



Administrative reform and its influence on the corporations' execution and stimulation of individuals

ASAM SAUD ALSAIAT

A Faculty Member in the Department of Law, Faculty of Sharia and Law at the University of Al-Jouf

E-mail: asm335@hotmail.com

Abstract:

This study tackles the relation between administrative reform and the general performance of companies and its role in improving the individuals' performance. The research lays the following question that will be answered in the results and recommendations: do the reform processes directly or indirectly affect the improvement of the general performance of companies including the improvement of the individuals working in these companies. In order to answer this question we are going to refer to some of the most important terminology used in this field and the most important factors affecting this process. This research also concludes that the process of administrative reform can have a positive effect on the performance especially in the issues of motivating individuals. The human resource in the labor force is considered a significant element in any organization as it is the major engine in the organization and on which the success of a company and the level of benefiting from and motivating the energy of the working staff through the intelligent management to guarantee better results. Through this research we will also get to know the methodologies of the administrative reform processes and study the relation between it and the improvement of the individuals' performance in the organizations and its impact on the individual productivity.

Keywords: administrative reform, individuals' motivation, general performance improvement.



1- Introduction:

The administrative reform stages shall be discussed in both the public and the private sectors where some comparisons shall be made between the two. The following question will be asked: can the administrative reform processes in the public sector be different from those in the private sector? Much focus will be paid on the reformations aiming at motivating the employees through the payments of the incentives and reversing the administrative reformations from a financial point of view.

(Drucker, 1973) in his study refers to the three main reasons that could make the organizations performance less than expected and they are:

- Managers unsuitable for the type of work.
- Low efficiency of employees.
- Unclear goals and intangible results.

The researcher (Drucker, 1973) did not stop at that point but also presented some solutions that can help in improving the organizations performance, the most important of which are: a better identification of the regulated commercial business, clear goals and ends, determining priorities, assessing performance, monitoring the employees reactions and the results and the regular checking of the goals and the results.

1.1- Research Significance:

The significance of the research lies in the urgent need for the administrative reform due to the huge positive role it plays in the development of any country and any organization no matter if it is a public or a private sector. The increasing interest in administrative reform in the developing states is the result of many reasons such as: assuring the improvement of the general bureaucratic performance through



modernizing the tools and methodologies and the procedures of the work plus a more effective management of the human resources, preserving the economical processes led by the efficiency of the markets in the light of globalization, and the increasing worry over providing the effective services through decentralization that implies the delegation of powers by shifting the jobs of the administrations.

1.2- Research Question:

The major question of this research is defined in the presence of a deficiency in the administrative reform process in general and in the developing countries in specific where the administrative bodies suffer from a significant decline regarding the qualitative and quantitative general performance and from the inability to fit in and interact with the inner environment and circumstances; a thing that imposes upon us the following questions that are to be answered in the results and recommendations:

- What are the major obstacles that hinder the administrative process in the developing countries?
- What are the results that could contribute to the development of the administrative process in these countries and what is the administrative reform role in this issue?

1.3- Research Methodology:

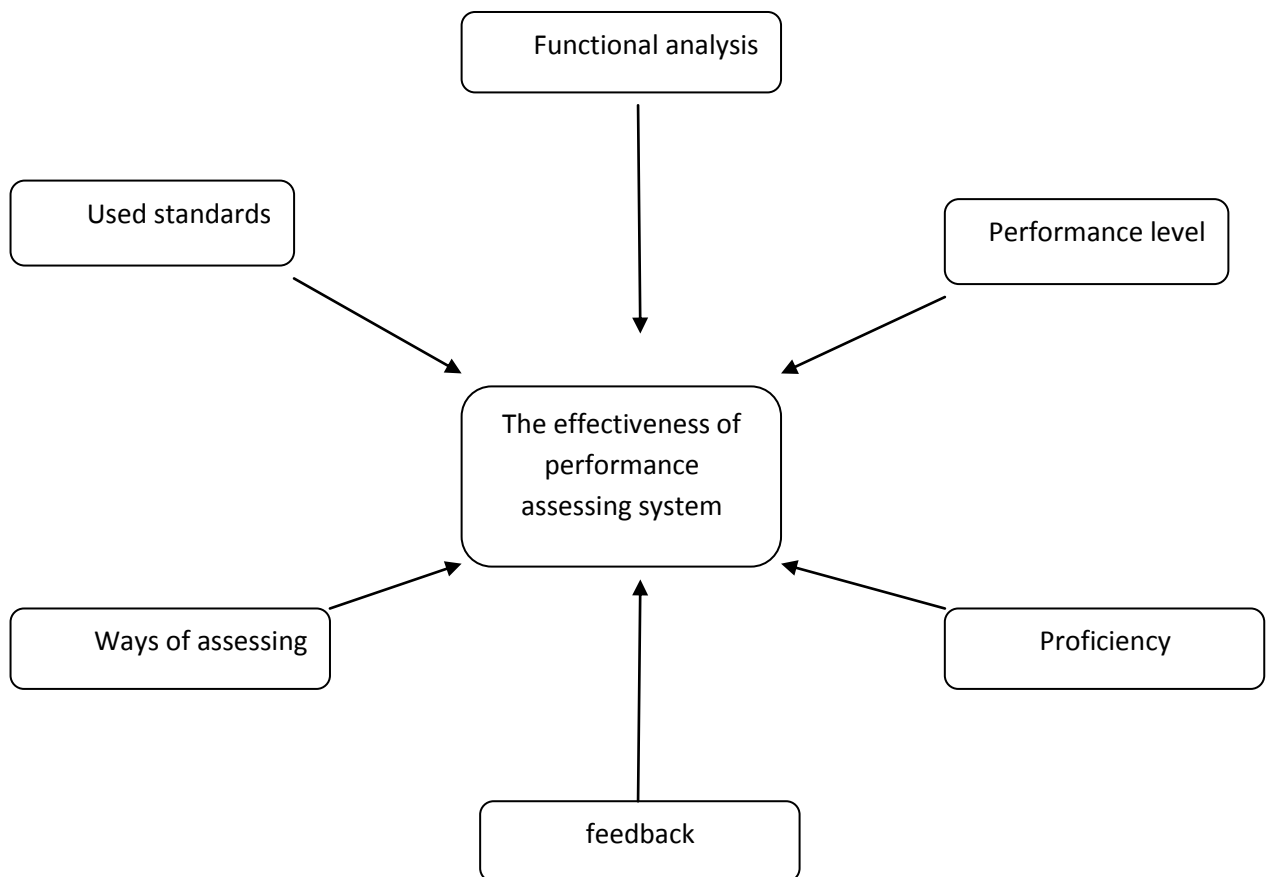
The researcher depended in this research on the descriptive analytical methodology; through referring to plenty of resources for collecting information and where many previous studies about this issue were induced. The basic subjects of this research which are related to the issue of the administrative reform and its impact on the general performance and on motivating the individuals shall be discussed. The detailed subjects included in this research were chaptered according to a clear and sequenced order; as the research plan will include the following:



- Chapter one: The concept of administrative reform and types of management.
- Chapter two: The administrative reform in the public and private sector institutions.
- Chapter three: The role of administrative reform in improving the companies' performance and motivating the individuals.
- Chapter four: The administrative reform in the western thought and that of the developing states and the most important experiences in the issue.
- Chapter five: The results and conclusion.

2- The concept of administrative reform and types of management:

The roots of the administrative reform processes are found in the western countries, taking into account that the USA was the first country that did that in order to improve the efficiency and performance of companies and minimizing the cost percentage plus increasing the production. This concept of administrative reform reached us not very long ago; less than fifty years ago. There have been many attempts to establish a start to work on the administrative reform through forums and conferences that address its definition and its many advantages. However, this scheme did not come out with the desired result as it was expected due to many reasons which are yet to be mentioned. Administrative reform could be defined as a political, administrative, cultural and social effort that aims at making basic positive changes in the behavior, systems, relations, methods and mechanisms to achieve the development of the abilities and capacities of the administrative body in a manner that can provide a high degree of effectiveness and efficiency in fulfilling its goals (Salameh, 2008). Through this definition, it becomes clear that administrative reform has a direct relation to the processes of improving the performance and administrative development and the administrative modernization as well; for it is an integral and variant concept that links between the administrative authority and the other social aspects.





The most important effective elements on the administrative reform, (the researcher, 2015)

There are two types of administrative fields which were identified; they are the personnel administration and the financial administration. Each one of them is based on specific rules. The personnel administration system is considered as very useful especially in the governmental sector because this type of administration is taken into account as a target for practical reform in order to make the work system of organizations and institutions more flexible; a thing that benefits both the employees and the admins equally. It provides the admins with a more authority for the employing process as it seeks to enable and motivate the employees in the same organization. Administrative reform also focuses on the budgets and credits where it can reduce the lack of demands and encourages the preparing of credential financial reports and the reserving codes as well in addition to the budgets and credits. (Brook, 2002).

2.1- administrative reform factors:

1- External pressures:

Most countries all around the world have been affected by globalization and the ongoing technological advances that has been happening recently; as both the social and economical aspects have become more complicated, a thing that also goes on the development and political operations with all their variety and especially of which international relations. This issue pushed these countries to put blueprints for the administrative reform because the traditional administrative mechanisms were no longer fit in the current positions. Furthermore, there is an urgent need for new supporting administrative policies of high capacities to serve the public and which can push any country forward.

2- Internal pressures:



Internal pressures also have a powerful effect on the administrative reform, as the organizations themselves have started to deal with various problems. Some of the most important problems that they might face are:

1. The continuous expansion of the organizations and institutions along with an increase in the activities without a clear vision of the outcomes; the thing that has led to confusion in the work and jobs.
2. A rapid increase in the number of the organization staff which has led to an increase in the proportion of budget expenses dedicated for employees' costs.
3. The alarming increase in the proportion of migrating qualified persons especially in the developing countries; the thing that forms a threat to the quality of the future services and negatively affects the economical development and quality of work.

2.2- Administrative reform procedures:

In a study that was conducted by (United Nations Public Administrations, 2004), about the long history of the administrative reform in Thailand, we see that the beginning of the administrative reform happened in the reign of the King Rama 4th, and the beginning of the reform attempts was in specific fields but they were not integral and they lacked the clear vision. Policies and directions were taken in accordance with the interests of the rolling government; nevertheless it had the weak point of lacking a specific strategic course. Nonetheless, the proceeding with the reform process through the following years started to achieve the desired success when the goals of reform were then identified in two main goals:

- Improving the civilian service system through the reconstruction of the governmental institutions and restraining the government responsibilities, plus employing the IT in the institutions businesses and focusing on functions that contribute to the service and support and guiding.
- Improving the quality, morals and values of the civil service employees through the reformation of the way in which they are appointed; taking into



account their qualifications when appointed and focusing on the honest and faithful behavior at work in addition to establishing a compensation system that equals the type of responsibility and work type.

Reaching the final stages recently, we find that there has been a reformulation of the development directions in Thailand in 5 years, a scheme that lasted from 1997 till 2002. This scheme input so many aspects in the planning process such as: considering the individuals (the public) the basic point in the development process, considering the participation of both the public and private sector along with the governmental and non-governmental organizations in the process of administrative reform a highly important issue, and taking into account the process of developing the total capabilities of the individuals (the public) and the workforce is a thing that enhances the participatory and general performance.

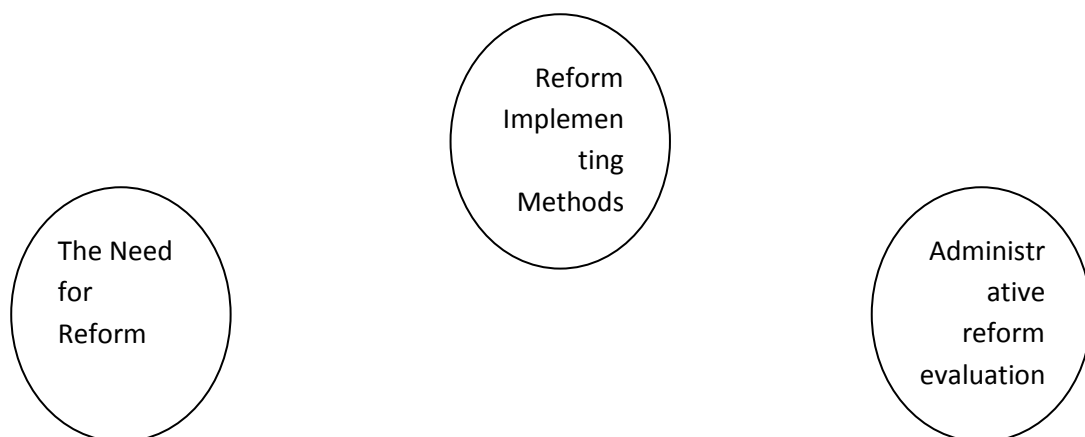




Figure (2): Administrative Reform Steps, (the researcher, 2015)

3.2- Basic Administrative Reforms:

1- controlling the size of the workforce, and one of the most important steps to achieve this is to set certain procedures to make the organization acquire a high efficiency; such as The formation of a national committee headed by the prime minister to consider filling new posts, revising the core functions of agencies and reorienting the Agency's core work, encouraging greater involvement of the private sector in the provision of education and medical care. In order to ensure the sustainability of these measures, emphasis has been placed on supporting and encouraging those agencies that successfully implement these measures by providing them with greater independence, power and decision-making, as well as providing the



highest degree of flexibility in the budget management of these agencies, which has succeeded in reaching the desired level. (Saman, 1997)

2. Compensatory reform: Compensation levels are improved by revising the schedule through a range of policy orientations, such as: improving the internal system of public service within the agency, meeting the needs of individuals and promoting public benefit, providing compensation to the public sector and facilitating future exchange between individuals In the public and private sectors. The aim of the compensatory reform system is to mash its value with your pieces and reduce the increased costs to staff in general.

3. Performance monitoring, including improved service agencies to respond to the needs of those using their services and the creation of sound performance measurement tools that will lead to more flexibility in the management of the budget of these agencies.

3- Administrative Reform in the Public and Private Sectors Institutions:

We can classify institutions into four categories: private profit institutions, profit institutions, semi-public institutions and public institutions. The differences between them vary according to sources of support and are influenced by external factors, including the constraints on management, and there appear to be differences in how the management of each of the different types of institutions, including intermediate differences (Fottler, 1981)

This section presents a summary of the most prominent experiences at the international level of administrative reform. We will review the most important experiences in selected countries, including the public and private sectors:

3.1- The Japanese Experience:

Concerning the Japanese experience in the processes of administrative reform, Japan initiated the linking of external and internal environments in these operations. This



helped in Zabda in the growth rates of the economy and increase its effectiveness in the reform issues listed by Japan in its interests and priorities. The most important steps taken to achieve this success include linking the environment with the changes that may face the administrative reform process , More efficient reform of the financial program to increase production and reduce the debt ratio, introduction of information technology to achieve a high degree of efficiency in administrative processes where these information systems are planning and formulating the general policies of companies. (Arab Organization for Development, 1997).

3.2- Thailand Experience:

Thailand experience is special because it started in an early stage; the thing that helped in catching up with the administrative problems and developing its policies in a positive way. Thailand t has been working on renewing its administrative bodies periodically, in addition to allocating units of research centers in this field, offering suggestions and solutions to the problems that may face the quality of performance and also contributing to increasing the effectiveness of the organization's performance and upgrading. Will contribute to organizing the size of the labor force and will also help regulate the future direction of its policies.

3.3- Jordan Experience:

The administrative reform programs adopted by Jordan have varied, and we have found positive results that have contributed to the development of the administration in various forms. It has developed administrative for many centers and departments, in addition to presenting a comprehensive proposal for administrative structure in the Kingdom in general, adding the comprehensive characteristics of the civil service department, The framework of the work that most of the institutions and departments in the public and private sectors have carried out. These processes included the organizational structures and the laws and legislations alike. The Jordanian experience was characterized by the isolation of technical aspects Social and protective practices that have contributed to making it a successful experience.



3.4- Tunisia Experience:

The general administrative system that prevailed in Tunisia in the pre-1987 period was similar to the public administration systems in many Arab countries, including Syria and Egypt, where the Tunisian administrative system was characterized by the multiplicity of devices, similarities and duplications, the horizontal expansion of the administrative system and the influx of employees. Services provided by public administrations to citizens, and so on. However, after 1987, the State, through the direct attention of the Head of State in Tunisia, endeavored to diagnose the current situation of the performance of public agencies, to investigate the causes of deteriorating relations between government departments and citizens and to improve the efficiency of public administration bodies in general. This discouraging reality in the Tunisian public administration has pushed the political and executive authorities to adopt an ambitious program of administrative reform in the country, which included in its content the following main axes: the relationship of the administration to the citizens, the means of administrative work, and the human element. (Tishuri, 2011)

4- A Comparison between the administrative reform in the western thought and the developing country:

The term administrative reform in its current concept emerged in the sixties of the last century, and the reorganization of the administration was encouraged to cope with the present and the continuous changes that occur to perform the administrative processes. The most important principles that can be derived from this new phase were: The importance of the government and its necessity in any human society , Recognize the failure of the internal administrative system of the government, which is the main reason for the decline of production, and to address this problem must be taken justice and equal opportunities.

4.1- The Administrative Reform in the Western Thought:



The experimental approach plays an important role in administrative reform, which is based on two basic principles:

Static signs that are concerned with the establishment of the organizational structure of the administrative system: It works to start the process of monitoring and tracking errors when they exist and then comes dynamic indications, which is based on re-establishment of this structure when needed, and works to overcome errors and resolve. It is worth mentioning here that the process of administrative reform in the West is carried out by consulting firms and administrative units that may be affiliated to the highest echelons of the administration in the country.

Administrative reform in the West is also highly flexible as non-routine reforms are introduced into the system under special programs of change in administrative reform.

The process of administrative reform in both the United States and Western Europe is not new, but it is a process that has been going on since ancient times. Thomas Jefferson is one of the architects who proposed the change of state administrative structures by nearly 20 years. When Andrew Jackson took power in 1828, the concept of self-rule was applied by himself and followed by Lincoln and Andrew Wilson and others who have contributed to the formation of a new vision to transform the administrative processes in government from the bureaucracy of the chain of command to the spirit of entrepreneurs.

4.2- The Administrative Reform in the Developing Countries:

The concept of administrative reform in developing countries has been linked to the problems of development and development management, which suffers from the lack of implementation of its plans, which called for the urgent need to reform the administrative development and make them highly efficient. It is worth mentioning here that administrative reform in developing countries does not mean only changes in But rather to create comprehensive changes to the administrative process. What distinguishes the administrative apparatus in the developing countries in general is the



control of the bureaucratic apparatus over most institutions, which has made them inflexible and there has been a conflict within the legal structures, Purely administrative reform process one of the inevitable necessities that must be made for the continuation of the general administrative.

Developing countries can also benefit from the successful experience of Western countries in the areas of administrative reform by taking advantage of technical and technical expertise on internal reforms, providing initial financial assistance to implement reform programs, and linking administrative reform to international organizations in a way that the state must abide by.

5- Administrative reforms and their role in improving the general performance of the organization:

Performance assessment is a process of describing the areas of error, correctness, strength and weakness in any work performed individually by individuals or within organizations. This assessment helps to improve the overall performance of the organization and the overall performance of the personnel. It is an ongoing process that falls under the functions of the Human Resources Department.

Determining the required performance in any organization calls for the following:

- The existence of specific, explicit and well-defined functions with proper design.
- The existence of a sufficient number of employees and commensurate with the nature of the job
- The existence of sound work methods, according to a clear and specific work plan with a clear performance and communication through which to know the inputs of the process and the basic steps and an indication of the expected results.
- Suitable working conditions where the appropriate work place facilitates performance and includes the internal and external environment such as lighting, tools and transportation.



- Full control of the work by the individual, which includes the following factors: the amount of work, quality of work, ranking and arrangement. (Beheiry, 2011)

The emergence of many global challenges of technical development, information systems and attention

Environment and teamwork, increased the need for management skills capable of performance

Excellence and increased attention to the development of human resources and increase productivity, quality and continuous improvement

For performance, so the organization must take into account some of the elements that help it in Meeting contemporary global challenges. (Al-Saud, 2008)

These elements include:

1. Continuous improvement in performance and motivation of individuals.
2. Time investment.

Continuous improvement in performance and motivation of individuals

We can define the term incentives in the methods followed by the official to influence the productivity of workers and provide the motivational impulses that drive them to work and provide the results required of them and is concentrated in a group of factors that satisfy the shortage of individual needs and also what the individual gets from the institution for his work and production. (Sadeq, 2005). The incentive systems vary between individual incentives and organization-wide incentives. Individual incentives include part-time incentives, time incentives, and bonuses. The incentives at the organization level are profit sharing.



Time investment

The absence of a clear strategic vision and the lack of goals and the non-commitment to them after the most reasons for the loss of time managers and employees alike, the investment of good time is evidence of the embodiment of effective management, helping to speed the completion of the required work and the start of the priority, which reflects positively on the administration The general Lai company should therefore use the time factor wisely. (Sharif, 2013)

6-Results:

Administrative reform is directly related to processes of performance improvement, administrative development and administrative modernization. It is a comprehensive and diverse concept that links administrative and other community elements. In order to ensure the success of the administrative reform process, two main objectives must be pursued: To consider individuals (the public) as the focal point in the development process. The participation of the public and private sectors and governmental and non-governmental organizations in the administrative reform process is very important and to develop the full potential of individuals Contributes to strengthening participatory governance and public performance. We will also emphasize the isolation of technical and managerial aspects from other social practices that contribute to making the administrative reform process successful. The main problem that prevails in Arab countries is that the process of organizational development in its entirety depends mainly on the effectiveness of performance and not on the concept of seniority as a role contrary to what is based on the administrative regulations in the Arab countries.

7- References:

- Al Saud, Saud (2008) General Administration in Saudi Arabia, 1, Riyadh: King Fahad National Library.



- Bihiri, Sami, (2011), Administrative Reform (Organizational Development, Training and Performance Appraisal), Master's Thesis, British Arab Academy for Higher Education, London, UK.
- Tishouri, Abdulrahman, (2001), the most prominent international experiences in the institutional arrangements for the reform of public sector devices: <http://www.hrdiscussion.com/hr25938.html#> Entered on 18-3-2015 at 8:00 pm
- Salama, Salman, (2007), Administrative Reform, Faculty of Business Administration, Damascus University Journal (7), Syria.
- Sharif, Reem Bint Omar (2013), Role of the Department of Administrative Development in Improving Functional Performance (Applied Study on Administrative Staff at King Abdul Aziz University in Jeddah), Master Degree in Public Administration, King Abdulaziz University, Jeddah, Saudi Arabia.
- Sadiq, Mohamed Bahaa El Din Abdel Moneim (2005), Master Thesis entitled "Evaluation of the performance of employees and its impact on the policies of incentives and promotion" applied study, Faculty of Commerce, Ain Shams University, Egypt.
- Trabulsi, Adnan (2006), Evaluation of the Effectiveness of Development and Administrative Reform Experiences in Syria and Lebanon (unpublished PhD thesis, Damascus, Damascus University)
- Arab Organization for Administrative Development, (1997) Selected Global Experiences in Administrative Reform (Cairo: Arab Organization for Development)
- Douglas A. (2002), ADMINISTRATIVE REFORM IN THE FEDERAL GOVERNMENT: UNDERSTANDING THE SEARCH FOR PRIVATE SECTOR MANAGEMENT MODELS AN ANNOTATED BIBLIOGRAPHY Brook School of Public Policy George Mason University Public Administration & Management: An Interactive Journal , pp. 117-167
- Drucker, Peter (1973). "Managing in the Public Service Institution." The Public Interest 33 (Fall): 43-60



- Fottler, Myron D. (1981). “Is Management Really Generic?” *Academy of Management Review* 6 (1): 1-12.
- Saman, Rungsiyokrit, (1997), *Bureaucracy Reform: Direction and Strategy*, Office of the Civil Service Commission,
- United Nations Public Administration (2004), ADMINISTRATIVE REFORM EFFORTS IN THAILAND: CURRENT EXPERIENCES AND SUCCESSES, <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan000233.pdf> > access on 18-3-2015 at 11 Am.