding the organization and processes from scratch to reach the required quality. This concept applies to organizations that face technological change in work methods significantly (2022, Fredson).

Dimensions of Business Process Reengineering

١ -Use of Information Technology

The rapid developments occurring in the work environment have led to the widespread use of information technology as a means of ensuring the survival and continuity of the organization. The increasing volume of data flowing has necessitated the adoption of technology to keep pace with this era and the volume of information produced by humankind in previous years (Talukder, 2023). It is defined as the process of transforming a scientific idea from a theoretical state to a practical state, that is, transforming it into productive needs of machines, equipment, devices, tools, and means used by workers in performing their work or in the job they occupy, so that these machines and equipment become capable of providing the service (Mohsin, 2023).

2-Developing Employee Capabilities

The dream that the organization aspires to achieve is desirable and distinguished performance through the capabilities that employees acquire. Therefore, it adopts training as a foundation and methodology for its work, whether it is training employees for jobs or developing their job skills (Bahramnejad, 2015). This is considered to be those basic processes that can be re-engineered to benefit from expanding the organizational knowledge capabilities of employees, and through re-engineering customer relationship management processes and benefiting from knowledge-based resources (Kapoor, 2014).

3-Preparing for Change

One of the main challenges that organizations face when implementing Business Process Reengineering (BPR) is preparing for change. The success of the implementation process depends on the element of preparedness for change, as nothing remains the same. Changes are introduced into practices and organizational structure. Implementing BPR requires changing the old organizational culture that the organization was operating under and working on a new organizational culture under which the basic components of BPR are applied (Fetais, 2022).

4-Streamlining Work Procedures

Functional integration within an organization forms the basis for managing administrative procedures and the mechanism for simplifying and coordinating them in terms of speed, accuracy, and efficiency. This is important for reducing costs, shortening task time, and improving service response. The accumulation of tasks during working hours constitutes an administrative problem. Functions are designed based on the time required to complete tasks, and a formal description of administrative processes is provided to streamline their procedures based on a functional integration approach. Meanwhile, interactions during task execution can be managed by the manager (Uga, 2026).

creative performance

Creativity has become an urgent necessity in the life of an organization. An organization needs it at all times for its success, leading to the need for managers to continuously focus their efforts on improving the creative performance of employees (Yin, 2026). This includes the ability to transform new ideas into successful products and processes.(Wei, 2025) An employee's ability to produce new and constructive ideas contributes to organizational well-being. (Lebuda, 2025) Innovative and practical products, processes, methods, and ideas are produced at the individual employee level and are valuable to the organization. (Hu, 2022) An individual's ability to generate ideas to solve a problem; ideas can be obtained through interaction with the surrounding environment.(Juyumaya, 2023) The generation of new and useful ideas by employees is considered the basis of competitive advantage. These creative ideas originate in people's minds and are largely fueled by the psychological states of individuals. (Krishna, 2024) Engaging in creative behaviors, such as proposing new and useful products, ideas, or procedures, provides the organization with important raw material for subsequent development and potential implementation. (Huang, 2023).

Dimensions of creative performance

١ **-Originality**: From a linguistic perspective, originality is defined as the ability to think independently and creatively (Oxford Dictionary) and also "the quality of being distinctive and interesting and not like everyone else." According to philosophy, "origin" refers to the source or first state of a person or thing, and originality is attributed to the creation of knowledge (Shaheen, 2021). Originality is also described as the ability to produce unusual and rare ideas on a particular subject or event. This means that creative individuals have ideas that differ from others, in addition to presenting different viewpoints and developing new ideas.(Jasim, 2024)

2 -Fluency: Fluency refers to the ease with which an individual can generate a large number of ideas. The term fluency is often used to represent divergent thinking (Dere, 2018). It is also referred to as the number of ideas that are utilized in solving a particular problem.(Zhang et al., 2013) Fluency not only refers to an individual's ability to produce ideas but also to the number of ideas generated by a group (Breslin, 2019). Fluency in thinking also represents the quantity of unconventional and related ideas generated by a particular issue, or the number of associations created in response to a stimulus. Individuals with creative characteristics are expected to think fluently and develop a rich stream of ideas that are useful in solving a particular problem or event.

٣ **-Flexibility**: Flexibility is described as the ability to adapt to changing instructions. It is a cognitive ability that helps humans achieve flexible behavior in different environments. Flexibility has been defined based on various ideas (Weiss & Wilhelm, 2022). Flexibility lies in an individual's ability to step back in order to access new knowledge, experiences, and better relationships with others. Creative individuals possess dynamic approaches and are open to new ideas and experiences to confront problems. They have the ability to improvise in difficult situations characterized by uncertainty and change. Creative individuals adopt a new approach when facing difficulties and failures and have the ability to change quickly in order to recover from negative experiences or those that do not achieve the desired results (Rego et al., 2012).

٤ **-**Elaboration: Elaboration involves adding details, filling gaps, embellishing, and completing a creative idea. It embodies the ideas of collaborators, brings an idea to fruition, or adds the contextual details necessary to make something real, understandable, or aesthetically pleasing. Without elaboration, others will not see the full potential of the creative inspiration (Shively, 2011)**.**

Third topic

Demographic data description for the study:

Before conducting any analysis of the study variables, it is important to identify the nature and characteristics of the sample and what it consists of. Four demographic variables of the study sample were verified (academic qualifications, gender, work experience, job position), where (150 questionnaire forms) valid for analysis were distributed, and the demographic characteristics of the study sample were as shown in Table (2) below:

Table (2) Demographic characteristics of the study sample

Demographic variables	Classification	repetition	Percentage %
Sex	**Male**	١٢٦	٨٤
	female	٢٤	١٦
Total		١٥٠	٪١٠٠
work experience	٥ - اقل	٨	٥

	٦ ـ ١٠	٤٣	٢٩
	١١ ـ ١٥	٥٣	٣٥
	١٦ـفاكثر	٤٦	٣٠
Total		١٥٠	٪١٠٠
Job grade	**Division Manager**	١٠٣	٦٩
	Department Manager	٢٢	١٥
	Director of the Authority	٢٥	١٧
Total		١٥٠	٪١٠٠
Academic qualification	**Preparatory**	٦	٤
	diploma	٢١	**14**
	Bachelor's	١١٧	**76**
	Master's	٦	**4**
Total		١٥٠	٪١٠٠

Source: Prepared by the researcher based on SPSS v.25 outputs

To understand the nature of the study population and sample, the collected data was described by calculating the percentages and frequencies of the demographic variables. As shown in Table (2) above, the percentage of males was the largest, with 126 male respondents, representing 84% of the sample, compared to 24 females, representing 16% of the total sample. Regarding the second variable, experience, 35% of the sample (53 respondents) had experience ranging from 11 to 15 years. The smallest percentage (5% of the sample, or 8 respondents) had experience ranging from 5 years to less. As for the job grade variable, those at the level of "division manager" constituted the largest percentage of the study sample (69%), totaling 103 respondents. The smallest percentage (22 respondents, or 15%) held the level of "section manager." For the last demographic variable, which is educational qualification, the percentage of those who hold a bachelor's degree is the largest percentage, estimated at (76%) of the total sample, with a number of (117 respondents), while the percentage of those who hold a preparatory certificate and a master's degree is the smallest, with a number of (6 respondents) and a percentage of.(٤٪)

Analysis and interpretation of hypotheses regarding the relationship between business process reengineering and creative performance.

-Analysis of centralization and dispersion in both business process reengineering and creative performance.

Knowing the characteristics of the study sample and its direction is an important step that contributes to predicting the nature of the relationship and influence that brings together the study variables. The (arithmetic mean, standard deviation, and variance) were used to measure the direction and centrality of the data, which is known as (central tendency), while the degree of variance and difference of the sample's responses was also measured, which is known as (the measure of dispersion). The test was conducted on (32 items) distributed over the main variables (administrative process re-engineering and creative performance) for a group of employees of the Baghdad Governorate Office (150 employees), where the data were summarized and described as shown according to the variables.

١ .Descriptive analysis of the business process reengineering variable:

The data structure was characterized by conducting a central tendency and dispersion analysis of strategic intelligence through (16 items) testing sub-dimensions (use of information technology, development of employee capabilities, readiness for change, simplification of work procedures) using the Five Point Likert scale, where the results of the analysis (arithmetic mean, standard deviation, and variance) were as shown in Table (3) below:

Table (3) Summary of the sample's response to the variable of administrative process reengineering

Variables	Dimensions	Paragraphs	arithmetic mean	standard deviation	Contrast
Business process re-engineering	**-Use of information technology**	UOIT1	٢.307	0.695	0.483
		UOIT 2	٢.633	0.930	0.865
		UOIT 3	٢.813	0.893	0.797

		UOIT 4	2.827	0.925	0.856
	Developing employee capabilities	DEC1	2.907	0.929	0.864
		DEC 2	2.713	0.822	0.676
		DEC 3	2.747	0.899	0.808
		DEC 4	2.947	0.947	0.896
	-Readiness for change	PFC1	2.907	0.822	0.676
		PFC 2	2.667	0.841	0.707
		PFC 3	2.573	0.958	0.917
		PFC 4	٢.687	0.852	0.727
	Simplifying work procedures	SWP1	2.733	0.825	0.680
		SWP 2	2.680	0.900	0.810
		SWP 3	2.880	0.941	0.885
		SWP 4	2.800	0.941	0.886

Source: Prepared by the researcher based on SPSS v.25 outputs

From Table (3) above, the general trend of data centralization was extracted using the central tendency measure (arithmetic mean). This contributes to predicting the weak interest of the study sample in strategic intelligence. As shown, the extracted mean values did not exceed the hypothetical mean value of the Five Point Likert scale. The highest extracted mean value for the dimension (use of information technology) was for item (FOR4), with a standard deviation of (0.925) and a variance of (0.856). Similarly, the highest mean value for the second dimension (development of employee capabilities) was also for the fourth item (SYT4), with a mean of (2.947), a standard deviation of (0.947), and a variance of (0.896). As for the third dimension (readiness for change), the first item (STV1) had the highest value at (2.907), with a dispersion of (0.822) and a variance of (0.676). Regarding the dimension (simplification) (Work procedures) The arithmetic mean for the third item (MOT3) was estimated at (2.880), which is the highest, with a deviation of (0.941) and a variance of.(٠,٨٨٥)

٢ -Descriptive Analysis of the Creative Performance Variable**:**

The data structure was characterized by conducting an analysis of central tendency and dispersion for the dependent variable, creative performance, using (16 items) that tested four sub-dimensions (originality, fluency, flexibility, and elaboration); using the Five Point Likert scale. The results of the analysis (mean, standard deviation, and variance) are shown in Table (4) below:

Table (4) Summary of the sample's response to the creative performance variable

Variables	Dimensions	Paragraphs	arithmetic mean	standard deviation	Contrast
creative performance	**Authenticity**	ORI1	١.953	0.679	0.461
		ORI2	٢.753	0.948	0.898
		ORI3	١.860	0.875	0.766
		ORI4	٢.693	0.955	0.912
	Fluency	FLU1	١.933	0.808	0.653
		FLU2	١.793	0.854	0.729
		FLU3	٢.647	0.845	0.713
		FLU4	٢.820	0.898	0.806
	Flexibility	FIE1	٢.847	0.857	0.735
		FIE2	٢.820	0.836	0.699
		FIE3	٢.787	0.938	0.880

		FIE4	٢.866	0.895	0.801
	Details	ELA1	١.927	0.752	0.565
		ELA2	٢.773	0.845	0.713
		ELA3	٢.847	0.865	0.748
		ELA4	١.887	0.790	0.625

Source: Prepared by the researcher based on SPSS v.25 outputs

From Table (4) above, the general trend of data centralization was extracted using the central tendency measure (arithmetic mean). This contributes to predicting the weak interest of the study sample in creative performance. As shown, the extracted mean values did not exceed the hypothetical mean of the Five Point Likert scale. The highest extracted mean value for the dimension (Originality) was for item (ORI2), with a mean of (2.753), a standard deviation of (0.948), and a variance of (0.898). Similarly, the highest mean value for the second dimension (Fluency) was for the fourth item (FLU4), with a mean of (2.820), a standard deviation of (0.898), and a variance of (0.806). For the third dimension (Flexibility), the fourth item (FIE4) was also the highest, with a mean of (2.866), a dispersion of (0.895), and a variance of (0.895). With (0.801), the highest arithmetic mean for the dimension of (detail) was for item (ELA3), with an arithmetic mean of (2.847), a dispersion coefficient of (0.862), and a variance of.(٠,٧٤٨)

Analysis of the linear correlation relationship for the dimensions and variables of the study :

Testing the correlation coefficient using Pearson's analysis to predict the magnitude and direction of the relationship between two variables is an important step that contributes to predicting the nature of the effect that combines (X; Y) through a linear relationship that can be represented graphically, assuming the stability of the remaining circumstantial variables. Based on the above, Pearson's test was conducted for the three main variables (administrative process reengineering, creative performance) and for 8 sub-variables. At a significance level (p-value ≤ 0.01), the results were as shown in Table (5) below:

1. At a significance level of 0.01, the relationship between the independent variable, business process reengineering, and creative performance was positive, with a p-value of 0.2500. This indicates that an increase in the independent variable positively impacts the dependent variable, creative performance.
2. As shown in Table 5, the Pearson correlation coefficient indicates that any increase in one of the dimensions of business process reengineering (use of information technology, employee skills development, readiness for change, and simplification of work procedures) has a positive impact on creative performance. The correlation values were 0.230, 0.231, 0.215, and 0.271, respectively, at a significance level of 0.01.
3. Similarly, the matrix analysis value for the relationship between business process reengineering and creative performance was 0.432, indicating a positive relationship. This suggests that any increase in business process reengineering can enhance creative performance within the organization.

Table (5) Pearson analysis of the correlation between business process reengineering and creative performance

	UOIT	DEC	PFC	SWP	ORII	FLUU	FIEE	ELAA	BPR	INP
UOIT	1									
DEC	.٣17**	1								
PFC	.٤62**	.243**	1							
SWP	.٥61**	.370**	.240**	1						
ORII	.٢45**	.376**	.328**	.481**	1					
FLUU	.٢83**	.233**	.213**	.275**	.288**	1				
FIEE	.٢11**	.369**	.218**	.303**	.484**	.450**	1			
ELAA	.٢56**	.461**	0.230	.358**	.388**	.367**	.514**	1		
BPR	.٥74**	.369**	.252**	.520**	.278**	.429**	.311**	.404**	1	
INP	.٢30**	.231**	.215**	.271**	.393**	.214**	.224**	.300**	.250**	1
**. Correlation is significant at the 0.01 level (2-tailed).										

Source: Prepared by the researcher based on SPSS v.25 outputs

Testing the main effect hypothesis

After raising a number of issues and building a set of hypotheses based on previous ideas and studies, it is appropriate to verify the validity of those ideas and hypotheses in order to arrive at a set of solutions regarding the

study problem. The Structure Equation Model (SEM) method was used to test the main effect hypothesis, as follows:

Testing the hypothesis of the effect between business process reengineering and creative performance

The second main hypothesis states that "there is a statistically significant relationship between business process reengineering and creative performance." In Table (6), the saturation coefficient (β) values were within acceptable limits. Also, at a significance level (p-value ≤ 0.01), the C.R. values were also high, which indicates acceptance of the second main hypothesis (H2), as the calculated C.R. value was (11.255), which is higher than the standard C.R. value, as shown in Table (6) below:

Table (6) Hypothesis on the impact of re-engineering administrative processes on creative performance

Model 1			Estimate	S.E.	C.R.	P
BPR	<---	**INP**	0.529	0.047	11.255	***
Model 2			Estimate	S.E.	C.R.	P
UOIT	<---	**INP**	0.٥٢8	0.044	12	***
DEC	<---	**INP**	0.544	0.025	21.76	***
PFC	<---	**INP**	0.480	0.049	9.795	***
SWP	<---	**INP**	0.511	0.037	13.810	***

Source: Prepared by the researcher based on SPSS v.25 outputs

conclusions and recommendations:

Conclusions:

١. The study found a below-average correlation between business process reengineering (BPR) and the enhancement of creative performance. However, this finding supports the overall direction of the study.

٢. The study indicated the sample's interest in competition and striving for excellence in work performance, as reflected in the motivation index within the dimensions of BPR.

٣. The study sample demonstrated a growing awareness of the importance of using information technology and developing employee skills related to the organization's work (the Governorate). This was clearly evident in the employee skills development within the dimensions of BPR.

٤. Despite the sample's limited interest in the dimensions of creative performance, the results indicated a positive correlation between BPR and the enhancement of creative performance.

٥ .It should be noted that creative performance is a concept that can only be achieved through the application of BPR through its dimensions: (use of information technology, employee skills development, readiness for change, and simplification of work procedures).

Recommendations:

١ .Implement organizational and structural changes by establishing a specialized Business Process Reengineering (BPR) unit within the organization under study. This unit's role will be to provide senior management with information and data to inform future strategies, identify challenges and obstacles, and pinpoint opportunities for investment to enhance the organization's (governorate's) objectives.

٢ .Adopt a systematic development process for BPR training for unit and department heads within the organization under study. This will be achieved through the use of specialized programs to foster awareness and a culture of BPR.

٣ .Establish an organizational unit responsible for providing appropriate standards in line with advancements in information and communication technology. This unit will be responsible for providing the necessary infrastructure for knowledge management.

1.Develop the leadership and interpersonal skills of unit and department heads by enrolling them in practical and theoretical courses within the frameworks and concepts of strategic management.

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