



Employment Efficiency, Financial and Administrative Corruption: A Study in the Dialectical Relationship between Them

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

The human resource is the essential element of the production process, which is inevitable to ensure better productivity. For this reason, organizations try to invest these capabilities of human resources in what they were prepared for, through planning and defining jobs in accordance with the objectives of the institution and in line with its field of work. So jobs must be compatible with the objectives of the institution, and the activity the jobs are exercises.

All of this made the title of the job as an indication of the work that is practiced.

So the title of the job must indicate the activity, tasks accomplish and the work employee perform. Anything contrary to that is reflected in a waste of financial and human resources, which leads to a decline in their performance. But looking at reality shows otherwise, as job titles do not reflect their content, nor do individuals work in positions that do not correspond to their specializations, and that what they receive in terms of wages does not reward their performance neither in kind nor in level.

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1. INTRODUCTION

It is an undisputable fact that the human resource is the essential element and the engine of the production process, which makes attention to it inevitable, in order to ensure better productivity. This comes by investing this vital resource by working in accordance with what was prepared for it to guarantee the perfection of that work and to preserve what was invested in its preparation (investment in education) so that it bears fruit as it should. So how is this achieved? For this reason, organizations resorted to investing these capabilities in what they were prepared for, through planning this resource, defining jobs in accordance with the objectives of the institution and in line with its field of work. So jobs must be compatible with the objectives of the institution, its field of work, and the activity the jobs are exercises [1-3]. So the title of the job must indicate fully the activity you perform, and the tasks you accomplish. All of this made the title of the job identical to its content. This is on the part of the job, but on the part of the employee, he should be in the place that was prepared for him. Anything contrary to that is reflected in a waste of financial and human resources, a waste of what was invested in their preparation, and in their disengagement from performing the tasks for which they were prepared, which leads to a decline in their performance [4-6].

But looking at reality shows otherwise, as job titles do not reflect their content, nor do individuals work in positions that do not correspond to their specializations, and that what they receive in terms of wages does not reward their performance neither in kind nor in level [7,8].

The foregoing shows a great overlapping corruption embodied in:

- Waste in education investment
- Disruption of production capacity (waste of human resources)
- Wasting job opportunities for others
- Lack of interest in human resource management
- Ignorance of those responsible for this in the Ministry of Finance, which is responsible for the correctness of the required job.
- The required job does not reflect the real jobs performed by individuals.

- Jobs formulated according to the qualifications of the individual and what achieves the best returns for him.
- Administrative and financial corruption

The research is based on the following assumptions:

- The jobs are consistent with the organization's fields of work.
- Jobs reflect the type and nature of the tasks you perform.
- The job titles correspond to their tasks and duties.
- The salary is for the job, not for the individual.
- The required job must reflect the real jobs.
- The technical jobs are directed towards achieving the real goals that the institution seeks to achieve directly.
- The three pyramids correspond: the job pyramid, the salary pyramid, and the human resources pyramid.

2. RESEARCH IMPORTANCE

The importance of the research is highlighted by directing attention to an issue that is embodied in the compatibility of the three pyramids. Assigning tasks to their owners, not to random selection. Assigning positions to those who do not deserve them and who are not competent for them, which is reflected in a waste of financial resources and disruption of human energies.

2.1 The Objectives

The research seeks to:

- Detect this phenomenon and identify its features.
- State the degree and level of danger to which the community is exposed because of it (waste of community resources).
- Suggest ways which might limit and confront them.

2.2 Hypothesis

The research tends to test the following hypothesis:

There is incompatibility and inconsistency between jobs and the work of the institution .And between jobs and employees. Salaries are not equivalent to performance.

2.3 The Nature of the Study

The study is analytical and tends towards diagnosing the phenomenon, indicating its danger, and suggesting solutions that may overcome it, eliminate it, and limit it through:

-A theoretical background prepares the intellectual basis for the analysis.

-A field that embodies the phenomenon and a laboratory for its hypothesis.

-Conclusions and solutions.

2.4 Reference Concepts

-This section explains some of the concepts and terms that will appear in the research:

2.4.1 Function

It is the lowest organizational formation in any institution. It is the base structure for performance and the essential unit in it. It includes a set of tasks, responsibilities, duties and powers that are characterized by homogeneity and complementarity towards achieving the goals that the job was created to achieve. And it has a name (job title) derived from the nature of its work and its position in the institution that discloses its content and is inseparable from it. Its performance requires the availability of conditions and specifications for the person who occupies it on the basis of these tasks and duties, the degree of difficulty in performing it, the conditions that determine the procedures and the salary that it is entitled to (performance value) [9].

2.4.2 Performance levels (performance pyramid)

It means the job levels that are included in a single career, and whose performance is integrated with each other. For example, the accounts position consists of a number of performance levels: (accounts clerk, assistant accountant, accountant, senior accountant.....). Each of these jobs represents a certain level of performance that requires the availability of specific specifications in the person who occupies it. Likewise, there are careers that perform at one level of performance, such as driver, photographer, teacher, typist which do not have graded performance levels [10].

2.4.3 Technical positions

These are the basic functions of the institution that are directly related to the practical activity, which is directly related to the achievement of the fundamental objectives of the institution. They are the jobs that determine the basic feature of the functional structure of the institution for example, the work nature of the industrial institution is characterized by engineering specialization. This means that the feature of most of its functions is of an engineering nature. As well as the educational institution, its basic (technical) functions must be of an educational feature. This feature must be dominant for the functions of the institution in general, because the technical functions reflect the nature of the basic activity of the institution [11].

2.4.4 Assist jobs

They are the careers that support the operational activity required by the conduct of business in the organization, i.e., those other non-technical careers, such as jobs in the activity of services, maintenance, administration, human resources...etc.

These jobs derive their characteristics from the nature of the role they play in the institution. These jobs are required by the business process in the institution. They are indirect jobs and are not related to operational activity. They are not directed towards achieving the basic goals of the institution. The engineering job (in the maintenance department) that falls within this category is not technical. Rather, it is a supportive job, as this is not related to the nature of the job, but rather according to its location in the operational or supportive activity [10].

2.4.5 Jobs structure

The job structure reflects the group of jobs according to the main and sub-administrative (organizational) divisions that make up the institution's organizational structure. In the sense that each administrative division has a job structure imposed by the purpose of the division and the jobs that the nature of the work requires in terms of type and number. It is therefore the sum of the job structures of the divisions that constitute the structure of the institution jobs. In the sense that there is a relatively stable required jobs at the level of each formation consisting of a group of jobs derived from the sub-objective of the formation. This assumes that these jobs are

fixed in the formation and are not linked to their occupants, meaning that if the employee is transferred from one department to another, the job he used to occupy does not move with him, but rather it is fixed in the formation required jobs.

These jobs are arranged in groups at different levels, and form a pyramid. This pyramid shows the supervisory levels of jobs. Each level represents the difficulty of the job and the scope of its supervision.

In general, the job structure includes all the jobs that the institution needs to achieve its goals.

3. METHODOLOGY

The research took one of the institutions (the Ministry of Higher Education and Scientific Research) as a model for state institutions (Al-Nahrain University) as a field for study and testing its hypotheses.

3.1 Harmony between the Job Structure and the Basic Activities of the Institution

The institution's objectives are considered the foundation from which the institution's core activities (technical or operational activity) and supportive activities, down to the lowest organizational unit (the job).

Accordingly, the operational (technical) activity in the institution varies according to its objectives. As for the assist activities, they hardly differ among institutions due to the difference in their core objectives, such as (maintenance, services, human resources,) that support the technical activity.

As a basis, it may be said that the technical jobs are those jobs that relate to the basic field of work of the institution. In the educational institution (universities), the technical functions are embodied in the teaching activity (assistant professor, associate professor, professor.... and the supporting jobs required by the educational process). Assuming that the technical job titles are derived from the core of the educational process and its nature and are in harmony with it, that is, the jobs title reflect the nature and field of work.

As a foundation, any violation of this is considered administrative corruption, but that was not only administrative corruption, but

financial corruption, (meaning that every such administrative corruption is reflected in financial corruption).

The reality shows chaos, irresponsible behavior, and lack of commitment to the regulations, laws, and lack of knowledge of a rule and leadership.

Examination of the required jobs showed that most of the jobs included in it, except for teaching jobs, do not give the impression that the required jobs are for the educational institution. For example, you will find jobs: Consultant Physician, Consultant Pharmacist, Specialist Physician, Chief Pharmacist, Chief Nurse, Senior University Nurse, Senior Chief Translator, Senior Chemical Chief, Senior Head Veterinarian, Biologists' Head, Medical Assistant, Senior Medical Associate, Chief Physicist, Chief Agricultural Engineer, Programmer, Systems Analyst, Senior Chief Craftsman These jobs are samples which are not compatible with the educational process.

Perhaps someone raises a question, what are the reasons for this? Perhaps one of the most important reasons are obtaining the allowances that those who occupy these jobs deserve .This indicates a serious imbalance and places the state budget on major financial burdens.

3.2 The Relationship between Job and Its Title (Job Title)

To begin with, we must ask: Are jobs in the institutions in the objective sense, that is, described with specific duties and responsibilities, clear authorities, and have a name indicating their content?

The researchers believe that there are no jobs in the technical sense, but there are employees who carry out tasks and responsibilities. There is no job description in the sense that was passed. This is what the interview with a number of employees showed, that their job is according to the duties assigned to them by the official.

The name of the job is in fact indicative of it and discloses its tasks, responsibilities and duties, and whether it is supervisory or not. The job is an integrated whole with a title, tasks, duties and responsibilities. It has been shown in the previous paragraph that the qualitative jobs are closely related to the field of work of the institution, as the jobs of a specialized nature in its field of work are concentrated. This

relationship also applies to the jobs in the sub-formations in the institution, as the qualitative jobs are concentrated in them, so the warehouse jobs are in the warehouses, the accounting jobs are in the accounts, the audit jobs in the audit, and so on for the rest of the jobs. This link is due to the specialized nature of the administrative formations and their jobs. In the following table an explanation of this.

The table shows that there is an indication of operating chaos, which indicates corruption in two directions, high salaries for performance that does not correspond to its qualification level, waste of human resources (disruption of energies) as well as loss of cost.

It also shows, the high administrative costs and the low productivity of wages and salaries for unreal jobs compared to the productivity of wages and salaries for real jobs that they do.

3.3 The Relationship of An Individual's Specialization to the Work He Performs

The basic rule at work (the right person in the right place).

The success of the individual in performing his tasks depends on his qualifications (certificate, specialty, knowledge he possesses, work experience, skill he acquired) and his performance capabilities. Therefore, he must be assigned tasks equal with his performance capabilities. However, the reality shows other than that. You notice a senior engineer doing clerical work, a senior physicist and a senior agricultural engineer doing clerical work, an Assistant Chemist who works as a clerk in accounts, or a specialized in history, political science, and an English language who works in accounts.

This indicates that job titles are determined on the basis of the individual's specifications, not on the basis of the work he performs.

Basically; we can indicate:

- The work of the individual is not related to his qualifications.
- The wage that an individual receives is based on his job title, not on the basis of the actual job.
- Low wage productivity.
- Wasting investment in education.

- Waste in current spending, as the individual receives a wage higher than he deserves.

3.4 Jobs Titles are Determined on the Basis of the Individual's Specifications, not the Work or His Financial Rank

That is, determining a job title for an individual depends on his specialization and his financial rank: for example, (13) employees obtained a master's degree at the same time, their titles were changed to assistant instructor, university instructor, and senior university instructor, each according to the job degree in which he is and with neglecting the requirements for filling positions.

Also, there are those who obtained a certificate from evening studies, so they changed the job title from Assistant Supervisor to Assistant Translator, then to a Translator. Also, from Assistant Technician Supervisor to a Researcher for obtaining a bachelor's degree in Islamic studies and interfaith dialogue. This is just a tip, while the employee remains in his previous job.

All of this indicates that there are no real jobs, but job titles according to the individual's specifications.

This means how much the budget (the salaries item) bears from the high costs that are not equal to the work performed because the salary is determined on the qualifications and not on the basis of the work performed.

3.5 Overlapping Concepts and not Distinguishing between Them

There is no distinction between the concept of the technical employee and other concepts, as it is noted that the technical titles are approved according to the assessment of the person in charge of the classification. The engineer is a technician wherever he is, and the assistant technician supervisor (graduated from technical institution), whatever his specialty is, is a technician. Distinguishing the technician from others is the job title, not the nature of the work and its direct connection to the objectives of the institution.

This overlap has carried the item of salaries and allowances major financial burdens due to ignorance in distinguishing between technicians and other workers, which is reflected in waste of human and financial resources.

Table 1. Includes some examples

Jobs as they are in the required jobs	The real jobs that must be shown in the required jobs
Assistant Professor	Director of the Department of Media and Public Relations
Instructor	Director of Construction and Projects Department
Assistant Professor	Director of Legal Affairs Department
Instructor	Director of the Human Resources Department
University Lecturer	Supervisor of Guards (Follow-Up Department)
Assistant Lecturer	Legal Division Officer
Agricultural Engineer	Clerk (Dean's Office)
Senior Physicist	Dean's Secretary
Senior Engineer	Clerk (Dean's Office)
Senior Translator	Secretary of Associate Administrative Dean
Senior Agricultural Engineer	Secretary of Associate Scientific Dean
Professor	Sports Coach

3.6 The Job Rank

What is the job, what is it, and why?

The research explained in the previous pages, what the job is, and the justifications for its creation. As the intellectual heritage related to human resources confirms that the job is an issue imposed by the nature and need of the work, as it consists of tasks, responsibilities and duties. Therefore it is a burden on the employee who occupies it.

Then what is the job rank? The jobs required are distributed in different ranks according to their importance, the size of the tasks, their importance, the responsibilities, their size and the workload. As each group of jobs is placed within a certain rank. There is no doubt that each job level (Rank) corresponds to a parallel level with a financial degree that determines the minimum and maximum wages for the job. So, who is the employee with a rank, he is an employee with a lower rank in the job ladder, who is appointed with a higher level than the real rank of his job. Hence it is a political heresy that has no place in organizational knowledge, to confer the advantages of the highest rank.

This procedure has become a huge financial burden for the treasury, so someone may say that this was not a new innovation, as it was prevalent in the past! The answer to this is that the rank of General Manager is within the general job ranks and does not entail any financial burdens in terms of wages, but only the inclusion of its owner with the advantages of the General Manager only, so there is no change in the rank or increase in the salary.

In general, it is permissible to say that the job is neither a luxury nor a gift that the official gives to

whom he wants, but it is a need imposed by the size and nature of the work, that is, it is a response to a reality.

Transforming positions into grants and gifts that the official distributes according to his desire, deletes and creates them according to desire or in response to external orders, is a transgression of laws, regulations and financial resources.

In general, the position with a rank is a political heresy, as it is an honorary position that is granted to those with favoritism, in order to justify the salary and the benefits they receive. Therefore, it is non-existent innovation in the field of administrative knowledge.

3.7 Change the Title for Promotion

The jobs required to run the business in the organization determines the duration of the organization's plan (a year or ...) in number and type.

Thus, it takes a pyramid shape in which jobs are arranged according to their importance and the level of their responsibilities, gradually according to a specific pattern, to ensure their integration. Thus, they are arranged in a shape according to the level of responsibility and the degree of difficulty.

Accordingly, the jobs are ranging according to specific levels required by the level of performance, type and nature in the institution. This ranging has imposed that each job level has certain requirements that are appropriate to the nature and level of the job, i.e. specific specifications for its occupant. For example, on the ranging of the job, (clerk, Assistant Observer, Observer, Chief of Observers, Manager...) and

so on . This ranging imposes specifications related to each job level that should be available in the one who occupies it.

Here a question arises, are the job titles related to their content? Or is it just a title? The answer to this requires an analysis of job titles and how they were created. The name of the job is formulated on the subject, that is to indicate who does the work (the employee), and it is not random, but rather it is derived from the nature of the work. And indicates a direct indication of the content of the job. So it is not absolute, but rather defined with specific tasks and certain responsibilities. This means that the job is a holistic entity that is inseparable from each other, with a name, tasks, responsibilities, duties, authorities, and the specifications of its occupant.

Promotion is the transition from one job to another with higher tasks and responsibilities. It must be subject to restrictions that are not random or subject to the employee's wishes. The pervasiveness of this matter has made the apparent jobs in the jobs required only titles, in addition to that this procedure leads to raising the cost of work, and raising the cost of the product. This is not logical, because this leads to a continuous rise in the cost of production. The basis for promotion is the existence of a vacant job, and selection is subject to competition to determine the best to fill it. It is clear from this how much this measure represents in terms of waste of public money and great corruption.

4. RESULTS AND DISCUSSION

Jobs are the institution's tool and the basis for achieving its goals through the integration of its combined performance. Therefore, the required jobs vary from one institution to another depending on the objectives of the institution. Which imposes the derivation of jobs from these goals. Therefore, they come in harmony and consistent with them, reflecting the nature of business in the institution. A look at the jobs gives an impression of the institution's goals and the nature and scope of its business as they are derived from it. These jobs have names that are derived from the nature of their tasks, responsibilities and duties and are consistent with them.

4.1 The Study Showed

- The inconsistency of the job titles mentioned in the jobs required with the nature of the institution's activity.

- The incompatibility of the job title and the nature of its duties and responsibilities.
- The employee's salary is not compatible with the nature of his duties and responsibilities.

As a basis, the study indicates the incompatibility between the jobs pyramid, the human resources pyramid, and the salary pyramid.

This is illogical and unacceptable reflects the ignorance of officials at the level of the institution and the Ministry of Finance or indifference. It is deliberate sabotage and great corruption that reflects:

- A waste of human resources
- Financial waste (salaries above entitlement)
- Low performance of human resources
- Wasted investment in education

Jobs are formulated in accordance with the interests and characteristics of individuals, not on the basis of the work they perform, i.e. depriving the job title of its meaning and purpose.

It is at the expense of the interest of society. Determining the apparent jobs of the jobs required is not based on reality, which reveals the degree of betrayal in the performance of duty by officials. This arose because of the poor selection of officials based on non-objective grounds, which makes selection for leadership jobs as gifts distributed on the basis of nepotism, granted by the official on non-objective grounds, so the jobs were assigned to non-deserving ones.

Logic dictates that selection for jobs be based on the individual's CV, which is the gateway to the job through what it contains of experience and performance reports. The more accurately and objectively prepared the CV, the more correct and objective the choice was made. The job is an entitlement and not grants or gifts, which was reflected in a decline in performance and destruction of the institution, in addition to that, it resulted in:

- The job is no longer a catalyst for the employee's progress in performance
- The phenomenon of riots in order to get a job
- Unfair competition to get a job
- The job is no longer an entitlement, but rather a grant and gift

4.2 Changing Job Titles According to Needs

It is well known that scientific jobs, including academic titles, are undoubtedly established by the project on the basis of a job description and specifications for those who occupy them, in addition to being a motivator for workers. But what is happening in the Ministry of Higher Education, the officials in the ministry, inquiring from the Ministry of Finance, are the titles (assistant teacher, teacher, assistant professor, professor) ranks. And he expects that the ministry's answer will be yes. They are job ranks, meaning that the legislator merge between the scientific and functional ranks, in order to be an entitlement for those who deserve them and a motivator to push the workers to earn them. But this can happen when the highest administrative responsibility and affiliation, political or quota responsibilities are assumed by a person who does not belong to Higher Education but rather came from another institution. So he is either ignorant or ignored, that he is far from this institution who does not know its norms, traditions and contexts. So he transcends or jumps on laws and customs. He, at some point, dominated on the highest administrative official and his assistant from outside the educational institution.

This has led to the separation between the job title and the scientific title, which is both a job and a scientific title at the same time, and it represents specific burdens and tasks.

5. CONCLUSION

The discussion of the results of the research resulted in the following conclusions:

- 1- The job is not a luxury, rather it is a need imposed by the reality of the situation and the nature of the work, so it is a response.
- 2- The job title is derived from the institution's field of work, and reflects the tasks and responsibilities of the job. The title is inseparable from the job.
- 3- Jobs with a rank are imaginary and not real jobs, as they are nothing but grants to those with nepotism in addition to that, their tasks and responsibilities are not equal to the wages ensuing from them. The salary is higher than the jobs entitlement, as it is no more than a section.
- 4- Jobs required are the number and type of jobs which are required to work in the

institution during the year, distributed at the departments, divisions and units, meaning that each department, division and unit has its own jobs required. Therefore, the jobs required changes annually in terms of the number and type of jobs.

- 5- It follows from this that jobs are linked to the formation that we follow and have nothing to do with their occupant, they are fixed in their formation and do not move with the transition of their occupant.
- 6- The job is an integrated, homogeneous whole that is inseparable from each other by name (title), tasks and responsibilities.
- 7- Jobs required appear as job titles only.
- 8- There are other workers whose jobs do not appear in the jobs required, as they work under the umbrella of a daily wage, and this is a violation. The daily wage is for the completion of specific tasks such as drilling operations, sanitary installations, or so on. Their wages are added to the costs of completing the work. Their relation ends with the accomplishment of tasks, but the reality is otherwise, as they continue. And they work in administrative or technical jobs. These workers with daily wages have been changed to workers with contracts, and this is also another violation, because workers with contracts must include the work that they contract to accomplish and the period of completion their contracts expire at the end of the period. This is a legal violation that reflects the weakness of the employees responsible for this situation.
- 9- It follows that the employees in the institution are divided into:
 - Employees at job required
 - Contract workers
 - Daily wages workers
- 10- Recruitment stages:
 - A- A daily wage, and this is a violation. The daily wage is for emergency and exceptional work. The daily wages are charged to the operational budget without the salaries item.
 - B- This contract is another violation, as the contract is for seasonal work or non-continuous temporary work. The contract indicates the duration of the contract and the nature of the work. The operational budget is also responsible for it, but the salaries item is not.

These procedures indicate abuses based on ignorance, neglect, and filling jobs in the human

and financial resources departments with individuals who do not possess the necessary knowledge and experience.

- 11- The job titles shown in the job required are inconsistent with the nature and field of work of the educational institution (doctor, pharmacist, engineer, etc.). The nature of the institution's work is purely educational, as is the case with schools. The teacher is the prevailing job title and has nothing to do with specialization, biological, chemical ... etc. This indicates that the job title has nothing to do with the work practiced by the employee, but rather with his specialization and what brings him a higher salary.
- 12- The employment of individuals with specializations that do not correspond to the work they practice. Also, the occupation of administrative positions by teachers is contrary to the first paragraph of the same instructions.
- 13- Structural unemployment due to not benefiting from specializations and being employed to jobs unrelated to their specializations.
- 14- Jobs are grants to individuals according to their qualifications and specializations, not according to the tasks they perform, in a manner that achieves for them wages or allowances commensurate with their qualifications.
- 15- The organizational structure does not reflect the real and objective reality, as it contains jobs that have nothing to do with the field of work of the institution. In addition to that it does not reflect the real tasks of the jobs appearing in it.
- 16- A waste of human resources, in addition to the financial waste that resulted from the official jobs required that does not reflect the presented jobs required. Which resulted in a financial and human waste.
- 17- Assigning leadership responsibilities to insufficient individuals who do not possess the capabilities necessary to occupy these positions, including the expertise and skills required to fill these positions.
- 18- There is no jobs required at the level of administrative operations, department, division, or unit. That is, each administrative formation has a fixed private job required.
- 19- The job title is related to the employee and not to the organizational unit.

- 20- Separating the annual appraisal from the quality of performance and counting it as a routine matter of no importance except that it is for granting bonuses or upgrade out of ignorance of its importance and that it is the basis for increasing the salary as well as being the basis for selection for the most prestigious and leadership positions.
- 21- Separating the promotion from the job, and counting it only as an increase in the salary, the separation between upgrade and promotion, and the principle is that they are linked, so there is no upgrade without changing the work and tasks to higher ones.
- 22- The absence of an objective basis for building and defining the jobs required and adopting the financial basis in building the jobs required due to the departure from linking the content of the job performed by the employee and the title of the job shown in the jobs required.
- 23- What strengthened these errors is the weakness of the oversight bodies resulting from their lack of experience due to direct employment in these bodies, while the oversight staff must be selected from among the experienced and performance employees who are recognized as professional employees of the first class because of their knowledge of the secrets of performance and the areas of error, slippage, misbehavior or lack performance that reflects corruption.

6. SUGGESTIONS

Based on what emerged from the discussions of the results, the following suggestions can be adopted to address the defect:

- 1- Determine the objective jobs required of the institution in accordance with the following:
 - Determine the jobs consistent with the nature and field of work of the institution and change the titles mentioned in the jobs required accordingly.
 - Determine job titles objectively so that they are compatible with the tasks, responsibilities and duties performed, not accordance with the qualifications of the employee.
 - Setting the jobs required at the level of administrative formations, that each

administrative formation has a fixed number and type of jobs required, for example: financial, individuals

- The jobs are fixed in the jobs required of the formation and have nothing to do with their occupant (they are formation independent of their occupant that includes tasks, duties and responsibilities linked to the administrative division in which they are located), in the case of transferring the employee, he is transferred by his rank and not by his job.
 - Work to harmonize between the real job title, salary and qualifications of its occupant.
 - Re-distribution of workers for what will be produced by the completion of the above steps, according to specializations and the need of the departments.
- 2- Reconsidering the salary law and not adopting the certificate level in determining the salary, linking the salary to the job rather than the level of the certificate, and determining specific jobs and ranks for each certificate level. That is, canceling the determination of salaries according to certificates for one job, and this is contrary to logic, as the salary is for work not for the certificate which mean specify a ceiling (a specific rank) for each certificate level, for example, the middle school certificate does not exceed the fifth rank, the diploma does not exceed the fourth, the bachelor's degree does not exceed the third, and so on.
- 3- Adopting the salary rule for the job (the tasks, responsibilities and burdens borne by the employee) not for the employee - that is, the salary is not determined on the basis of the employee's qualifications, but on the basis of the job performed.
- 4- Modifying the employee's title with a rank such as general manager, as this is not a job but a gift for the employee to obtain the salary and privileges of the rank. The general manager must be at the head of a general directorate.
- 5- Separation between the employee and the job he performs, as the job is linked to the administrative formation and is inseparable from it - that is, in the event that the employee is transferred to another job, he is transferred by his rank, not by the job he performs.

6- Adopting the career resume (CV) as a basis for promotion or selection for higher positions.

7- Requiring officials to approve the employee's performance and his experience during the evaluation period when preparing the annual evaluation of the employee, and that the evaluation must be objective and serious according to the employee's merit, because this evaluation entails:

- Salary increase (Bonus)
- Promotion to a higher position (Upgrade)

As this evaluation is the basis for selection for the higher position, meaning that promotion is an entitlement, not a right.

8- Studying the reality of the higher degrees holders and transferring them to teaching positions, and not employing them in administrative positions, as is the case in the university and the ministry, which results in:

- Booking job opportunities.
- Higher salaries that do not correspond to the work performed.
- Disrupting energies that must be exploited in their real locations.
- Violation of the laws and instructions.

9- Not giving teaching titles according to the job rank of the employee, as the title of teaching jobs is not related to the employee's capabilities and qualifications only, but rather to the nature of the work he performs and the workplace and not to deal with his case. The teaching titles are not general jobs, as the administrative department interpreted them to deal with special cases, and this is not objective.

10- Preparing a study of the reality of jobs and defining them according to actual need and appropriate job titles for the fields of work without considering who occupies them and their specifications.

11- Studying the reality of human resources and redistributing them according to the appropriate jobs and objective need and transferring the surplus need.

12- Preparing the jobs required according to the actual annual need of the institution, that is, to prepare the jobs required on the

basis of the annual change of events. and transfer the surplus.

- 13- Adopting the laws in force with regard to wage workers, as the wage is an emergency, temporary work for a short period of time, and the same is in the case with regard to the workers with contracts, since the contracts must specify the required work and the period required for its completion, as there is no wage worker for an indefinite period, as well as the contract.
- 14- All of this indicates the weakness of the central regulatory agencies or their lack of interest except in the financial aspect only. This imposes the support of these oversight bodies with superior competencies by selecting them from distinguished employees in the departments and transferring them to the Bureau of Financial Supervision and rehabilitating them. As the auditor must be a first-class accountant, and the same applies to the jurists.
- 15- Directing workers in the central oversight bodies not to focus on the financial aspect, as the human resources aspect entails a waste of human resources, in addition to that this also reflects a financial waste of the salaries they receive.
- 16- Removing the position of an assistant instructor from the teaching positions, recreating the post of instructor assistant in its place, and limiting employments to those holding a master's degree.
- 17- Forming a specialized committee to study the problems caused by considering scientific titles as public jobs, while they are scientific and functional titles at the same time and cannot be separated from each other.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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