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ORGANIZATIONAL TRANSPARENCY AND ITS IMPACT
ON SERVICE QUALITY - AN EXPLORATORY STUDY
OF THE OPINIONS FOR LEADERS OF THE FIRST
KARKH EDUCATION DIRECTORATE

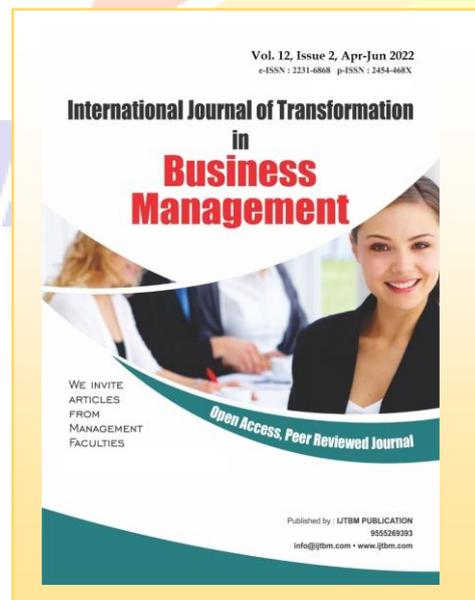
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ABSTRACT

This research aims to examine the correlation and the impact of Organizational Transparency on Service Quality in the first Karkh Education Directorate, Starting from the importance of research in public organizations and the importance of these organizations to the community, it relies on descriptive analytical methods in achievement of this research, the research involved board of directors, Data has been collected from (48) respondents, representing the respondent society exclusively and comprehensively, it involved the general directors, assistant general directors and heads of department and their assistants, The research relied on programs (Excel 2010, Spss V.28), moreover, some of descriptive statistics methods to test research's Hypotheses (Mean, St.D, KMO, Correlation and Regression), The researcher is aiming to the existence of relationship and impact of Organizational Transparency in Quality of Work, the research included four axes first went to the methodology and second to theoretical frame and the third to view and analyze the results and test hypotheses while the fourth was devoted to the conclusions and recommendations.

Keywords : *Organizational Transparency, Clearance, Communication, Reliability, Service Quality, Empathy.*

FIRST: THE RESEARCH PROBLEM

Governmental and private organizations are witnessing major and rapid transformations, as a result of their being affected by the surrounding environment in harmony, interaction and response, so they must respond quickly and adapt in order to adapt to a turbulent situation and successive crises in light of the economic conditions of Iraq and government crises that have become threatening the ministries entities and their work mechanisms, especially the service ministries concerned with education. The service aimed at satisfying the large and diverse society of ages, genders and businesses through educating their children and creating an educated generation capable of working and advancing the country's

future, by providing an educational service, it is facing crises represented by the growing number of students and the corresponding services in light of weak resources and the growing cases of corruption that marred operations. Printing and opening private schools, it became imperative for the directorate to meet these needs, as the directorate faces from time to time successive crises that ravage the quality of the educational process. For the objectives of the educational process, the researcher resorted to choosing a variable. His research, represented by organizational transparency as an independent variable, under which the directorate leaders derive the ability and authority through the diversity of their forces used in order to influence the behavior and

trends of its staff, to achieve its immediate and future goals, while the selection of the approved variable (service quality) was a clear interest due to the possession of these leaders and their cadres the entirety of procedures, operations, and programs Through it, it senses sympathy with parents, and provides an educational service with reliability, reliability, response and safety, through their ability to self-evaluation, adoption of reference comparisons, and adoption of ISO systems, in a way that reduces costs, increases competition, and directs service. The researcher diagnosed the research problem in the field. Weak awareness of the research community and its awareness of organizational transparency and service quality, and the research problem is expressed by the following important questions:

What is the level of organizational transparency and service quality in the first Karkh Education Directorate?

- What is the research sample's assessment of the nature and level of the relationship between organizational transparency and the quality of educational service?
- What is the impact of regulatory transparency on the service Quality?

SECOND: THE IMPORTANCE OF RESEARCH

The research acquires its importance from the importance of the variables investigated, and this importance was limited to two

aspects: scientific and represented in the serious attempt to discuss intellectual propositions about the relationship between organizational transparency and its dimensions and the quality of the educational service and its stages, and the scientific addition it produces in this field, and a practical aspect that becomes clear in seeking to monitor estimates The research sample from the leaders of (the first Karkh Education Directorate) because of the nature of that relationship and the resulting results that could guide it to overcome the repeated delays around the research variables.

THIRD: RESEARCH OBJECTIVES:

The research aims to diagnose the level and nature of the relationship between organizational transparency and service quality from the point of view of the research community (the general manager, the general director's assistants, department heads, and division managers) and to determine the level of the impact of organizational transparency on service quality.

FOURTH: THE HYPOTHETICAL RESEARCH SCHEME:

The research adopts a hypothetical scheme developed by the researcher in the light of the intellectual propositions of organizational transparency and its dimensions (disclosure of information, communication, and clarity) and according to (Rawlins, 2009). Reliability, assurance, responsiveness, empathy, Tangibility.

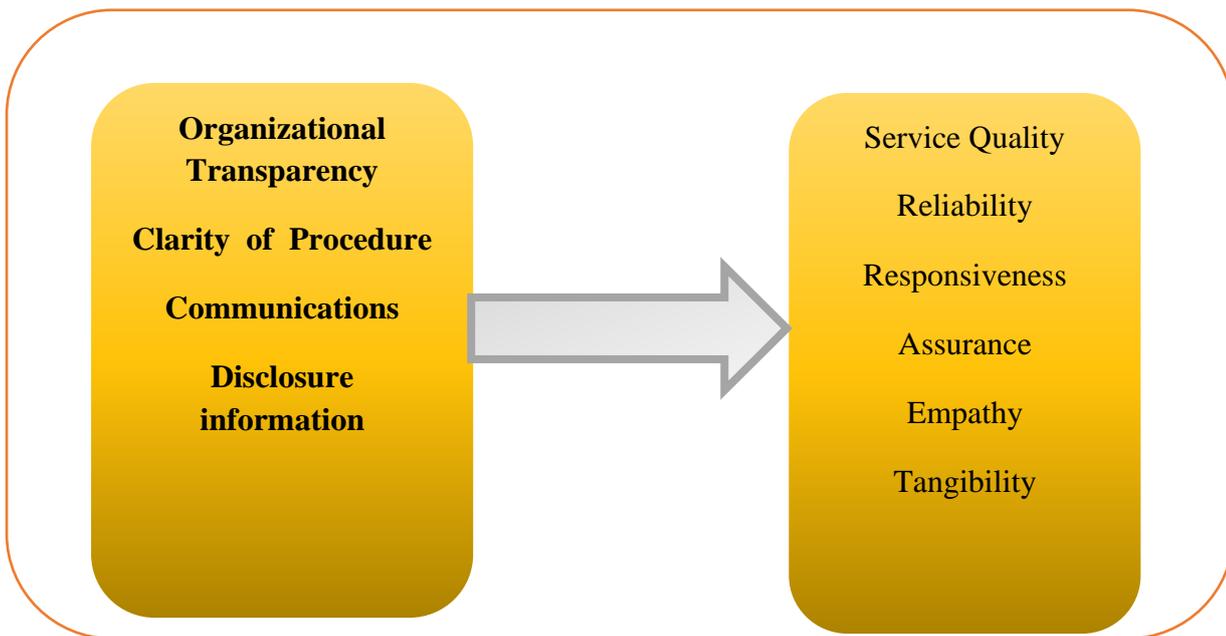


Figure (1) Research Model.

FIFTHLY: RESEARCH HYPOTHESES:

Organizational transparency, with all its dimensions, affects the quality of service and its dimensions with a significant impact.

SIXTH: RESEARCH COMMUNITY:

The researcher chose the research community according to the comprehensive inventory of eight departments in the first Karkh Education Directorate and its stations in the city of Baghdad, being the most concerned with the research variables. Deputy Director General, Heads of Departments, and Division Managers).

SEVENTH: THE VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE:

For the purpose of verifying the stability of the resolution, the (Alpha Cronbach) test was relied upon, as it is one of the important statistical stability tests for analyzing data for the statistical form. As for the validity of the scale (0.936), which is a value that indicates the high validity of the scale, as well as the presentation of the questionnaire to a group of arbitrators within the requirements of apparent honesty, it got (89.7%) and they made some observations and they were taken by the researcher, and the researcher conducted a bag test Mayer-Alken (KMO) is a criterion for the sufficiency of the sample

size to perform the factor analysis, as it shows the size of the community is sufficient and appropriate, and allows to perform the factor analysis, as the value of (KMO = 0.745) for organizational transparency, as for the quality of service, its value was (0.789), And at a significant level (Sig = 0.000), and thus the resolution is suitable for statistical analysis.

**SECOND APPROACH
(THEORETICAL)**

Firstly : Organizational Transparency:

1. The concept of organizational transparency:

Previous studies and research showed a close relationship between the concept of transparency and the overall operations and activities that perform the various organizations, so the talk became about the transparency of planning, the transparency of the organization and the transparency of decision-making. The real lies in the sincere cooperation between him and his followers, and everyone strives to do what is best because it provides oversight over the work in an open manner.” This information (2) The ability of individuals to employ the information according to some acceptable and correct methods for the public interest and in a mutually beneficial manner.

Transparency is a possibility or a state in which information related to the affairs of the organization can be circulated freely to

individuals (Park, 2001: 59), and it includes two main elements, the first is cost-based, and the second is based on standardization, as it seeks to reduce the costs of accessing information, especially the material cost. For timely delivery of information, in other words, there is no organizational transparency if the information is not secured and it costs time or effort (399 Candeub, 2013:). This leads to a weakness in the efficiency of the organization, and its application is a reflection of democratic societies, especially since the dissemination of information is a right that must be implemented, and organizations are obligated to provide the information that their members need regarding their activities and performance and not to restrict information to a specific group or entity (Abbas, 2016: 75).

2. The importance of Organizational Transparency:

The application of administrative transparency provides up-to-date and accurate information about all the activities and tasks of organizations, as it leads to achieving their goals and setting clear policies for employment, as well as enabling individuals to justify and document objection to the work of its leadership when it does not achieve its interest, and makes them more cautious and careful in their tasks for fear of accountability, in addition to that. Expanding

the opportunities for participation in decision-making among the various relevant parties, creating an organizational climate for everyone to feel comfortable, belonging, loyalty, and job satisfaction (Keuffer & Mabillard, 2020:785), and contribute to the success of change and development plans and overcoming many of the challenges facing the organization as it reintegrate leaders by following It reduces the damage to its reputation (Guerber & Anand, 2019:22), and administrative transparency gives working individuals a safer life through workflow control and allocation (Garstins & Montoy, 2008: 99). Therefore, transparency is an urgent necessity for organizations, both in the behavior of leaders with each other or between the leader and the followers because transparency has an active role in development, reducing corruption and improving services (19 Ortega, 2010:), as (Abbas, 2021:81) sees the ability of transparency The organization aims to combat corruption in all its forms and forms, enhance opportunities for self-control and grant independence in action and decision-making, as well as being an important aspect of the success of sustainable development and make individuals more confident in their abilities to achieve results at work that enhance their personal values such as honesty, loyalty and commitment, which helps the organization to achieve responsibility. social, and establishing

organizational values that lead to success in the work environment.

3. Dimensions of Organizational Transparency:

A- Communications: Communication is the most important means for sharing information, which in turn has jumped to a prominent position in recent years as a process that generates trust and credibility after revealing deceptive practices that occurred behind walls. Communication was known to be the most important feature in administrative transparency in order to build a favorable organizational reputation, as whenever The organization was transparent, increasing the confidence of individuals in it (Oliver, 2004:7), and the communication process was defined as a two-way street, each individual in it is a sender and receiver of the ideas and information included in the process, and the Internet has greatly facilitated the process of communication, information distribution, and access for organizations. The e-government has facilitated access to information and has enhanced the objectives related to the objectives of administrative transparency, accountability and anti-corruption (Anderson, 2009: 205), and the communication process takes place through the sender, the recipient, the

means through which the information is shared, and the message (which includes the information to be shared with individuals and responses). Action or feedback and the following figure illustrates the process of communication.

B- Disclosure of information: It requires the organization to disclose information and make it available to individuals to be legally publishable, whether positive or negative in nature in an accurate, timely, balanced, and unambiguous manner (Heise, 1985: 209), and it is known that the information is Classified materials ready for use, as they were described as data subjected to processing and analysis with the aim of extracting indicators and relationships from them, and providing them is one of the most important challenges facing leaders at the present time due to the information revolution and the volume of extensive communications that represent the characteristic of this era. It is possible for some parties to misbehave and it is in their interest to refuse or lie about their behavior. Such cases require careful attention to overcome this deception and find ways to verify the information that has been disclosed (Florini, 2000:8), and administrative transparency has four

general types of mechanisms to enhance Access to material or real information through public publication, as material information is provided through (paper publications or on websites, and information is provided when individuals need it, or by law (case) or at the discretion of the organization, approving meetings including advisory or closed meetings, as well as informal means (reporting irregularities or leaks when providing confidential documents or other groups or the press) in a way that focuses attention on leadership misconduct and rampant corruption (Florini,2000:6).

C- Clarity in procedures: The revolution is information, communication and clarity in revealing procedures at the present time, the first enemy of corruption that grows and spreads as a result of ignorance, backwardness, lack of knowledge, confidentiality and secrecy. Within the organization, and it results in accountability in light of the balance between the human and material dimensions in the work environment, as the organization's activities consist of a group of influential factors and components, as well as its practice that requires a lot of clarity and fluidity to reach the best forms of transparency depending and application at various

organizational levels (Abbas, 2016: 75), clarity includes clarity of the message and its direct formulation, and the choice of words in a way that does not bear misinterpretation and interpretation, and that it does not include a set of multiple ideas. The clarity of the message, as it does not include many meanings, and that the organization's message is at the level of understanding the addressee's perception (Abu Karim, 2009: 83), as it has the ability to communicate complete, accurate, relevant and measurable information, allowing stakeholders and the public to give their evaluations of the organization's performance and whenever the data is correct and accurate that gives better results for transparency, enhances credibility between the organization and between stakeholders, the public and critics and generates motives for improvement, continuous development and contributes to adopting best practices because it contains moral and ethical values that frame the ethical commitment to social responsibility (Ball, 2009:14-15).

SECONDLY: SERVICE QUALITY

1. Concept of Service Quality:

The observer looks at the administrative reality today, in light of the rapid global

developments in various organized fields. It is facing many challenges, whether at the technical level, the social level, or economic openness. With it, and employing them in an optimal manner, and in line with the culture and awareness of the community, as this does not happen except through an administrative system that adopts the provision of distinguished educational programs that apply quality, standards and tools and advance the level of the individual and society, as the most important feature in introducing the quality system in work is that it encourages And the development of individuals' awareness of quality in the organization in which they work, so they are keen to implement the concept of quality that characterizes the organization, as it is the way in which the service is provided, which affects the degree of satisfaction with the service (kyrillidou, 2009: 20), so it has become a measure of the extent to which the level of service provided With the expectations of customers, and an emphasis on their expectations to be a fixed base (Malla, 2012: 21), so the application of individuals to the preconceived ideas in the minds of customers and generated from previous experiences This will lead the organization to achieve a reputation that supports its presence, raises its reputation, and makes its market share much more than the previous one (Permatasari, 2017: 267). From the researcher's point of view, quality

is the organization's ability to achieve the desires of its customers in a way that matches their expectations. It achieves their satisfaction with the service it provides to stakeholders.

2. *Obstacles to achieving quality:*

There are many obstacles facing the implementation of quality, including (Al-Harashseh, 2010: 85-87): the culture of the governmental organization, the bureaucracy of governmental organizations, the political and social nature of the government sector, the lack of competition, and the laws, regulations and instructions that negatively affect the ability of Those responsible for making decisions related to the appointment of the most qualified candidates with the weak application of sanctions and accountability systems in case of abuse, the service provided to clients by the organization, the weak human resources of government organizations, and the lack of focus on encouraging creativity and innovation, and the country is in developing countries.

3. *Dimensions of Service Quality:*

Permatasari, 2017. identified ten criteria used by customers in evaluating service quality, which are: reliability, availability of the service in terms of time and place, safety, level of understanding of the service provider of the service requester, tangible things, responsiveness, communication, courtesy or

kindness, merit, credibility, , and they found a degree of high correlation between many dimensions, and they combined some of them and reduced them to five broad dimensions (tangibility, reliability, responsiveness, safety, empathy) (Ramya, 2019:5).

A. Tangibility : All the physical and human facilities and equipment, as well as aspects related to the tangibility of the service (buildings, modern technologies and communications used in it, internal facilities, fixtures and equipment) necessary to provide the service, referring to the material facilities that contribute to increasing the turnout of customers and also include the external appearance of the buildings (Al-Dweik, 2018 66), in addition to all the material requirements that are directly related to the provision of the service, such as various equipment, communication devices, individuals and financial facilities that must be provided to the service provider. (2018:152-153), and tangibility may sometimes go beyond material requirements. Seeing the service provider wearing an elegant outfit and appearing in an attractive appearance has a relationship and impact on providing the service for the service applicant, as attention to the physical appearance is evidence of interest in

providing the service For those who request it well (Al-Rabiawi and Al-Daraji, 2016: 54) and it helps in judging the service, and therefore it must be constantly checked From the presence of the elements of tangibility and making the intangible as tangible, by making the service close to the mental touch of the service seeker (Shaaban, 2021:71).

B. Reliability: The ability to perform the promised service with merit and accuracy, (Al-Attar and Al-Mamouri, 2021:101-102), and lies in the ability and ability of the organization to provide the service as it is known, and in a manner befitting its reputation, with a great degree of confidence and accuracy, as the service applicant expects to provide accurate service In terms of commitment to time and performance, and its dependence on individuals when requested from them (Saadallah, 2017: 34), which represents the guarantees and ability of the organization to commit to providing service around the clock, and the extent to which it can be relied upon by customers, and it also means the organization's ability to provide the service in an accurate and reliable manner (Mandour, 72: 2021) Dealing with problems and accidents

facing customers by providing the service as soon as possible, and being accurate in dealing with them and maintaining the confidentiality of their information in special records with the organization (Al-Rabawi and Al-Daraji, 2017:54) and it is a measure of the service's ability to perform during a certain period (Shaban, 2021:71).

C. Responsiveness: a behavior that aims to meet the needs of customers through the organization's readiness and management around the clock to provide the service as quickly as possible (Manzur, 2021:72), in addition to its readiness and personnel to help the customer by providing the service at all times and at the maximum speed, as well as its ability to adapt with Emergencies and emerging circumstances, and everyone is always ready to provide the service immediately and urgently, and the desire to help customers and meet and satisfy their needs (Mansoori, 2020: 9-10). Solve them in a way that makes customers feel that they are the focus of the organization (Osu and Peter, 2008: 18), and meet their needs by using flexibility when dealing and the procedures and means that the organization follows when

providing its services, which is represented in the organization's ability to quickly deal with the complaints and suggestions it receives submitted by customers or its members And studying it to activate what is beneficial and good for the organization and its customers (Mohammed, 2020: 78).

D. Assurance : The organization's ability to provide services free from any risks, and observing honesty and integrity in dealing with customers, and relies on its customers' sense of confidence and security towards the service it provided, especially when its members enjoy credibility and courteousness in order to achieve the satisfaction of the service applicant (Saadi, 132: 2021).), and from another point of view, safety is the knowledge and courtesy of individuals and the ability to give customers confidence (Al-Watifi and others, 2019: 213), in addition to that individuals are familiar with their work and master it in a way that can provide services free from any risks that may cause harm, or danger customers during the provision of the service to them, which increases their confidence in obtaining a service free of error or danger, whether material or

moral (Mohammed, 2020: 78). The results of those services, the extent of individuals' trust, the extent of his commitment to his promises, his ability to understand and take care of customers, and the extent to which they understand clear instructions (Halima and Khadija, 15: 2020).

E. Empathy: the organization's interest in customers through its members' understanding and knowledge of the service requester's need and working to achieve it as quickly as possible, and realizing the importance of the service requester to the organization in general in its position (Saadi, 132). The extent of interest in them, knowledge and experience of individuals with their needs, and provision of attention and care to each service requester by individuals in the organization (Hamad and Hammad, 2018: 152 - 153), as it includes appreciation and a spirit of friendship on the part of the service provider towards customers, and the availability of tact and high morals that he possesses It involves individuals in addition to affection with customers in order to form good relations with them and facilitate communication and care for them (Shaaban, 2021: 71), and strive to

receive customers in a kind manner, good treatment, care, attention to his problems and work seriously in order to find solutions to them in humane ways in a way that affects the process of His evaluation of service quality (Al-Attar and Al-Mamouri, 2021: 101 - 102).

THIRD APPROACH (PRACTICAL):

Discusses the results : The results will be presented and analyzed for the dimensions of organizational transparency (communication, disclosure of information, clarity of procedures) and dimensions of service quality (reliability, responsiveness, safety, empathy, tangibility) as follows:

1. Analysis of the Responses of the Research's Sample according to the Dimensions of the Independent Variable Organizational Transparency:

a. ***Communication*** : The results of Table (1) show that the independent dimension (connection) obtained an available arithmetic mean (3.73), with a total standard deviation of (0.399), with a relative coefficient of variation (11%), and with relative importance (75%), as the results indicate homogeneity And the agreement of the answers of the research community about the availability of the communication dimension, as the

research sample was interested in communication and practiced it in a way that improves the level of transparency.

b. ***Disclosing the Information:*** the disclosure of information obtained an arithmetic mean (2.96) available about the mean and less than the hypothetical mean of the research, and with an overall standard deviation of the dimension (0.873), and with a relative difference coefficient (30%), and with relative importance (59%), as it indicates The results of the homogeneity and agreement of the responses of the research community in relative terms about its poor availability, as well as their agreement that the directorate's interest in giving them additional information to complete the tasks, which weakened their ability to work in some foggy conditions.

c. ***Clarity of procedures:*** After the clarity of procedures, there was an arithmetic mean (3.35) available about the mean, but it is higher than the hypothetical mean, which indicates the existence of a unified system known to everyone through which they perform their tasks, and it is objective towards work in the Directorate, with a total standard

deviation of the dimension (0.735), and with a coefficient of variation Relative (22%), and with relative importance (67%), as the results indicate the homogeneity and agreement of most of the answers of the research community about the availability of the independent dimension and clarity of procedures.

From all of the above, the researcher noticed that the independent dimension (communication) ranked first in the level of availability of the research community, followed by the other independent dimensions (clarity of procedures, disclosure of information) and in order, as these dimensions contributed to the availability of the main independent variable (organizational transparency) and as shown in Table (1) with an arithmetic mean (3.35) available, a standard deviation (0.601), and a relative coefficient of variation and relative importance (17.9%, 67%), respectively.

2) *Analysis of the responses of the research community according to the dimensions of the approved variable, quality of service:*

a. Reliability: The depended dimension (reliability) obtained an arithmetic mean (3.25) available around the mean, with a total standard deviation of (0.489), with a relative coefficient of variation (15%), and with relative importance (65%), as the results

indicate the interest of a sample in the dimension through The guarantees provided by the Directorate and its ability to meet deadlines and perform work properly.

b. Response: The adopted dimension (response) obtained an arithmetic mean (3.12) available around the mean, with a total standard deviation of (0.934), with a relative coefficient of variation (30%), and with relative importance (62%), as the results indicate that the Directorate has the desire and willingness to provide assistance. to its customers and solve their problems within the required time.

c. Assurance : The depended dimension (safety) obtained an arithmetic mean (3.52) available, a total standard deviation of (0.620), a relative coefficient of variation (18%), and a relative importance (70%), as the results indicate agreement and homogeneity in the research community on the availability of The dimension in the directorate, especially in dealing with the problems of its customers seriously and performing its activities for them on time and honestly when dealing.

d. Empathy: The depended dimension (sympathy) obtained an arithmetic mean (3.24) available about the mean, with a total standard deviation of (0.977), with a relative coefficient of difference (30%), and with relative importance (65%), as it indicates the homogeneity, agreement and interest of the answers of the research sample about The

directorate possesses the qualities of tact, politeness, affection, credibility and courteousness with its customers and building good relations based on mutual respect.

e. Tangibility : The dependent dimension (tangibility) obtained an arithmetic mean (3.07) available about the mean, with a total standard deviation of (0.785), with a relative coefficient of difference (26%), and with relative importance (61%), as the opinions of the research sample are homogeneous about the directorate's possession of all The physical capabilities, tools and fixtures used and the communication equipment observable when the service is being provided.

From all of the above, the approved dimension (safety) ranked first in the level of availability of the research community, then

followed by the other approved dimensions (reliability, empathy, response, tangibility) and, in order, as these dimensions contributed to the availability of the main approved variable about the medium (service quality)) and as shown in Table (1) with an arithmetic mean (3.24) available around the mean, a standard deviation (0.642), a relative coefficient of variation and relative importance (20, 65%), respectively, and these results indicate the availability of the possibility to achieve the desires of its customers in a manner that matches with their expectations and their satisfaction with their services.

Table (1) Arrange the variables according to the means, relative importance and coefficient variance

C.V	I. r	ST. d	Mean	Variables
0.179	0.67	0.601	3.35	Or. Trans
0.110	0.75	0.399	3.73	Communications
0.300	0.59	0.897	2.96	Dis. Info
0.220	0.67	0.735	3.35	Cl. Pro
0.200	0.65	0.642	3.24	Ser. Qu
0.150	0.65	0.489	3.25	Rel.
0.300	0.62	0.934	3.12	Res.
0.180	0.70	0.620	3.52	Assur.
0.300	0.65	0.977	3.24	Emp.
0.260	0.61	0.785	3.07	Tan.

THIRDLY : HYPOTHESIS TEST:

This paragraph aims to test the hypotheses of correlation and influence that were formulated as a guide to the results of the intellectual accumulation about the relationship between organizational transparency and the quality of the educational service and the reflection of organizational transparency in the quality of the educational service. In addition, the tabular (T) value of (2.011) at the degree of freedom (47), as follows:

A. Proving the Correlation Between Organizational Transparency and Service Quality:

The researcher identified the first main hypothesis of the expectation (the existence of a significant correlation relationship between organizational transparency and service quality in its dimensions). Table (2) showed the positive direct correlation between organizational transparency and educational service quality in general and at the level of dimensions, as the results were as follows:

1. Communication as an independent dimension (6) showed a positive significant positive relationship with the total and dimensions of service quality out of six, ie (100%) of the relationships, as it achieved a significant positive

correlation (0.420**) with the total service quality, while the following With positive significant correlations (0.301**) with the dependent dimension of reliability, and a positive significant correlation (0.364**) with the dependent dimension of responsiveness , and a direct correlation (0.321**) with the dependent dimension of Assurance , and finally a positive significant correlation with the two dependent dimensions of empathy. and tangibility (0.378**, 0.374**), respectively, as these results indicated that the research sample invests communication in reliability, responsiveness and assurance , as well as empathy and tangibility in their approach to improving service quality overall, and this result provides sufficient support for accepting the hypothesis (the existence of a relationship Significant correlation between communication and service quality in its dimensions.

2. The disclosure of information as an independent dimension (6) showed a positive, significant positive relationship with the total and dimensions of service quality out of six, or (100%) of the relationships, as it achieved a significant positive correlation (0.706**) with the total service quality, while the following With positive significant correlations (0.394**) with reliability, a positive significant correlation (0.665**) with

responsiveness, and a direct correlation (0.381**) with assurance, and finally a positive significant correlation with empathy and tangibility (0.690**), respectively. The results indicate the directorate's adoption of information disclosure when it aims to improve reliability, responsiveness and assurance, as well as empathy and tangibility, and this result provides sufficient support for accepting the hypothesis (there is a significant correlation between information disclosure and the quality of educational service in its dimensions).

3. The clarity of the procedures as an independent dimension (6) showed a positive, significant positive relationship with the total and dimensions of service quality out of six, ie (100%) of the relationships, as it achieved a significant positive correlation (0.691**) with the total service quality, while it came with relationships. A positive significant correlation (0.333**) with reliability, a positive significant correlation (0.680**) with responsiveness, a direct correlation (0.351**) with assurance, and finally a positive significant correlation with empathy and tangibility (0.684**, 0.679**). And respectively, as the results indicate that the directorate resorted to adopting the disclosure of information when it aims to improve the level of

reliability, responsiveness and assurance, as well as empathy and tangibility, and this result provides sufficient support for accepting the hypothesis (there is a significant correlation between the clarity of procedures and the quality of the educational service in its dimensions).

4. The total independent variable organizational transparency (6) showed a positive significant positive relationship with the total and dimensions of service quality out of six, ie (100%) of the relationships, as it achieved a significant positive correlation (0.781**) with the total service quality, while the following. With positive significant correlations (0.391**) with reliability, a positive significant correlation (0.742**) with responsiveness, and a direct correlation (0.445**) with assurance, and finally a positive significant correlation with empathy and tangibility (0.765**, 0.764*). *) Consecutively, the results indicate that the directorate employs organizational transparency in improving the level of reliability, response and safety, as well as empathy and tangibility. Sufficient to accept the first main hypothesis (there is a significant correlation between organizational transparency and service quality in its dimensions).

Table (2) correlation between organizational transparency and service quality

service Quality	Tangibility	Empathy	Assurance	Responsiveness	Reliability	Variables	#
0.420**	0.374**	0.378**	0.321**	0.364**	0.301**	Communications	1
0.000	0.000	0.000	0.000	0.000	0.000		
0.706**	0.690**	0.690**	0.381**	0.665**	0.394**	Disclose Information	2
0.00	0.000	0.000	0.000	0.000	0.000		
0.691**	0.679	0.684**	0.351**	0.680**	0.333**	Clarity Procedure	3
0.000	0.000	0.000	0.000	0.000	0.000		
0.781**	0.764**	0.765**	0.445**	0.742**	0.391**	Organizational Transparency	4
0.000	0.000	0.000	0.000	0.000	0.000		

**correlation is significant at the level 0.01(2tailed) n=48

B. Proving the relationship of the impact of organizational transparency on the quality of educational service:

The second main hypothesis was launched from the expectation (the existence of a significant effect of organizational strength on the quality of service in its dimensions), and for verifying the hypothesis or not, simple regression models were implemented, according to the sub-hypotheses emanating from the second main hypothesis and my agencies:

1. The results of Table (3) showed, an effect model for the independent dimension of communication in the dependent variable (service quality), under the level of

significance (sig = 0.00), which is less than the significance value (0.05) and in terms of the calculated (F) value (95.599) which is higher than the value of (F) tabular (4.044), while the calculated (T) value was (9.777), which is greater than the tabular (T) value (2.011), as the value of the coefficient of determination reached $R^2 = 0.175$), and it indicates that the independent dimension of communication explains what its value (17.5%) of the service quality, and the value of ($\beta = 0.076$), that is, the change of one unit of communication, will cause a change in the quality of the educational service by (7.6%), as this result provides sufficient support for accepting the first sub-hypothesis of the main hypothesis The second (there is a significant effect with a statistical significance for communication in the service quality), which

is considered a weak effect, and with a proxy regression model:

$$\text{Ser. Qu (Y)} = 0.720 + 0.076 \text{ (Compunctions)}$$

2. The results of Table (3) showed an impact model for the independent dimension of information disclosure in the dependent variable (service quality), below the level of significance (sig = 0.00), which is less than the significance value (0.05) and in terms of the calculated value (F) (442.90), which is higher than The tabular (F) value (4.044), while the calculated (T) value was (21.045), which is greater than the tabular (t) value (2.011), as the value of the coefficient of determination reached ($R^2 = 0.498$), and it indicates that the independent dimension of information disclosure It explains its value (49.8%) of the quality of service, and the value of ($\beta = 0.505$), that is, the change in one unit of information disclosure, will cause a change in the quality of service by (50.5%), as this result provides sufficient support for accepting the second sub-hypothesis From the second main hypothesis (there is a significant and statistically significant effect of information disclosure on service quality), which is a good effect, with a proxy regression model:

$$\text{Quality of Service (Y)} = 1.746 + 0.505 \text{ (Disclosure of information)}$$

2. The researcher found, from the results of Table (3), an impact model for the independent dimension and the clarity of procedures in the dependent variable (service quality), below the level of significance (sig = 0.00), which is less than the significance value (0.05) and in terms of the calculated (F) value (406.894), which is higher From the tabular (F) value (4.044), while the calculated (T) value was (20.172) which is greater than the tabular (T) value (2.011), as the value of the coefficient of determination reached ($R^2 = 0.477$), and it indicates that the independent dimension is clarity of procedures It explains its value (47.7%) of the quality of the educational service, and the value of ($\beta = 0.603$), that is, the change of one unit of clarity of procedures, will cause a change in the quality of service by (60.3%), as this result provides sufficient support for accepting the third sub-hypothesis From the second main hypothesis (there is a significant effect with a statistical significance for the clarity of procedures on service quality), which is considered a good effect, and with an agency regression model:

$$\text{Service Quality (Y)} = 1.223 + 0.603 \text{ (Procedural Clarity)}$$

4. Finally, it was clear from the results of Table (3), an effect model for the independent variable, organizational transparency in the dependent variable (service quality), below the level of significance (sig = 0.00), which is

less than the significance value (0.05) and in terms of the calculated (F) value (698.061), which is higher than the tabular (F) value (4.044), while the calculated (t) value was (26.421) which is greater than the tabular (t) value (2.011), as the value of the coefficient of determination reached ($R^2 = 0.610$), and it indicates that the independent variable transparency Regulatory interpretation explains its value (61%) of service quality, and the value of ($\beta = 0.836$), that is, a change for one unit of organizational transparency,

will cause a change in service quality by (83.6%), as this result provides sufficient support for accepting the second main hypothesis (There is a significant effect of the organizational strength on the quality of service), which is considered a good effect, and with a proxy regression model:

$$\text{Service Quality (Y)} = 0.399 + 0.836 (\text{Organizational Transparency})$$

Table (3) The effect of Organizational Transparency and its dimensions on Service Quality (n = 48)

independent	F	Sig	T	AR ²	R ²	R	β	A	Dependent Variables
service Quality	95.599	0.00	9.777	0.175	0.177	0.420	0.676	0.720	Communications
	442.90	0.00	21.045	0.497	0.498	0.706	0.505	1.746	Disclose Information
	406.894	0.00	20.172	0.476	0.477	0.691	0.603	1.223	Clarity of Procedure
	698.061	0.00	26.421	0.609	0.610	0.781	0.836	0.399	Organizational Transparency

Sig= 0.05 F=4.044 df=47 T=2.011

FOURTH APPROACH : DISCUSSES THE CONCLUSIONS:

In this section, the most important conclusions of my agency will be addressed:

1 .The directorate's interest in transparency is moderately evident, because of having good communications and clarity in its procedures,

but it suffers from limited disclosure of most information.

2 .Showing the interest of the First Karkh Education Directorate in the quality of service, in a way that fulfills the desires of stakeholders and those who deal with it from the student public, and resulting from its ability to enhance the quality of service with

reliability, and improve it through safety, tangibility, empathy and response.

3. The directorate's interest in the quality of its services became clear, so it was able to employ transparency in improving them well, in addition to investing in information disclosure, clarity in procedures and communication, respectively, in improving them mainly.

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