

The Extent of The Availability of Requirements for Administrative Development and Change Management in Commercial Banks - An Exploratory Study of The Opinions of a Sample of Department Heads and Workers at The Middle East Investment Bank of Iraq

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ABSTRACT

This research deals with the study of "the availability of requirements for administrative development and change management in banks," represented by (strategic planning, employee development and development policies, administrative systems and policies, environmental conditions and variables, structures and work design) at banks, and for the purpose of achieving the research objectives, a form (The questionnaire (was distributed to the heads of departments and employees working in the Iraqi Middle East Investment Bank (under discussion) and after collecting the (40) questionnaires and analyzing the initial data, some conclusions and recommendations were reached, the most important of which were:

1. That there is a correlation and influence between the organization's ability to manage change and the development and development of the skills of its employees, as the process of administrative development for workers is one of the important methods in bringing about change.

2. The appropriateness of the organizational structure is one of the requirements for change management and administrative development, and that the bank is considered effective if it takes into account the appropriateness of the organizational structure and takes into account modifications, changes and evaluation periodically in line with the bank's needs.

Among the most prominent research recommendations were the following :

1. Taking into account the continuous changes in the labor market, whether in terms of number or qualitative composition of competencies, due to the continuous change in the structure and systems of education, development and training.

2. *Work to make adjustments in the systems and work methods used in the completion of the work of financial institutions, including banks, such as introducing new technology in the completion of work and using new methods in developing employee performance evaluation.*

Key words : *Administrative Development, Change Management.*

INTRODUCTION

Change is inevitable and necessary because it is a continuous and renewed process, so it is in harmony with the nature of things and things, because today's world is rapidly changing in all fields (political, scientific, technological, communication, information, legislation and behavior) and that developed or developing countries are affected by this rapidly changing reality, and personal lifestyles Values are subject to change, and this in turn leads to cultural changes, and since the organization is a cell of society that does not work in a vacuum, it is affected by these cultural, political and scientific changes and affects them (Obaid , 2009 : 10).

THE FIRST TOPIC: RESEARCH METHODOLOGY

First : Research problem:

In light of the phenomenon of great and rapid change in various areas of life, the organization that seeks to survive, grow, compete and achieve success cannot stand idly by and leave matters to circumstances and coincidence that control the fate of the organization, and dictate the type of change required or maintain the status quo, but it is the responsibility of managers and heads of departments In the bank, the serious pursuit to manage the process of change, so the importance of organizational development has emerged in our present time as a result of the rapid development that all areas of banking, information and technology are witnessing to achieve a measure of the necessary adaptation to ensure survival and improve performance, and within this context the research problem crystallizes in the following question :

What are the requirements for administrative development and change management at the bank under consideration?

Second : The importance of research

The research derives its importance from the importance of its topic by keeping pace with the stages of the process

of change and administrative development, and the results that the bank can achieve in light of adopting the directions and strategy of the bank, the organizational structure, the technological methods used, the organizational culture, the tasks and activities, and the trends and skills of the individuals working in the bank under consideration.

Third : Research objectives

The current research aims to achieve the following:

1. Identify the concept of change as a new organized and planned science that helps in bringing about the administrative development of the bank and its employees
2. Identify the areas of effecting change in the bank under discussion.

Fourth : Research hypotheses

1. There is a statistically significant relationship between strategic planning and the bank's ability to manage the administrative development and change management process.
2. There is a statistically significant relationship between the employee skills development policy and the bank's ability to manage the administrative development process and change management.
3. There is a statistically significant relationship between the organizational structure and work design and the bank's ability to manage the administrative development and change management process.
4. There is a statistically significant relationship between the mechanisms and policies used in the bank and its ability to manage the administrative development and change management process.
5. There is a statistically significant relationship between the surrounding conditions and the continuous environmental changes and the bank's ability to manage

the administrative development process and change events.

Fifth : the research community and sample

The research community was represented by the Iraqi Middle East Investment Bank. As for the research sample, it was intended to include heads of administrative departments and some employees in executive departments (40) Form.

Sixth : Data collection tool

The current research used the questionnaire as a tool to collect data, and used the five-point Likert scale in the questionnaire, so that it was divided into five degrees, ranging from (completely agree, agree, neutral, disagree, not completely agree). Marks were given to the five answers mentioned above, where the data were analyzed using a statistical analysis program (SPSS).

THE SECOND TOPIC: THE THEORETICAL FRAMEWORK OF THE RESEARCH

The first axis : administrative development

It has become imperative for today's organizations to be well aware of the importance of change and development, and to keep pace with scientific progress in general and technical progress in particular, if they simply want to continue and survive, but if they wish to excel, develop and grow, the matter does not need just to keep pace with progress and new follow-up only, but rather needs Among these organizations, including banks, are to be proactive in discovering and knowing what is new by encouraging development, innovation and introducing new ideas among employees.

The concept of management development

Means development in the Arabic language "is renewal, modernization and modification, and it is said that a grandfather finds it new and invokes any new occurrence, and it means diligence in command and improvement, and in general convention, development means" a general change in the methods of developing the efficiency and performance of workers in the administrative apparatus and includes training during and outside work (Al-Asadi, 2010: 192).

The discrepancy between the concept of administrative development and some other concepts such as organizational development: organizational change and administrative reform is due to several factors, perhaps the most prominent of which is the translation factor and other factors such as the difference in schools, curricula and the environment surrounding the writer.

Administrative development is defined as the intervention to make a change in the administrative organization as a result of dissatisfaction with its performance, which requires the development of a strategy to move the driving forces in the organization based on methods and means that help to accelerate the effect of change in the administrative apparatus and reduce weaknesses in its organization and management (Al-Qahtani, 1996: 9)

Administrative development is organizational development, and the problem between the two terms, if any, is due to translation (Al-Hammoud, 1996: 14)

The need for development never ends, but it is a dynamic and continuous process. The need for development does not mean that there are pathological conditions that require treatment, but the need for development remains for the survival of the organization.

And development means progress, excellence, communication, growth and development. Without development, it shrinks and lags behind. Development is the immune system against shrinkage and retardation, but rather one of the foundations for any bank (Ghali, 2017: 87).

The importance of administrative development

Administrative development is extremely important to organizations in general and today's organizations in particular, as they urgently need to improve their level of performance, and to be in a constant state of alert for development, organization and change, given the intensity of competition in the market on the one hand, and the tremendous speed in scientific progress in all its aspects. On the other hand, as well as the frequent fluctuations and changes in the internal and external environment of the organization at all social, political and economic levels, and the importance of administrative development lies in achieving the following points: (Al-Araji, 1982: 66)

1- Realizing the maximum utilization of the material and human capabilities of the organizations to work towards achieving the goals set to meet the demand for goods and services to be produced and provided, provided that the size of the product of goods and services corresponds to the material and human capabilities that the organizations possess.

2- Confronting and satisfying the general public needs and aspirations for the best and the best of the required goods and services.

3- The establishment of most administrative bodies in developing countries for long periods of time that differ from the contemporary period in terms of environmental goals and data, as the environment in which these organizations and devices were established have characteristics and data that differ from the characteristics and data of the current environment, which resulted in a review In the ways, means and mechanism of the organization's work according to the new environment data.

4- The tendency of developing countries to adopt new development goals has led to the necessity of developing and reviewing the components of their administrative apparatus to be able to achieve these new goals.

Objectives of management development

The objectives of administrative development differ according to the goal of change, as administrative development may target aspects in itself and not others due to the need for the organization to develop in those aspects more for one reason or another, and it can be said that the main goal of the development process is to improve the organization's performance to raise productivity.

And (Alaqui, 1999: 36) believes that one of the goals of administrative development is to bring about appropriate changes in organizational policies and structures in line with internal and external developments that have a direct impact on the effectiveness of the organization, as well as changing behavior and changing values and trends.

The second axis : change management

The concept of change management

Change management is a complex approach that aims to move individuals and banks from their current position to a better future situation, and it can be said that there are three basic concepts included in change management, namely : (Judy, 2012 : 72-73)

1- The process of change must take place in a planned and organized manner.

2- Any environmental changes that occur must be responded to because of their impact on the activities of the organization.

3- Determine the extent or area of change.

There are those who dealt with the concept of organizational change through the change management process : (Previous source, 2010 : 201)

A- Change management: It is a criterion for the organization's ability to constantly respond to changes in its environment, so that it achieves the best fit and the fastest response to it.

B- Change management: It is the set of means, methods and techniques that the organization uses effectively to manage change in the field of work teams, human resources and the organization.

C- Change management: It is a set of change activities that include all the organization's activities (structure, operations and human resource trends), which are planned and managed by the higher management in the organization.

(Robinson, 2000: 20) believes that change “ is the move from the current situation in which we live to a more efficient and effective future situation, and therefore change is the process by which learning and discovering things are carried out continuously”.

Change differs from change, as the first concept refers to the transformations that take place in tasks, individuals, methods used, technology or economic conditions and their relationship with other organizations and society, while the second concept is a process of introducing improvement or developing the organization to be different from its current situation, so that It can achieve its goals better, and it includes the change that takes place in the organization's structure, policies and procedures, its

operations or the behavioral aspects of it (Al-Rahim, 2007: 17).

(Al-Lawzi , 2003: 344) believes that the difference between change and change is that "change is a natural phenomenon, and it continues in the life of organizations, and it occurs without prior planning, automatic and spontaneous, while change is a targeted and targeted change."

Development and change is a planned effort that includes the entire organization and is managed by the higher management in the organization, with the aim of increasing the effectiveness of the organization and strengthening it (Abdel-Baqi, 2003: 362).

Change targets

Change is a planned process with specific goals, and Maher believes that the goals of change are summarized as follows: (Maher, 2005: 416)

A - a continuous examination of the growth or decline of the organization and the opportunities surrounding it.

B- Developing the organization's methods in dealing with the problems it faces.

C- Increasing confidence, respect and interaction between the organization's members and the ability of the organization's members to face their problems and self-discipline.

D- Building an atmosphere conducive to change, development, creativity, and leadership development capable of administrative creativity.

E- Increasing the ability of the organization to preserve the characteristics of individuals, groups, departments and the work of the organization.

The change that aims at development is transformative and is gradual. As for radical change, it is forced and binding change within a short period of time. As for adaptation and rebuilding, it takes place slowly and gradually. Of the stages, where the change in each stage increases at a slight rate than the next, and the radical change that occurs rapidly (Divid, 1998: 548).

Areas of change management

Because of the external variables, the bank's management, whether in governmental or private banks, may resort to one or some areas of change, and change may occur in multiple areas, the change may address the administrative structure or administrative patterns, which aims for a management development, and this is what some call administrative development to bring about change In the patterns of behavior for the administrative job through development or training programs, the change may also deal with the effect of modification in the organizational aspects and work procedures, and this is what some call ORGANIZATIONAL DEVELOPMENT, meaning organizational development, and the focus of change is usually focused on the following aspects: (Desler, 2000 : 298)

1- Change in strategy

Usually organizational change begins with a review of the organization's strategy and mission, and on this basis, strategic change usually requires other changes such as change in technology, structure, organizational culture, and the change of strategy may be at (the organization level, the activity level, or the strategy level) Functional.

2- Change in organizational culture

The culture of the organization affects individuals and the group's behavior, and is defined as the values, assumptions, and beliefs shared and recognized among the members of the organization, which determine how they are aware, thinking, and working, and every organization has a culture, and this culture must be changed if it wants permanent change, (Wendell, Bell, 2000) : 29).

3- Change in the organizational structure

Change in the organizational structure is one of the fastest ways to bring about organizational change, reorganization, re-design of the organization's departments, the scope of supervision, job relations, the degree of coordination between the various departments of the organization, and the degree of centralization in making and making decisions.

4- Redesigning tasks

Redesigning the tasks, powers and functions assigned to be organized on the basis of work teams, in order to improve work management by granting each team the powers that enable it to assume responsibility for all administrative aspects, and transferring the responsibility for decision-making to the level of those teams.

5- Technological change

This type of change aims to make adjustments in the systems and methods of work used in the completion of the work of the organization, so it includes the introduction of new technology in production, or a new system in the screening and selection of new individuals, or the use of advanced methods in evaluating the performance of employees.

6- Making a change in the attitudes and skills of individuals:

This includes the efforts made by the management in the bank to improve the attitudes of individuals, their skills and knowledge, and include training and development programs, lectures, conferences and meetings, and meetings with work teams in the bank, and the most important reasons that push the organization or bank to make a change can be summarized as the result of changes. Divided into: (Maher, 2004: 415-416)

1. External changes in the environment surrounding the organization, which have a greater impact on the organization than the internal forces, as they affect the organization first and then the individuals working with it or dealing with it, which are represented in:

A- Increasing competition in the market, and competitors resorting to ways and means that threaten the organization's position in the market.

B - Rapid change in surrounding technical (technological) methods, and the threat of obsolescence of goods and services of the organization.

C- political, economic and legal changes in society.

D. Changes in social value structures such as learning values, work values

2. Changes in the internal environment of the organization:

- Changes in machinery, products, and production lines.
- Changes in methods, procedures and work standards.
- Changes in planning, organizing, coordination and control methods.
- Changes in the relationships of authority, responsibility, status and influence.

The stages of the change process

The process of change goes through several stages, which are as follows: (Previous source, 2007: 19)

1. Perception: The change plan begins with pressure resulting from internal or external problems, and the pressure is either behavioral, represented by interaction, feelings and different points of view, or technical pressure in the form of procedures and programs, and ineffectiveness. This pressure becomes a source of change, and the administration begins to determine the type and importance of the change.

2. Planning and analysis: determining how management will deal with change.

3. Defining the goals of change: It is an important stage through which what must be done is determined.

4. Achieving change: Establishing programs and methods and defining the required activities that achieve change.

5. Evaluation: It includes the evaluation of the achievement outcomes caused by the change as well as the views of the individuals included in the change process.

The change begins with the manager himself, meaning that he is required to think and evaluate his capabilities, skills, strengths and negatives. And also to think about the human forces that will work with him and provide him with support and participate in the experience and evaluation of his initial ideas that he raises about the required change. Change management requires the manager the following: (Ibid, 2000: 21-23)

A- Evaluating personal capabilities and capabilities and the organization's readiness for change.

B - Forming and building a comprehensive and clear future vision, and forming a team to implement change.

C- listen to others and contact them to inform them of the message of change.

D- Dealing with change pressures, and ensuring commitment to change.

The change process requires the manager to assume several different roles, the most important of which are:

1- The role of the communicating manager: where he must contact others and convince them of his ideas.

2- The role of the initiating manager: he must form a clear future vision, in addition to developing an action plan.

3- The role of the manager as an example: he must set an example for others in behavior and thinking in a way that assures them the possibility of change.

Those at the top of the administrative hierarchy or those who are authorized to do so may initiate the change process, and it is important to seek the help of consultants and experts in this field, and the change advisor plays an important role in bringing about change, and it is not uncommon that the organization may choose people from within and those in Leadership positions to lead the change process, when it is in a good position and vice

versa, because it is difficult to attract qualified people from outside the organization who sacrifice their stable conditions, and accept working in a critical situation to lead the change process, unless rewarding temptations are presented to them (Al-Qaryouti, 2000: 335)

There is a set of difficulties facing change leaders in the bank, and these difficulties may increase the potential resistance to change due to the lack of familiarity with those affected by it, and among these problems (the requirements of the change process, the human resources required for change, the period of the plan required for change, the network of organizing employees in the bank), (Previous source, 2012: 75).

THE THIRD TOPIC: THE PRACTICAL FRAMEWORK

The practical aspect includes the following axes :

The first axis : an overview of the bank under discussion

The Iraqi Middle East Investment Bank was established as a private joint stock company according to the Companies Law No. (36) for the year 1983 repealed at the time according to the incorporation certificate issued by the Corporate Registration Department at the time numbered MSC / 5211 on 7/7/1993 and the following table shows the structure of the Iraqi Middle East Investment Bank.

Table (1) shows the structure of the Middle East Investment Bank of Iraq

paid Capital (Million dinars)	Number of employees	number of branches	Date of Establishment	The name of the bank
400 million Iraqi dinars	689	(18) branches operating inside Iraq	1994	East Bank Al-Awsat Iraqi Investment

One of the bank's main objectives and activities is to mobilize savings and employ them in various investment fields, to support and consolidate the economic structure within the framework of the country's economic and financial policy, in order to achieve the bank's goals for growth and development. Its activity is focused on practicing commercial and investment banking and according to what is permitted by the applicable laws and the bank's instructions. Central Iraq, in addition to granting various credit facilities (Annual Report 2017, Middle East Investment Bank of Iraq).

The second axis : statistical analysis to test research hypotheses

First: Characteristics of the research sample: The general information about the sample is of importance in the research in order to gain insight into the cultural and employment status of the individuals of the sample. The following table shows the characteristics of the research sample.

Table (2) characteristics of the research sample

Sex	
28	Male
12	female
40	Total
Educational attainment	
10	Postgraduate
15	Bachelor of
12	diploma
3	Junior high
40	Total
Specialization	
12	Finance and Banking
10	Business Administration
13	Accounting
5	computer Sciences
40	Total
Number of years of service	
18	5-10
11	11-15
7	16-20
4	21 And more
40	Total

Second : Description of the sample answers

Table (3) indicates the arithmetic mean and the standard deviation for all the questionnaire paragraphs, which amounted to (25) items distributed in six dimensions, and we note through the table that the highest arithmetic mean for the first paragraph of the variable was the process of change (change management is a targeted, intended and purposeful change that seeks to achieve Internal and external environmental adaptation, including the transition to an organizational state more capable of solving problems), as I obtained a very high arithmetic mean of (4.30), and this is confirmed by the degree of standard deviation that reached (0.876), which indicates the homogeneity of the sample opinions and the variable obtained (the process of change) On a general arithmetic mean (3.98), which is a high mean and a standard deviation (0.580), which indicates the homogeneity of the sample opinions.

Table (3) the arithmetic mean and standard deviation of the research sample answers

the middle Arithmetic	standard deviation	The paragraphs
4.30	0.876	First: The Change Process:

		1 -Change management is a targeted, intended and targeted change that seeks to achieve internal and external environmental adaptation, including the transition to an organizational state that is more capable of solving problems.
4.09	0.733	2 -The person responsible for managing change is the senior management in the bank and some advisory bodies from within the bank and with the help of the workers who will make the most recent change
3.83	0.778	3Change management is the radical redesign of processes with the goal of making fundamental business improvements.
3.70	0.635	-4 Change management is the participation of employees themselves in proposing change and participation in implementing this, through the use of the expertise of a trained group of consultants.
3.98	0.580	The arithmetic mean and general standard deviation
3.48	1.275	Second: Development policies and staff development 1There is a written and thought-out plan for developing the bank's employees
3.91	1.083	2 -The bank's management is keen to define the training needs of its employees and allocates part of its budget for the development of workers
3.83	0.834	3 -The administration is keen to diversify the training methods, and the bank's employees are trained to manage the change process
3.48	0.846	4 -The bank's management takes into account modern technological developments when developing employees
3.67	0.943	The arithmetic mean and general standard deviation
3.35	0.832	Third: Strategic Planning: 1 -The bank has long-term goals as part of the strategic plan, and the bank's employees participate in developing the strategic plan
3.30	0.703	2 -The bank's management is keen to periodically evaluate the strategic plan
3.48	0.898	3The administration is keen on analyzing opportunities and strengths and analyzing risks and weaknesses
3.96	0.638	4Change management is part of the strategic planning process
3.52	0.767	The arithmetic mean and general standard deviation
3.43	1.080	Fourth: the organizational structure and work design 1 -The organizational structure is appropriate to the needs of the business and helps the objectives of the bank
3.57	0.945	2The organizational structure in the bank is characterized by flexibility
3.70	0.765	3 -The bank's management reviews the organizational structure periodically, in a systematic and thoughtful manner
3.87	0.869	4The organizational structure helps the change process in the bank
3.56	0.914	The arithmetic mean and general standard deviation
4.00	0.853	Fifth: environmental conditions and variables 1Studies and analysis of the internal and external environment help in bringing about the change process
3.48	0.898	2 -The administration analyzes the internal environmental factors in the bank, such as the organizational structure, and identifies the administrative and financial capabilities of the bank in order to analyze the strengths and weaknesses to take advantage of them.

4.00	0.853	3 -The administration takes into account the creation of conditions that make it in a better position than other banks by monitoring the surrounding variables
3.67	0.943	4 -The administration analyzes the external environment, such as identifying political, economic, social and technological factors, to identify the opportunities and risks of the bank that could affect it at the present time and in the future.
3.78	0.886	The arithmetic mean and the general standard deviation
4.04	0.878	Sixth: Administrative systems and policies 1 -The administration informs the employees of the regulations and systems for work and there is a commitment to these rules and regulations by the employees
4.03	0.778	2 -There is a job description that provides a clear definition of the duties and officials of each job, and the conditions and duties of each job are clearly available.
3.83	0.834	3 -The bank's management is keen to determine its job needs, and the job description is reviewed periodically
3.70	0.765	4 -The bank's management is keen to clarify the causes and objectives of change for its employees and the bank's administrative policies and encourage workers to participate in proposing and making changes.
3.90	0.812	The arithmetic mean and the general standard deviation

While the second dimension (development policies and employee development) got a positive mean (3.67), which is a high mean, while the standard deviation was (0.943), which indicates the homogeneity of the sample opinions, and the second paragraph of this dimension (the bank's management is keen to define the training needs of workers It also allocates part of its budget for the development of workers (at the highest positive mean of (3.91), which is a high medium and greater than the general mean, while the standard deviation reached (1.083), which indicates a dispersion in the opinions of the sample.

As for the third dimension (strategic planning), it obtained an arithmetic mean in general (3.52), which is a high mean, and the general standard deviation was (0.767), while the paragraph (change management is part of the strategic planning process) at the highest mean was (0.96), which is a high mean This confirms the standard deviation (0.638), which indicates the homogeneity of the sample opinions.

The fourth dimension (organizational structure and work design) includes four sub-paragraphs, and this dimension obtained a general arithmetic mean of (0.56) and the general standard deviation of (0.914) and the paragraph

(organizational structure helps the process of change in the bank) got the highest arithmetic mean of (0.87) It is a high medium and the degree of standard deviation was (0.869), which indicates the homogeneity of the sample answers.

As for the fifth dimension (environmental conditions and variables), which includes four sub-paragraphs, it obtained a general arithmetic mean of (3.87), which is a high mean and a standard deviation of (0.886), and the two paragraphs (studies and analysis of the internal and external environment help in bringing about the change process) (and take into account the management Creating conditions that would make it in a better position than other banks by monitoring the surrounding variables) they obtained the same arithmetic mean as it reached (4.00), which is a very high mean and in terms of the standard deviation (0.853), which indicates the homogeneity of the sample opinions.

The sixth and last dimension, which refers to (administrative systems and policies) with four sub-paragraphs, has obtained a general arithmetic mean (3.90) and a general standard deviation (0.812) and indicates the homogeneity of the sample opinions, and the paragraph (the administration introduces employees to the work

regulations and systems) (and there is a commitment to these Regulations and regulations by employees) at the highest arithmetic mean of (4.04), which is a very high mean and a standard deviation of (0.878), indicating homogeneity in the sample opinions.

Third: Test the research hypotheses

1- Correlation hypotheses: The first main hypothesis (there is a significant correlation relationship between change management and administrative development requirements), which is divided into five sub-hypotheses:

- There is a significant correlation between change management and personnel development policy.

There is a significant correlation between change management and strategic planning.

- There is a significant correlation between change management, organizational structure and work design.
- There is a significant correlation between change management and environmental conditions and variables.
- There is a significant correlation between change management and administrative systems and policies.

All the above hypotheses have been accepted for the existence of strong positive correlations, so the first main hypothesis is accepted (there is a significant correlation with moral significance between change management and the requirements of administrative development), and the correlations of the above variables can be observed through the following Table (4) :

Table (4) Correlation test

		the management of change	Personnel development policy	Planning Strategic	the structure Regulatory And design the work	Conditions and variables Environmental	Systems And policies Admin	
the management of change	Pearson Correlation	1	.530 **	.459 *	.504 *	.654 **	.740 **	
	Sig. (2-tailed)		.009	.027	.014	.001	.000	
	N	23	23	23	23	23	23	
Personnel development policy	Pearson Correlation	.530 **	1	.513 *	.785 **	.384	.637 **	
	Sig. (2-tailed)	.009		.012	.000	.071	.001	
	N	23	23	23	23	23	23	
Planning Strategic	Pearson Correlation	.459 *	.513 *	1	.715 **	.705 **	.827 **	
	Sig. (2-tailed)	.027	.012		.000	.000	.000	
	N	23	23	23	23	23	23	
Organizational structure and work design	Pearson Correlation	.504 *	.785 **	.715 **	1	.541 **	.680 **	
	Sig. (2-tailed)	.014	.000	.000		.008	.000	
	N	23	23	23	23	23	23	
Environmental conditions and variables	Pearson Correlation	.654 **	.384	.705 **	.541 **	1	.576 **	
	Sig. (2-tailed)	.001	.071	.000	.008		.004	
	N	23	23	23	23	23	23	
		Pearson Correlation	.740 **	.637 **	.827 **	.680 **	.576 **	1

Administrative systems and policies	Sig. (2-tailed)	.000	.001	.000	.000	.004	
	N	23	23	23	23	23	23
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

2- Impact hypotheses : The second main hypothesis (there is a significant significant impact relationship between change management and administrative development requirements), which is divided into five sub-hypotheses:

There is a significant and significant impact relationship between change management and personnel development policy.

- There is a significant significant impact relationship between change management and strategic planning.

- There is a significant significant impact relationship between change management, organizational structure and work design.

- There is a significant significant impact relationship between change management and environmental conditions and variables.

- There is a significant significant impact relationship between change management and administrative systems and policies.

The following table shows the impact relationship test between the research variables.

Table (5) Test of influence relationships

	Process of change	Personnel development policies	Strategic Planning	Organizational Chart	Environmental variables	Administrative systems and policies
Process of change	Pearson Correlation	1	.530 **	.459 *	.504 *	.654 **
	Sig. (2-tailed)		.009	.027	.014	.001
	N	23	23	23	23	23
Personnel development policies	Pearson Correlation	.530 **	1	.513 *	.785 **	.637 **
	Sig. (2-tailed)	.009		.012	.000	.071
	N	23	23	23	23	23
Planning Strategic	Pearson Correlation	.459 *	.513 *	1	.715 **	.705 **
	Sig. (2-tailed)	.027	.012		.000	.000
	N	23	23	23	23	23
Organizational Chart	Pearson Correlation	.504 *	.785 **	.715 **	1	.541 **
	Sig. (2-tailed)	.014	.000	.000		.008
	N	23	23	23	23	23
Environmental variables	Pearson Correlation	.654 **	.384	.705 **	.541 **	1
	Sig. (2-tailed)	.001	.071	.000	.008	
	N	23	23	23	23	23

Administrative systems and policies	Pearson Correlation	.740 **	.637 **	.827 **	.680 **	.576 **	1
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** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table (6) the influence relationship between change management and administrative development requirements

variable Approved	Moral	Test value (F)	Values ² R	Moral	Values (t) Calculated	β Regression coefficients		Independent variable
the management of change	0.009	35.192	0.730 ^a	0.587	0.551	0.597	β ₁	Development policies Personnel development
				0.097	0.737	0.497	β ₂	Strategic Planning
				0.529	0.640	0.707	β ₃	Organizational Chart
				0.700	0.390	0.351	β ₄	Environmental conditions and variables
			0.376	0.905	0.590	β ₅	Regulations and policies	

Source: Computer output with reorganization

It is evident from Table (6) that there are (F) and (t) tests, and the reason behind using these tests is the following. The (F) test is used in order to demonstrate the significance of the regression line equation i.e. (y = a + bx) which is an equation to find the significance of the effect. The dependent variable is the dependent variable, meaning that the independent variable affects the dependent variable. The (t) test is used for the purpose of indicating the significance of the regression coefficient (β), meaning that the calculated value parameter can be interpreted in the dependent variable.

It should also be noted from the table that the determination coefficient for the development requirements variables (development policies and personnel development, strategic planning, organizational structure, environmental conditions and variables, systems and policies) has reached (R² = 0.730) meaning that these variables contribute to the interpretation of (73%) of management Change.

The value of (β₁ = 0.597) means that a one-unit change in development policies and personnel development leads to a change in change management by the amount of this value.

The value of (β₂ = 0.497) meaning that a change of one unit in strategic planning leads to a change in change management with the same value, and the value of (F =

35.192) calculated is greater than the tabular at a significant level of (0.00). This means that strategic planning affects Positively in change management, the results showed that the value of (t = 0.737) test calculated at a significant level (0.01).

The value of (β₃ = 0.707), meaning that a change of one unit in the organizational structure leads to change in change management with the same value, and the value of (F = 35.192) calculated is greater than the tabular at a significant level of (0.00). This means that the organizational structure affects in a way. Positive in change management, and the results showed that the value of (t = 0.640) test calculated at a significant level (0.01).

The value of (β₄ = 0.351), meaning that a one-unit change in environmental conditions and variables leads to change in change management with the same value, and the value of (F = 35.192) calculated is greater than the tabular at a significant level (0.00). This means that the environmental conditions and variables Positively affecting change management, and the results showed that the value of (t = 0.390) test calculated at a significant level (0.01).

The value of (β₅ = 0.390), meaning that a one-unit change in systems and policies leads to a change in change management with the same value, and the value (F = 35.192) calculated is greater than the tabular at a

significant level (0.00), which means that the systems and policies affect Positive in change management, and the results showed that the value of ($t = 0.905$) test calculated at a significant level (0.01).

THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First : the conclusions

1- The results of the research showed that there is a positive correlation between administrative development and change management represented by (strategic planning, personnel development policies, administrative systems and policies, environmental conditions and variables, structures and work design).

2- The results indicated that there is a positive and significant impact between administrative development and change management represented by (strategic planning, personnel development and development policies, administrative systems and policies, environmental conditions and variables, structures and work design).

4- Adequacy of the organizational structure is one of the requirements for change management in administrative development and that the bank is considered effective if it takes into account the appropriateness of the organizational structure and takes into account the modifications being made, changed, and evaluated periodically in line with the needs of the bank

5- The process of managing change and administrative development needs careful planning and must be included in the strategic plan of the bank, and the bank's management should follow up and evaluate it periodically.

6- One of the factors that are effective in bringing about change in the process of administrative development in banks is taking into account the analysis of external environmental conditions, such as identifying the political, economic, social and technological factors that help in identifying the strengths and weaknesses of the bank that affect the organization now and in the future, as well as analyzing the environment The internal structure

of the bank, such as the organizational structure and identification of the bank's administrative and financial capabilities, with the aim of analyzing the strengths and weaknesses to take advantage of them now and in the future to bring about change.

Second: Recommendations

1- Taking into account the continuous changes in the labor market, whether in terms of number or qualitative composition of competencies, due to the continuous change in the structure and systems of education, development and training, and that organizational structures reflect the need and requirements of work and not the need and desires of individuals.

1- Following the strategic planning method and the method of planned change in order to bring about change and administrative development and work to monitor internal and external environmental changes, exploit opportunities and capabilities and take advantage of them to achieve more success, growth and expansion of the bank.

2- Working to bring about a change in the attitudes and skills of individuals and trying to clarify the causes and goals of change for the workers through training programs, lectures, conferences and meetings that are held periodically.

4- Work to make adjustments in the work systems and methods used in the completion of the work of financial institutions, including banks, such as introducing new technology in completing work and using new methods in developing employee performance evaluation.

5- Working to clarify the difference between the concept of change management and the concept of administrative development for the bank's workers and clarify the relationship between them so that the bank can apply the concept correctly when the required changes are made.

6- Those involved in managing change in the bank must try to clarify the causes and goals of change for the workers, because the lack of understanding of the motives and goals is what creates the spirit of resistance to change and not the change it self.

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“ QUESTIONNAIRE FORM “

Gentlemen, heads of departments and workers in the bank ...

good greeting...

Your cooperation with us in answering the questions in your hands which are designed as a tool to complete the research marked (the availability of administrative development and change management requirements at banks) is an exploratory study at the Iraqi Middle East Investment Bank to complement the requirements and purposes of scientific research, noting that the data obtained will be used for research purposes exclusively with Maintaining its confidentiality. We are grateful for your cooperation with us to support scientific research in order to serve the scientific process. May God grant success.

with respect

First : general information

1. Gender : Male Female

2. Academic achievement : Undergraduate Bachelor's Postgraduate
Diploma

3. Specialization : Accounting financial and banking business
Administration other computer sciences

4. Years of service : from 5-10 years 11-15 16-20
21 and more

Second : The questionnaire axes

No	questions	Strongly agree	Agreed	neutral	I do not agree	I do not strongly agree
1	Change management is a targeted, intended and targeted change that seeks to achieve environmental adaptation (internal and external), including the transition to a more problem-solving organizational state.					
2	The person responsible for managing change is the senior management in the bank and some advisory bodies from within the bank and with the help of the workers who will make the change.					
3	The bank focuses on bringing about change to the following : Change in organizational structure Change in strategy Technological change					

	Job redesign Staff development					
4	Change management is the radical redesign of processes with the goal of making fundamental business improvements.					
5	Change management is the participation of employees themselves in proposing change and participating in its implementation, through the use of the expertise of a trained group of consultants.					
6	There is a written and thoughtful plan in advance for the development and development of the bank's employees.					
7	The bank's management is keen to define the training needs of its employees and allocates part of its budget for the development of its employees.					
8	The management is keen to diversify the training methods, and the bank's employees are trained to manage the change process.					
9	The bank's management takes into account modern technological developments when developing employees.					
10	The bank has long-term goals as part of the strategic plan, and the bank's employees participate in developing the strategic plan.					
11	The bank's management is keen to evaluate the strategic plan periodically.					
12	Management is keen on analyzing opportunities and strengths and analyzing risks and weaknesses					
13	Managing change is an essential part of the bank's strategic planning process.					
14	The organizational structure is appropriate to the needs of the business and helps to achieve the objectives of the bank.					
15	The organizational structure in the bank is characterized by flexibility.					
16	The bank's management reviews the organizational structure periodically, in a systematic and thoughtful manner.					
17	The organizational structure helps to manage the change process in the bank.					
18	Studies and analysis of the internal and external environment help in bringing about the process of change					
19	The administration analyzes the internal environmental factors such as the organizational structure and identifies the bank's administrative and financial capabilities with the aim of analyzing the strengths and weaknesses to benefit from them at the present time and in the future.					
20	The management takes into account the creation of conditions that make it in a better position than other banks by monitoring the surrounding variables.					
21	The management analyzes the external political, economic, social and technological factors of the external environment in order to identify the opportunities and risks that may affect the bank at the present time and in the future when undertaking the change process.					

22	The administration informs the employees of the rules and regulations for work and there is a commitment to these bylaws and regulations by the employees.					
23	There is a job description that provides a clear definition of the duties and responsibilities of each job, and the conditions and duties of each job are clearly available.					
24	The bank's management is keen to define its job needs and the job description is reviewed periodically.					
25	The bank's management is keen to clarify the causes and objectives of change for its employees. One of the bank's administrative policies is to encourage workers to participate in proposing and making changes.					