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THE ROLE OF PSYCHOLOGICAL CAPITAL IN IMPROVING PRODUCTION PROCESS RE-ENGINEERING: EXPLORATORY.RESEARCH.IN UNION THE U F INDUST FIRM. LTD. IN BABYLON

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Abstract
This research aims to identify the role of psychological capital in improving the re-engineering of production processes at the U F Indust Firm In the city of Hilla, the center of Babylon province, and that this will be achieved, the dimensions of psychological capital (self-efficacy, optimism, hope, flexibility) were adopted, and the dimensions of production process reengineering (strategic alignment, customer focus, creative rethinking, Redesign of processes), Union Food Industries Co. Ltd. has been Which was chosen as one of the largest industrial companies specialized in food products in Iraq, including the most advanced and following modern production methods as a company The exploratory and analytical field of the study was through the distribution of questionnaire forms that included (65) respondents from administrative and technical leaders from managers, management and heads of departments, divisions and units. For a specific sample in the field of factory research, and one of the most important findings of the research is that psychological capital effectively affects the improvement of the re-engineering of production processes at the organization of the research sample, in light of the great competition in the food industry sector in Iraq The study concluded with a number of recommendations, the most prominent of which is the need to employ the dimensions of the independent variable, which is psychological capital, in improving the positive impact relationship between it and the dimensions of the variable of the study., which is the re-engineering of production processes within the industrial sector and including It is consistent with continuing to innovate new and strategic production methods for industrial enterprises and achieve sustainable competitive advantage through modern production methods and Business organizations seize opportunities to ensure continuity and growth in the business world.

Keywords: Psychological capital, Re-engineering of production processes.

Introduction

Business organizations today face a continuous and progressive set of challenges, the most prominent of which are the psychological challenges of the individuals working for them as a basic pillar of the production process, as well as using methods and methods of production unprecedented in development and modernity, and in return psychological problems have increased and it has become a pressure on individuals and organizations by giving the

psychological aspect of the individuals working for them great importance to avoid the negative organizational climate, so PC plays an important and pivotal role in modern organizations and many other psychological practices for these Organizations by providing a positive environment and integrating a positive organizational climate, which gives a comfortable psychological field for working individuals that enable them to perform their job duties efficiently and effectively to produce products and provide services with high specifications and quality to meet the needs and desires of customers on the one hand and on the other hand business organizations in general faced widespread criticism because of their neglect of the psychological aspect of the individuals working for them as a cornerstone to enable working individuals to provide their best skills, techniques and innovation reflected in the productive methods of industrial organizations As it uses productive means that may cause negative psychological effects on working individuals and generate enormous pressure regarding the need to use psychological capital techniques and methods as the best way to achieve psychological comfort for the individuals working for it.

2. Methodology

2.1 Research problem:- The problem of the current research can be formulated in the form of questions as follows:

a. What is the level of availability of the. dimensions. independent variable psychological capital of the surveyed organization?

B- What is the level of availability of the dimensions of the variable approved for the re-engineering of production processes of the surveyed organization?

C. What is the nature of the relationship between the variables of the current research, namely psychological capital and re-engineering of production processes? c. What is the nature of the impact of psychological capital in the re-engineering of production processes?

2.2 Importance of research Tracking the importance of research from the nature of the variables addressed by the current research, namely psychological capital and re-engineering of production processes, both of which represent very important and necessary variables for any modern organization that seeks to achieve renewal and keep pace with rapid global and local developments and issues that occupy global, regional and local public opinion alike, which is the interest in working individuals, especially the psychological aspect and the change in methods and methods of production, which generated tremendous psychological pressure on the individuals working for it, as well as its quest for growth, prosperity and ensuring The continuity of its existence in a competitive environment characterized by a lot of uncertainty and instability, and the main problem of research lies in the extent to which the organizations surveyed realize the effect And the role of PC and how to invest it and employ its psychological potential to promote the re-engineering of production processes to achieve growth and continuity and lie in solving the problem by answering the following questions:

1- What is the nature of the relationship between the research variables, namely psychological capital and re-engineering of production processes within the work of the organization studied?

2- Is there an impact of psychological capital in achieving the elements of re-engineering production processes?

2.3 Research Objectives:- The current research seeks to achieve the following:

a. Identify the extent of interest of the research sample organization in the dimensions of psychological capital.

B. Determine the level of interest of the management of the organization of the research sample of the importance of the application of re-engineering production processes.

c. Identify the nature and type of relationship and measure the level of influence that links the two research variables.

2 Research hypothesis According to what has been mentioned of the research problem and in order to achieve the objectives envisaged from it, the following main hypothesis H0 has been formulated: (There is no significant effect of psychological capital in the re-engineering of production processes) and four sub-hypotheses branch:

• There is no significant impact of psychological capital in the dimension of strategic alignment.

• There is no significant effect of psychological capital in the customer-focused dimension.

• There is no significant effect of psychological capital in the dimension of strategic rethinking

• There is no significant effect of psychological capital after process redesign

The second main hypothesis H1: (There is a significant effect of psychological capital in the re-engineering of production processes) and four sub-hypotheses branch from it:

• There is a significant impact of psychological capital in the dimension of strategic alignment.

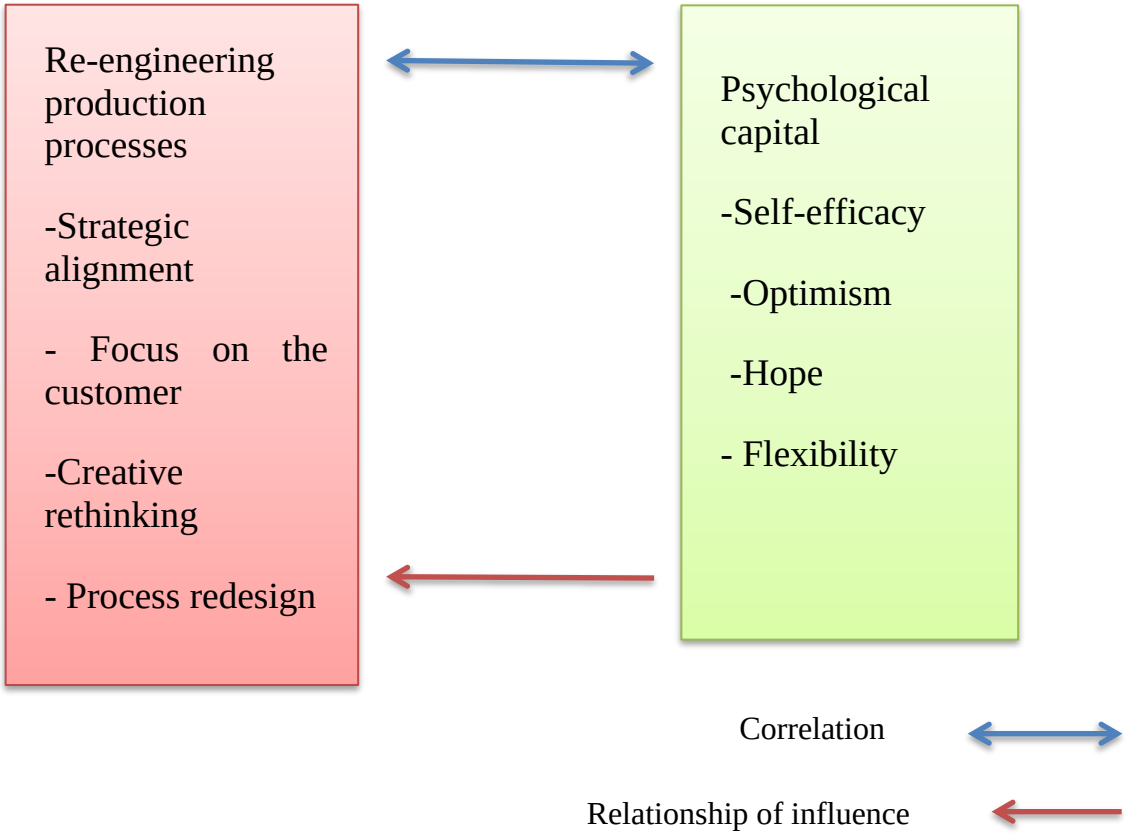
• There is a significant impact of psychological capital in the customer-centric dimension.

• There is a significant effect of psychological capital in the dimension of creative rethinking

• There is a significant impact of psychological capital after the redesign of operations.

2 Search Time bounders: The time limits of the research extended from December 2023 to June 2024. Spatial boundaries: The spatial boundaries were represented by Union Food Industries Company Ltd. in Babylon Governorate. Human limits: The research sample included (random sample) of the managers, administration, heads of departments, divisions and units of the research sample company, and (65) questionnaires were distributed, while the number of recovered forms valid for analysis reached (54) form, i.e. a retrieval rate of 83%.

2-5 Hypothetical scheme of research variables: -



The first topic

- the theoretical framework of the research First:

- Psychological capital

1- The concept of psychological capital: - In recent years, there has been an increase in the number of research on psychological capital within the framework of positive psychology due to its great positive effects, and since its inception, this concept has been used in the field that deals with positive organizational psychology and in this field it is defined as the study and application of human strengths and positive oriented psychological abilities that can be measured, developed and managed effectively in order to improve performance and the results achieved from it (Guerrero-Alcedo et al ,2022:1), Within today's competitive business environment, financial capital is not a sufficient tool in itself for a company's sustainable competitive advantage. In response to this requirement, capital and intellectual capital have emerged as complementary forms of capital. Financial capital, which means in general it is a positive psychological state. Psychological capital covers positive results at the individual and organizational level. Psychological capital is defined through four common main dimensions: self-efficacy, optimism, hope, flexibility. Social capital reflects social relations resources and norms. The values that guide them and the intellectual capital consists of employees with experience, skills, customer relationships, technological competence, knowledge and organizational culture that support the company's success in a competitive business environment (Tamer et al ,2014:963-964), Focusing on a positive perspective of

effective human resource management is an important approach to today's work settings and positive organizational behavior as "studying and applying the strengths of positively oriented human resources and psychological abilities that can be measured and developed and that are effectively managed to improve performance." Using the lens of positive organizational behavior, Luthans identified four positive psychological structures such as self-efficacy, resilience, optimism, and hope,) Bitims & Ergeneli ,2015:364(, Psychological capital, which generally represents the psychological state of employees, such as self-efficacy, has been found that employees with different psychological capitals also realize differently the importance of the organizational climate and respond differently to leadership (Wu et al, 2022:2), so good performance may lead to self-confidence and this is considered as a reward, which in turn leads to satisfaction, and therefore there can be some overlapping mechanisms in order to explain what performance satisfaction is, which leads in its entirety to the head of Psychic Money (Bitims & Ergeneli,2013:173-174), Muluneh & Bejji defined psychological capital (PsyCap) as the positive psychological state of the individual from development, which includes self-efficacy, hope, flexibility, optimism, and each of the four positive psychological abilities that meet the criteria for organizing positive behavior (Muluneh & Bejji, 2024:2), and Wang looked at psychological capital as a positive psychological state characterized by self-efficacy, optimism, hope and flexibility, and it is portrayed as a reservoir of resources because it collects personal resources from work events and behaviors as well as enabling individuals to benefit from these resources. And strengthen their development in a way that reflects positively on the performance of organizations (Wang et al, 2024:2).

2- - The importance of psychological capital:

- Psychological capital (PC) plays a pivotal role in business organizations as the basic psychological element that includes hope, self-efficacy, flexibility and optimism, and in turn, "hope" refers to a positive motivational state formed by the individual's experience of motivation for success and the way to achieving it, so learners who possess high levels of personal readiness to learn will be motivated as well as a sense of confidence in their learning (Zhang et al, 2024:2), psychological capital thus activates entrepreneurs while reducing the need to expand one's skill boundaries It supports the personal well-being of entrepreneurs and reduces emotional burnout by providing them with "mental toughness to deal effectively with job-related requirements (Kibler et al, 2024:3), For example, the Corona virus, so it is an important psychological force to deal with stress, which has been found to be useful in times of general crisis, as it is associated with life satisfaction and prosperity because it consists of optimism, hope, self-efficacy and resilience, which indicate human strengths and psychological ability (Yıldırım et al, 2023:2) The high-level self-efficacy of working individuals shows a proactive impact on the challenges and difficulties of organizations. Psychological capital has four sub-components mainly (self-efficacy, hope, optimism and endurance). Psychological/Strength/Perseverance) can be increased further such as pleasure, self-declaration, being open, self-esteem, self-conscience, confidence, determination, and discipline and belonging are also included in positive psychological capital (Aliyev & Tunic, 2015:98). Organizations must manage their workforce and pay serious attention to their

behaviors, attitudes and psychological states, organizations are therefore expected to employ only qualified candidates with positive attitudes at work and it is also expected that organizations will constantly develop productive work for positive behaviors and eliminate any counterproductive behaviors The concept has emerged from positive organizational behavior and eventually became one of the most influential psychological cases in organizations (Niswaty et al, 2021:1), Therefore, psychological capital is increasingly important in the workplace due to its great impact on work effectiveness and job satisfaction of workers, as well as psychological capital is an important source of resistance to work requirements and dealing with them positively. Moreover, psychological capital is also an essential part of positive behavior and organization (POB) because it is adaptable to management and training human resources to enable these organizations to experience improvements in the overall form of performance as well as management can develop psychological capital through constructive feedback and positive criticism that is in the interest of the organization. (Njaramba,2024:3).

3- Advantages of psychological capital

The presence of psychological capital has been associated with the positive psychological state of the individual from development and is characterized by the following: (Olaniyan & Hystad, 2016:164)

(a) Possess the confidence (self-efficacy) to take on and make the effort necessary to succeed in difficult tasks;

(b) Provide positive support on optimism now and in the future

(c) Perseverance towards goals, redirecting the path to goals (hope) in order to succeed.

(d) Flexibility in situations that require retreat to succeed.

4: Dimensions of psychological capital:

- There is an inevitable requirement to research the basic dimensions of psychological capital such as hope, optimism, flexibility and self-efficacy, and that psychological capital has become an essential element in the basic competitiveness of organizations and serves as a critical indicator of talent, recruitment, selection and training assessments of working individuals (Zeng et al, 2024: 2), and Tyne has seen that psychological capital consists of four main resources: - (Tyne et al,2024:2)

(a) Confidence (self-efficacy) to meet challenges;

(b) Resilience when beset by problems and adversity

(c) Perseverance (hope) towards achieving goals and ability to adapt pathways to achieve these goals

(d) Positive attribution of success (optimism) in the present and the future, while (Bertieaux) et al. believe that psychological capital consists of six components that can be called psychological well-being, namely self-realization, self-acceptance, personal development, positive relationships, independence, the meaning of life and mastery of the environment (Bertieaux et al, 2024:2).

The following are the dimensions that most researchers agreed upon and the researcher saw their adoption in the current research because they are closer to the local environment to apply the labor side of the research:

- A - Self-efficacy / is a set of judgments issued by the individual expresses his beliefs about doing certain actions and flexibility in dealing with difficult situations and challenging them and the extent of his perseverance in accomplishing the tasks assigned to him or is self-awareness of the role of the individual in performing the behavior that achieves the desired results by the user (Ahamad & Soud, 2023:121).

B - Optimism / optimism, which is defined as "the extent to which there are general positive expectations of people regarding their future and proven through experience and facts that it improves the performance of the individual at work, educational attainment and human health and therefore optimistic individuals are also more successful entrepreneurs than others less optimistic. If optimism is available in individuals, they will tend to have better interpersonal skills and develop positive relationships with colleagues in the workplace, which in turn leads to better collaboration and an environment More supportive work necessarily leading to productivity and innovative activities. (Mahn et al,2024:2).

C. Hope / Hope is defined as a multidimensional construction consisting of the determination of the individual to reach a specific goal or set of goals and work to achieve these goals and the ability of this individual to identify alternative courses of action to reach those goals (Ugwu & Amazue, 2014: 100), it has been proven that hope is applicable in various aspects of life and is directly related to performance in various fields, especially in business organizations. One practical way to cultivate hope is to set difficult "extended" goals, plan contingencies, and relax when necessary. Avoid false hope (Ogunleye et al,2021:120) In order to promote hope, we must set organizational and personal goals, the goal must be achievable but not impossible, and if the level of hope of the individual is low, start with an easy goal in order to achieve a certain degree of hope before trying to move on to larger goals. Once set, a step-by-step method is used to divide goals into sub-steps to make goals more achievable (y Dimino et al,2020:593).

D.Resilience/resilience of workers according to Drisko (2014) is the state of optimism and poise that workers express in their jobs. It is a cognitive, emotional and behavioral factor because it extends beyond the perception of events related to interpretations of events and actions or situations expressed in relation to the experience of the (Regina & Ekiyor,2019:96)

Second: - Re-engineering of production processes:

The concept of re-engineering production processes: Process improvement was introduced as a concept initially in (1991) by James Harrington, who applied it to situations where gradual changes are made to process design aimed at meeting new requirements or increasing the efficiency of the current business process. Process improvement uses different strategies and approaches such as re-engineering business processes. Reengineering entails process redesign from scratch such as rethinking and radically redesigning the business process to achieve radical improvements. Any change in activities. The flow of business processes is a business re-engineering that will sometimes transform the process every aspect of the organization including the structure of the organization, values and reward systems, which increases the impact of change on the culture of the organization, and the step of

"understanding the process" aims to prevent repeated and old mistakes that the organization has gone through based on measuring the current process and provide a baseline for future improvement. In the next step (determine the methodology) it is necessary to choose a practical methodology to do the redesign process. Some tools and techniques are available to help us in the redesign process, ranging from problem analysis, solution testing, workflow diagram, and after selecting a new methodology we must design a prototype for it (Khodambashi, 2013: 952). Over the years, business organizations have faced the reality of a dynamic business environment, which has increased pressure on them to consider new ways to approach their business and provide service to meet the expectations of their customers(Liu, C. M., & Yeh, Y. M. 2002). This dynamic nature is manifested through the pressing forces in the business environment such as economic changes, competition, technological progress, changes in consumer taste, etc. 2023:1-2), Business Process Reengineering", created more than a decade ago, proposes to leverage modern ICT capabilities to completely overhaul business processes and make significant performance improvements (Sayuti et al, 2024:10177), the organizational structure of BPR must allow application based on creativity and innovation and promote participation and empowerment in the organization because it is necessary to successfully implement BPR (McAdam 2003) has suggested that to encourage innovation organizations must have a structure. Business process reengineering (BPR) is a technique that relies on a radical redesign of an organization's structure to improve its efficiency through process optimization and cost reduction (Battilani, 2022:1), Business process reengineering (BPR) is the term used to express the process of optimizing processes and organizational structures to obtain the best possible end result and is a tool for process change and management. It is therefore important to develop a base regarding the need for change and why companies should adopt change (Bhaskar, 2018:65). 2022:1).

Stages of re-engineering production processes: - Business process reengineering has become one of the most popular change management methods for business organizations(Sheu & Liu, 2004) because it promotes doing business effectively for better overall quality, but it is estimated that about 70% of business process re-engineering processes have failed due to the lack of a suitable framework or methodology because it goes through three main stages: Al-Anqoudi et al. 2021:3).

(a) The status of the process as it stands and highlights the challenges and the need for change
(b) Process of redesigning alternative designs that are subject to change from the process
(c) Impact on running process instances.

The importance of re-engineering production processes: - Marjanovic (2000) emphasized the fact that the contemporary business process environment in which the organization operates has become rapidly dynamically changing, which in turn led to the urgent needs to improve the current business process and the performance of employees in the organization to the need to apply a new field called business process reengineering (Zemedagegnehu & Sapore, 2021:2), Therefore, the survival of many business organizations depends on their ability to adopt new means to ensure the survival and continuity of the organization when facing local and global competition (Chang& Yang,2013) and this is often accomplished by adopting business process reengineering (BPR) as a strategy to enhance the success of the organization (Fetais et al,2022:1), Marjanovic emphasized the fact that the contemporary business process

environment in which the organization is present is becoming increasingly dynamic, so there is an urgent need to improve the current business process, (Yan, & Huang2002) which necessarily leads to re-engineering and employee performance in the organization to the emergence and application of a new area of business process reengineering (Zemedagegnehu & Sapore.2021:1).

Reasons for conducting re-engineering production processes: Hammer and Champy (1993) identified three types of organizations that must perform re-engineering: Bhaskar & Singh (2014:27). (A) Organizations that have a real problem / Organizations that find themselves in deep trouble and who have no choice but to re-engineer production processes. If the company's costs are higher than the costs of competition, if customer service is so bad that customers openly attack in return, if its product failure rate is higher than the competition rate. In other words, if it needs improvement, it is clear that this company needs to re-engineer the business (Doloi, H. 2006).

(B) Organizations that do not have a real immediate problem but see a future problem coming / Organizations that are not in trouble but whose management can see a problem coming due to technological developments or the intensity of competition with competing organizations.

(C) Organizations that want to develop their production activities to achieve the lead over their competitors / organizations that are in a peak state and see an opportunity to develop the lead over their competitors by conducting the process of re-engineering production processes.

Dimensions of production process reengineering: - A - Strategic alignment / The main processes are ideally designed to achieve growth and profitability where the institutions that implement strategic alignment enjoy the satisfaction of customers and individuals working in them and achieve the highest financial returns for shareholders to reach the best level of performance as alignment is an effective tool to ensure that the environment in which the organization operates is a stable and appropriate environment and the focus of attention of competitors as described as an ideal case in which the strategy, employees and customers coincide. (Hussein, 2024:146).

B- Customer Focus/ This technology aims to guide organizations to focus on the customer by identifying their needs and working to meet these needs and achieve their desires so that products or processes are designed to meet these needs and desires and thus improve the customer's value for the product or process (Adhami & Alrawi, 2023:74).

C- Innovative thinking/ has become a necessity in the competitive context of companies because survival in the market has become increasingly difficult due to social, environmental, economic and technological political changes that generate highly volatility in the business of business organizations (Ocasal et al,2022:334). Technology investment techniques are increasingly used in production processes due to their great benefits in maximizing the use of materials, reducing waste and resources involved in the production process and increasing the production possibilities of machines with complex engineering, so investment in technology represents a path of great benefits for enterprises by producing products with modern technologies while reducing waste to meet the renewed and changing needs and desires of customers (Patalas-Maliszewska et al, 2023:2122),

D-Process redesign/ refers to the improvement of the programs of industrial organizations to meet the technological changes of manufacturing methods and its main goal is to create an organizational position, rather than a functional position that focuses on guidance through processes where business processes provide long-term success at the company level and not just at the product level (Vizzon et al, 2020:3).

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was selected as a research community, while the sample size reached (65) individuals from the workers distributed over the departments, divisions and departments of factories. As (65) questionnaires were distributed, and the number of retrieved forms was (54) forms, where the response rate was 83%.

First: - Stability of the questionnaire form The consistency of the research scale and the stability of the results that can be obtained from the scale over a different period of time, and the structural stability of the measuring instrument is verified by the Cronbach alpha coefficient. Table (2) Metrics used in the search with values (Cronbach alpha)

Cronbach alpha coefficient for all after	Dimensions	Cronbach alpha value for variable	Variable
0.897	Operational self efficacy	0.659	Psychological capital
0.866	- Optimism		
0.879	Hope		
0.856	Resilience		
0.735	Strategic alignment	0.820	Production Process Re-engineering
0.713	Customer Focus		
0.826	Creative Rethinking		
0.546	Process Redesign		

Source: Researcher preparation based on SPSSV25

Through Table (2), we note the values of (Cronbach Alpha) that measure the stability of the scale, and it is clear from the table that all values for all axes of the questionnaire were greater than (60%), which is the lowest statistically acceptable value in scientific and human research, and this indicates that the measurement tool is characterized by internal consistency and stability.

The practical.side.of the.research

This section consists of two paragraphs:

The first includes the description and diagnosis of the opinions of the research sample about its variables and includes the other section (hypothesis testing), which will be addressed as follows:-

First: Description and diagnosis of the opinions of the research sample on its variables: - This study tries to determine the description and diagnosis of the views of the study sample on the

approved variables, as well as to display the data shown by the questionnaire form and analyze the answers of the sample regarding the independent variable, which is psychological capital and its dimensions.(self-efficacy x1, optimism x2, hope x3, flexibility x4) The dependent variable is the re-engineering of production processes and its dimensions (strategic alignment Y1, customer focus Y2, creative rethinking Y3, process redesign Y4). The tables of the distribution of answers for the variables of the research have been prepared and adopted for the process of statistical analysis in order to obtain weighted arithmetic means, standard deviations and percentage weights to know the severity of the answer achieved from the point of view of the members of the selected sample as well as the default arithmetic average has been adopted (3) as an average tool to measure and evaluate the degree obtained with regard to the responses of the sample members.

1. Description, identification and diagnosis of the independent variable (psychological capital X) and descriptive statistics of the independent research variable (psychological capital) noting that the default arithmetic average of scale (3) has been adopted to find out the extent to which the research sample perceives the research variables: The following is an explanation of the views of the research sample on the dimensions of the independent variable, which is (psychological capital):

A. Self-efficacy X1: - It is noted through the results in Table (3) that the weighted arithmetic mean of the dimension of self-efficacy has reached only (3.551) and a standard deviation (1.15) as well as a difference factor (0.33) and it was found that the weighted arithmetic mean was greater than the default average, and the percentage of the severity of the answer by the members of the research sample is only (72%), and this indicates that the dimension (operational self-efficacy) was clear to the research sample. We also see in this table that the weighted arithmetic average for all paragraphs after self-efficacy has reached higher than the default arithmetic average (3) and paragraph (2) also got the highest weighted arithmetic average where it reached (3.70) with a standard deviation of (1.14) and the difference coefficient was (0.31) and the severity of the answer is (71.8%), which indicates that the consistency of the answers of the research sample in this paragraph compared to the rest of the dimensions. While paragraph. While paragraph (4) obtained the lowest weighted arithmetic mean, it reached (3.37), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.17), a coefficient of variation (0.36) and the severity of the answer (68.2%), which means that.the.organization's management.has tendencies.to.introduce.self-efficacy into manufacturing processes.

B. Optimism X2: The weighted average of the optimism dimension was (3.46) and the value of the arithmetic mean is higher than the hypothetical arithmetic mean, and this indicates that the organization surveyed has good optimism and has exploited it in a way that enables it to make the most of this dimension, and the answers related to this dimension were characterized by a kind of convergence, and that the value of the standard deviation was (1.19). In turn, he indicates that the views of the research sample regarding the optimism dimension, where the intensity of the response to the members of the research sample is (70.1%), and this indicates that after optimism was one of the clear dimensions of the members of the research sample as one of the important dimensions of psychological capital and it is shown through the table also that the weighted arithmetic average for all paragraphs

after optimism is higher than the default arithmetic average (3) and paragraph (3) It reached (3.67) with a standard deviation of (1.11) and the coefficient of variance was (0.30) and the intensity of the answer was (73.4%), which indicates the consistency of the answers of the research sample with regard to this paragraph. While paragraph No. (1) got the lowest weighted arithmetic average, as it reached (3.24), which is higher than the hypothetical arithmetic mean (3) and with a standard deviation of only (1.33), and the difference coefficient was (0.32) and the severity of the answer amounted to (64.8%), and this indicates that the said organization has real trends for the existence of self-efficacy, and this has reflected positively on its work in general and on process reengineering in particular..

c. Hope X3: For this dimension, three paragraphs were presented to the respondents. It was clear from Table (3) that the weighted arithmetic mean of all paragraphs was higher than the hypothetical arithmetic mean No. (3) and paragraph No. (1) had obtained the highest weighted arithmetic average as it reached only (3.92) with a standard deviation of (0.98) and a difference coefficient of (0.25) and the severity of the answer was (78.4%), which indicates the existence of consistency of answers among the research sample with regard to this paragraph. The weighted total arithmetic mean of the hope dimension was (3.547) with a standard deviation of (1.11) and a difference factor of (0.31) and that the weighted arithmetic mean was greater than the average of the measuring tool, and that the percentage of the severity of the answer for the members of the research sample was (70.9%). This means that the management of the organization seeks to adopt hope in its daily work.

D. Flexibility X4: The weighted arithmetic mean of the flexibility dimension only (3.44) and that the value of the arithmetic mean was higher than the default arithmetic average, and this indicates that the strength of the organization's interest in the process of adopting flexibility in its work, which helps in business development, and that the value of the standard deviation amounted only (1.20), which indicates the convergence of the views of the research sample regarding the mentioned dimension. The severity of the answer was (68.7%). It is further noted in this table that the weighted arithmetic mean of all paragraphs after elasticity is higher than the default arithmetic mean (3) has obtained paragraph (1) on the highest arithmetic mean weighted as it reached (3.70) with a standard deviation (1.31) and a coefficient of difference (0.36) and the intensity of the answer (74%), which indicates the consistency of the answers of the research sample on this paragraph. While paragraph (2) obtained the lowest weighted arithmetic mean, it reached (3.29), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.14), a coefficient of variation (0.35) and the severity of the answer (65.8%), This indicates the interest of the organization and the employees of the organization to provide a flexible environment to achieve the goals and objectives of the organization

It can be said in general that the variable of psychological capital achieved a weighted arithmetic mean of (3.50) and that the value of the arithmetic mean reached higher than the hypothetical arithmetic mean of the study, which means in actual terms the strength of the availability of dimensions of the independent variable psychological capital in the organization Study community and what supports this saying is that the standard deviation amounted to (1.16), which is a small value indicating the convergence of the answers of the

research sample regarding the independent variable and the severity of the answer reached (70%).

Table No. (4) shows the order of the relative importance of the dimensions of the independent variable psychological capital based on the self-efficacy X1 ranked first in terms of relative importance as it appeared (71%) and came after hope X3 as the relative importance (70.9%) As for optimism X2 came in third place with relative importance (69.1%) and finally came after flexibility X4 with relative importance of (68.7%).

Table (4) Ranking of Importance of Psychological Capital

Order	Materiality	Coefficient of variation	Standard deviation	Weighted mean	Dimensions
First	71%	0.32	1.14	3.550	Self-EfficacyX1
Third	69.1%	0.35	1.19	3.45	Optimism X2
second	70.9%	0.31	1.11	3.547	HopeX3
Fourth	68.7%	0.35	1.20	3.44	Flexibility X4
	70.0%	0.33	1.16	3.50	General rate

Source: Researcher preparation based on Excel

1. Define the description of the dependent variable (re-engineering of production processes Y) and diagnose it

The descriptive statistics of the approved study variable, which is (re-engineering of production processes), knowing that the hypothetical arithmetic mean of scale (3) was relied on mainly to know the extent to which the research sample perceives the variables of the study, as shown below: -

Strategic alignment Y1: Eight paragraphs were presented to the respondents regarding this dimension. It appeared in Table No. (5) that the weighted arithmetic mean for all paragraphs after strategic harmonization is higher than the hypothetical arithmetic mean of (3) has obtained paragraph No. (2) on the highest weighted arithmetic mean as it reached (3.51) as well as a standard deviation of (1.17) and a coefficient of difference (0.333) and the severity of the answer was (70.2%), which indicates a consistency in the answers of the research sample with regard to this paragraph while paragraph No. (6) got the least weighted arithmetic mean has reached (3.25) However, it is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.23), a coefficient of variation (0.38) and the severity of the answer (.0%), and this indicates that strategic alignment is important that supports the re-engineering of production processes. While the total weighted arithmetic mean for the strategic alignment dimension only (3.36) and a standard deviation (1.14) and a difference factor of (0.34) and it was found that the weighted arithmetic mean is also greater than the average of the measurement tool and also the percentage of the severity of the answer for the members of the research sample (67.2%), which indicates that the dimension of strategic alignment is one of the clear dimensions of the sample members. This shows that the members of the organization are willing to implement the concept of strategic alignment..

Customer focus Y2: It appears through Table (5) that the total weighted arithmetic mean of the customer focus dimension has reached (3.38) with a standard deviation of (1.15) and a difference factor of only (0.34) and the weighted arithmetic mean is greater than the average

measurement tool and reached (67.6%) The severity of the answer to the members of the research sample, and this indicates that the dimension of focusing on the customer is one of the clear dimensions for the members of the research sample as one of the important dimensions of process reengineering, as it indicates that the sample has a conviction of the interest of those in charge of the orientation to focus on the customer according to the required requirements. It is noted through Table (5) that.the.weighted.arithmetic.mean.for.all.paragraphs.after.focusing on the customer was higher than the hypothetical arithmetic mean of (3) and paragraph (3) got the highest weighted arithmetic mean as it reached (3.71) and a standard deviation (1.15) and a coefficient of difference (0.31) and the severity of the answer (74.2%), which indicates.the consistency of the.answers.of.the research.sample.on.this paragraph.

c. Creative Rethinking Y3: The weighted arithmetic mean appeared after creative rethinking, which is (3.59) and the value of the arithmetic mean reached higher than the hypothetical arithmetic mean, and this indicates that the members of the research sample have clarity regarding this dimension, and their answers were characterized by a kind of convergence and supports that the value of the standard deviation was (1.17), which indicates the convergence of the views of the research sample regarding the mentioned dimension. The severity of the answer was (71.8%). It is noted in this table that the weighted arithmetic mean For all paragraphs after the disciplined implementation higher than the hypothetical arithmetic mean of (3) has obtained paragraph (5) on the highest weighted arithmetic mean as it reached (3.73) with a standard deviation (1.19) and a coefficient of difference (0.32) and the severity of the answer (74.6%), which indicates the consistency of the answers.of.the.research sample on this paragraph. While paragraph (4) got the highest weighted arithmetic mean, it reached (67.2%), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.21), a coefficient of variation (0.36) and the severity of the answer (67.2%), and this indicates that the organization is working to follow clear policies regarding creative and creative rethinking.

D. Process redesign Y4: The weighted arithmetic mean for after the redesign of the processes reached (3.41) with a standard deviation of (1.14) and a difference factor of (0.33). It has appeared that the weighted arithmetic mean is also higher than the average measurement tool used, and where the percentage of the severity of the answer among the members of the research sample (68.3%), and this indicates that after the redesign of the processes is one of the clear dimensions of the members of the sample surveyed and indicates the possibility of re-engineering production processes in the organization surveyed. While the arithmetic means of all paragraphs after the redesign of operations are above the hypothetical arithmetic mean (3), as paragraph (1) obtained the highest weighted arithmetic mean, as it reached (3.67) with a standard deviation (1.13), a coefficient of variation (0.31) and the intensity of the answer (73.4%), while paragraph (3) obtained the lowest weighted arithmetic mean, it reached (3.09), which is higher than the hypothetical arithmetic mean (3) with a standard deviation (1.12), a coefficient of difference (0.36) and the severity of the answer (61.8%).

In general, it can be said that the variable adopted re-engineering of production processes achieved a weighted arithmetic mean of (3.42). The value of the arithmetic mean is higher than the hypothetical arithmetic mean, which means in actual terms the availability and

strength of the dimensions of re-engineering of production processes in the organization of the research community, and what supports this saying is that the standard deviation reached (1.15), which is a small value and indicates a convergence in the answers of the research sample regarding the mentioned variable. The severity of the answer was (68.5%).

Table No. (6) showed the order of the dimensions of re-engineering production processes according to their relative importance, as it obtained after creative rethinking the first place in terms of its relative importance (71.8%) to come after it in second place after the redesign of processes, with a relative importance of (68.3%), but after focusing on the customer, it came in third place, with its relative importance (67.6%) and finally after the redesign of processes, in fourth place with relative importance (67.2%).

Table (6) shows the order of importance of the dimensions of the dependent variable of production process re-engineering

Order	Materiality	Coefficient of variation	Standard deviation	Weighted mean	Dimensions
Fourth	67.2%	0.34	1.14	3.36	Strategic Alignment Y1
Third	67.6%	0.34	1.15	3.38	Customer Focus Y2 Creative
First	71.8%	0.327	1.17	3.59	RethinkY3
second	68.3%	0.335	1.14	3.41	Process Redesign Y4
	68.5%	0.34	1.15	3.42	General rate

?Source: Researcher preparation based on Excel

Statistical aspect and hypothesis testing

A set of methods have been relied upon for the purpose of hypothesis testing, namely the correlation matrix (Pearson's correlation coefficients) and simple regression analyses. The simple correlation coefficients matrix was used to verify the strength and direction of the correlation relationships between the dimensions of the search variables while simple regression analyses were used to test the effect relationships between the dimensions of the main search variables.

Impact hypotheses

• The first main hypothesis H0: (There is no significant effect relationship for the dimensions of psychological capital in the re-engineering of production processes).

Four sub-hypotheses branch out of this hypothesis:-

• The first sub-hypothesis: - There is no significant effect relationship for self-efficiency in the re-engineering of production processes. We can see from Table (7) the existence of a significant effect of self-efficiency X1 in the re-engineering of production processes. The estimated regression equation was Y = 1.480 + 0.551X1, which explains 67.3% of the nature of the relationship between X and Y, that is, 67.3% of the changes in the re-engineering of production processes are caused by the change in self-efficacy, and the value of F calculated for the simple regression model reached (80.973) with the level of morality of F (0.000 = Sig), and therefore the decision is to reject the null hypothesis and accept the alternative

hypothesis, which is the existence of a significant effect of self-efficiency in the re-engineering of production processes.

• The second sub-hypothesis: - There is no significant effect relationship for optimism in the re-engineering of production processes. We can see from Table (7) the existence of a significant effect of optimism in the re-engineering of production processes. The estimated regression equation was Y = 1.435 + 0.580X2, which explains 72.1% of the nature of the relationship between X and Y, meaning that 72.1% of the changes in the re-engineering of production processes are caused by the change in optimism, and the value of F calculated for the simple regression model reached (106.120) with the level of morality of F (0.000 = Sig), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which is the existence of a significant effect of optimism in the re-engineering of production processes.

• The third sub-hypothesis: - There is no significant effect relationship with the hope of re-engineering production processes. We see from Table (7) the existence of a significant impact of the dimension of hope in the re-engineering of production processes. The estimated regression equation was Y = 1.572 + 0.525 X3, which explains 64.8% of the nature of the relationship between X and Y, that is, 64.8% of the changes that occur in the re-engineering of production processes are caused by the change in hope, and the value of F calculated for the simple regression model (71.093) reached the level of morality of F (0.000 = Sig), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which is the existence of a significant effect of hope in re-engineering production processes.

• Fourth sub-hypothesis: - There is no significant effect relationship for the flexibility dimension in the re-engineering of production processes. Table (7) shows a significant impact of the flexibility dimension in the re-engineering of production processes. The estimated regression equation was Y = 1.621 + 0.528X4, which explains 71.6% of the nature of the relationship between X and Y, that is, 71.6% of the changes in the re-engineering of production processes are caused by the change in the flexibility dimension, and the value of F calculated for the simple regression model (102.944) at the level of significance of F (0.000 = Sig), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which is the existence of a significant effect of the flexibility dimension in the re-engineering of production processes.

From Table (7), we note that there is a significant impact of psychological capital in the re-engineering of production processes. The estimated regression equation was Y = 0.736 + 0.771X and it explains 84.2% of the nature of the relationship between X and Y, meaning that 84.2% of the changes in the re-engineering of production processes are caused by the change in psychological capital, and the value of F calculated for the simple regression model (238.422) at the level of morality of F (0.000 = Sig), and therefore the decision is to reject the null hypothesis and accept the alternative hypothesis, which is the existence of a significant impact of psychological capital in the re-engineering of production processes.

Table (7) Estimation of Simple Linear Regression Model Parameters to Measure the Effect of Dimensions of Psychological Capital X on Production Process Re-engineering Y

R2	*Sig*	*Calculated value (F) for regression model*	*Calculated value (t) for regression coefficient*	*Production Process Re-engineering Y*		*Dependent variable Independent variable X*
				β	Constant	
0.673	0.000	80.973	8.998	0.551	1.480	*Self-EfficacyX1 l*
0.721	0.000	106.120	10.301	0.580	1.435	*Optimism X2*
0.648	0.000	71.093	8.432	0.525	1.572	*Hope X3 t*
0.716	0.000	102.944	10.146	0.528	1.621	*Flexibility X4*
0.842	0.000	238.422	15.441	0.771	0.736	*Psychic capital x*

Source: Researcher preparation based on SPSSV25

Conclusions

The dimension of self-efficacy, which is one of the dimensions of the independent variable psychological capital, got the highest percentage of the rest of the dimensions, where the relative importance reached 71%, which indicates that the organization surveyed attaches great importance to this dimension, which is a good indicator and came after hope with a relative importance of 70.9%, and this means the availability of an industrial environment with smart orientations to come after optimism after it with relative importance of 69.1% and finally came after flexibility with relative importance of 68.7%.

2- While after the creative rethinking came in first place within the dimensions of the dependent variable, which is the re-engineering of production processes, where it obtained 71.8% of the relative importance, while after it came after the redesign of the processes in second place of relative importance, reaching 68.3%, while the rest of the dimensions came successively in terms of relative importance, and they are both after focusing on the customer and after strategic alignment, and this is a good indicator that the organization surveyed attaches great importance to the variable Re-engineering production processes in its operations.

3 - The strength of the impact of the variable of psychological capital, which is the independent variable 84.2% in the variable dependent re-engineering production processes, which indicates the strength of the impact of this variable in the re-engineering of production processes of the organization surveyed.

4 - While the strength of the impact after self-efficacy, which is one of the dimensions of the independent variable psychological capital 72% in the variable of re-engineering production processes, where it came in first place in influence, which indicates that the organization surveyed has an excellent system with regard to the processes of selection, appointment and continuous training of individuals working for it.

5 - While the rest of the dimensions, including after hope, came in second place in influence, followed by optimism dimensions in third place and finally after flexibility in last place, and they are one of the dimensions of the independent variable psychological capital, respectively, with the strength of the influence in the dependent variable re-engineering production processes.

Recommendations

The need to employ the dimensions of the independent variable psychological capital in enhancing the positive impact relationship between them and the dimensions of the dependent variable Re-engineering production processes within the industrial sector in line with continuing to innovate products of strategic value to industrial enterprises and achieve environmental sustainability by keeping pace with developments and seizing opportunities to ensure continuity, growth and survival in the labor market.

The need to work to increase interest in innovative and modern manufacturing methods and methods, including psychological capital in industrial organizations, as an excellent means of adapting to the surrounding environment and keeping pace with rapid technological developments.

The need to work to increase attention to the psychological aspects of individuals working in organizations and issues of interest in working individuals as an urgent necessity because of their great importance on the perceived image of the organization and the reputation of the organization.

that the dimension of self-efficacy on the first rank of relative importance within the dimensions of the independent variable (psychological capital) confirms that the organization surveyed follows modern methods of selection and appointment and possessing excellent human competencies.

The need to strengthen the rest of the dimensions of the independent variable (psychological capital), including flexibility, optimism and flexibility because of the great importance of these dimensions in the implementation of the psychological capital strategy.

The need to enhance the dimensions of the approved variable (re-engineering of production processes) and the rest of the environmental sustainability topics because of their great importance in the reputation of modern organizations. 7- The need to strengthen the dimension of process redesign within the dimensions of the dependent variable of re-engineering production processes because of its great importance on the future of the organization, as well as the need to strengthen the dimension of focusing on the customer because it is one of the important dimensions in accomplishing the tasks adopted by organizations, especially industrial organizations in the research environment.

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