THE IMPACT OF EFFICIENT ADMINISTRATIVE MANAGEMENT ON PRODUCTIVITY IN PUBLIC ORGANIZATION

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Abstract
An effective administration should establish sound policies and measures to smooth its workflow activities, and motivate its workers so that they can carry out their responsibilities successfully. This paper pushed towards examining the usefulness and purpose of an efficient administrative management of resources, concepts of motivation, various incentive schemes and the impact of motivational programmes on the productivity of workers, especially in the areas of initiative, commitment and contribution. This study revealed that at present, administrative management is not considered so effective in productivity. Also motivation has neither improved nor considered in – effective in facilitating productivity within the public organization.

Keywords; Administrative Management, Employee's role in raising Productivity, Motivation, Application to Workers Productivity, Impact of Administration, Management and Motivation on Workers' Productivity.

Introduction
Administrative function is a service rendered to all sections of a public organization's operative structure (such as marketing, operations, purchasing, human resources, financial and public relations), which encompasses the supporting functions responsible for satisfying all information requirements of the company.An effective administration establishes sound policies and measures to smooth its workflow activities, and motivate its workers so that they can carry out their responsibilities successfully and be productive.

Administrative Management encompasses the processes and resources required to collect, manipulate, maintain, protect and retrieve information used in the organization. It can also be seen as managing information through people. Information is central to all management processes and people are the resource who makes use of that information, to add value to the product or services of an organization and also become productive.

Productivity, from its inception in late 1800s as a result of the global industrial revolution, has been recognized for its contribution to operational, organizational, industrial, and national competitiveness. It implies how well the resources are utilized for goods and services generation. The use of productivity as a strategic objective in a business is illustrated through the growing importance of low-cost carriers (human and material) with increased output or satisfactory service.In general, productivity is often defined as a relationship between output produced or service rendered by a system, and quantities of input factors utilized by the same system to produce that output. Here, the output can be any outcome of the process, whether a product or service, while input factors consist of any human, material and physical resources used in the process. Resource utilization, management and proper administration will ensure higher productivity.

In every company, large or small, private or public enterprises, people (employees) are always the pillar of its success. The human elements have their individual drives, desires, needs and wishes which need to be satisfied by management. The satisfaction or non-satisfaction of these needs by the company has an impact on the behaviour or performance of the employee, and eventually on productivity, regardless of collated and complete working data as provided by management.Therefore it follows that, in order to increase productivity, a company's operational system must ensure proper management and administration of all available resources (human, information, material and technology), to either produce more or better goods or service from the same resources, or the same quality of goods or services from fewer resources.Consequently, improvement in productivity is an increase in the ratio of goods produced or services rendered in relation to the proper administrative management of resources used.

This research work will examine the impact of an efficient administrative management on productivity with a closer look at administration, management policies and incentives. It will strive to provide suggestions on how to improve managerial practices related to productivity and performance.

Statement of the Problem
It was observed that some workers are unhappy with their work. Furthermore, there are many reasons why management is continually under distress within the public organization.

Resources (human, information, material, and technology) are main issues confronting its managers and workers daily. Its administrative managers seem not to efficiently perform their administrative functions.

- These have left questions such as:
- What makes some employees perform better than others?
- What makes some employees seem better satisfied in their jobs than others?
- To what extent has the organization's incentive policy affected its workers productivity?
- Is there proper and adequate administration and management of resources (human, information, material, technology, etc.)?
- How can we improve the motivation and overall productivity of workers?

These are indeed teething questions and constraints that plague the organization's administration and management which this study intends to investigate and decipher possible solutions to them.

Conceptual Frame Work/ Literature Review
Tull (1980:1) rightly observed that: *"Literature on any subject is reviewed using information in the past with the belief that the past will help in explaining the present and provide a guide to the future".*
Moreover, it is on this basis that critical analysis on good number of previous research work are examined, to ascertain the opinion of those researchers as it relates to this study.
From the foregoing, literature shall be reviewed with respect to the following:
1. Administrative Management
2. Productivity
3. Motivation
4. Worker Incentive Schemes
5. Impact of administration, management and motivation on workers' productivity.

Meaning and Definition Of Administrative Management
To grasp the meaning, importance and relevance of administrative management, it is important to fully comprehend the principles and functions of administration and management.

Administration: According to Simon, **"***administration can be defined as the activities of groups cooperating to accomplish common goals***"** (Simon, Smithburg, Thompson, 1950).
In another definition, administration is defined as *"an activity or process mainly concerned with the means for carrying out prescribed ends."* (Pfiffner and Presthus,1967).

When the above definitions are studied, it is obvious that the concept of administration is closely related to cooperative human activity in the accomplishment of pre-determined goals. Therefore, administration, in its broadest sense, is *"the activities of groups cooperating to accomplish pre-determined goals".*
A company establishes its objectives and inform its workers, who will act on them to bring about the accomplishment of the objectives, as they cooperate with each other. The structure that holds this process together is called administration.

Management: It involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively. It is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve objectives, and measuring results.

Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to *managers* and *supervisors.* Every member of the organization has some management and reporting functions as part of their job."

Administrative Management is the process of creating information systems to coordinate work activities towards achieving set objectives, and supervising its flow within an organization. It involves identifying, acquiring, allocating, and tracking all of the resources including human resources, equipment, services, and facilities – needed to carry out activities gear towards productivity.Administrative management encompasses all administrative and management functions, roles and skills into a system that ensure smooth flow of the work process, which ensure workers and machines remain productive. If this system fails or is poorly maintained, objectives will not be met, goals will not be reached and the quality of service will slowly drops, resulting to less productive staff and service.

Therefore it is clear that management have to play major roles in ensuring the steady increase and efficient productive system, through its administrative managers and their respective members of staff. They are directly responsible for maximising the productivity of the organization.The continuing development of new technology and the ever changing environment, within which they have to function, puts an added responsibility on their shoulders, as they try to keep up with these changes, not only the office systems and procedures, but to the efficiency of the product and services rendered by the organization. It is essential that the administrative manager has management and control system in place to monitor and manage the implementation of new technology, ensure its employees are skilled and rightly motivated, as well as the influence thereof on the performance of the administrative function on a continuous basis. This will enable the manager to detect any deviation from the required set standards, which were determinedbefore hand and to take the necessary corrective action to ensure the required level of productivity.

Theoretical Frame Work
Defining Productivity
Productivity implies how well the resources are utilized for goods and services generation. In general, productivity is often defined as a relationship between output produced or service rendered by a system, and quantities of input factors utilized by the same system to produce that output.Also it is defined as the arithmetical ratio between the output and the input used to achieve an objective. Output is seen here as the product produced or the service provided, and can be expressed in money, hours or physical units. Input is that which is used to produce the product or render the service. Inputs include all the production factors, human resources, information, capital, raw materials, vehicles, equipment and furniture, etc.

For productivity to be effective, its outcome must be a continuous improvement of performance in set standards, and not just a once off peak. The implication of this is that the basis from which the improvement will take place has to be set, and the improvement will be measured over a period of time.

Also efficiency in productivity must be driven by the right attitude, effectiveness, efficiency, optimum utilisation of all allocated resources, and the elimination of all forms of waste. It must be beneficial to the organisation, its staff, the environment, society and economy.

The arithmetical ratio between the output and the input used (productivity ratio) can take many different scenarios.
Productivity increases when the following relationship between input and output happens:
Input decreases ( ) and Output increases ( )
Input remains constant ( ) and Output increases ( )
Input increases less than output ( ), and Output increases more than input ( )
Output decreases ( ) and input decreases more than output ( )
Output remains constant ( ) and input decreases ( )

These scenarios will lead to a productive increase in output or services. If the management of an organisation does not conduct its management and administrative functions effectively, efficiency in productivity will not be attained. The organisation is doomed to failure.

Employee's Role in Raising Productivity
The phrase *"work smarter, not harder"* can be used as a way to describe the role employees have in increasing productivity in an organization. Increase in productivity is seen not only by working harder, but working effectively and efficiently. A small number of motivated workers can do the same amount of work and more, as a larger group. To ascertain a rise in productivity, management must develop a work measurement programme.

A work measurement programme identifies and captures the work done / inputs of an employee, group of employees, a unit or a department in the organization regarding a work activity. This will ensure:
1. Greater control over work processes and methods
2. Better planning and work scheduling
3. A precise knowledge to the exact number of employees required for a specific work activity.
4. Improvements of work processes and procedures.

For this to work, it is extremely important that all members of staff of the organization are fully informed about the programme.

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They must be convinced that:
1. Work measurement techniques will be applied fairly,
2. They will not lose their jobs as a result of the programme
3. They will be fully informed on how the programme will affect them.
4. Efforts made and work done will be noted and acknowledged in due time.

A good work measurement programme must identify and evaluate the current work procedures and methods, whether an improvement is necessary, based on the prevailing technology, or whether is it can be maintained to achieve its expected output.

Where an improvement is required, the following basic steps can be followed to investigate and improve work procedures and methods:
1. Determine and define the goals of the investigation
2. Select and define the work to be investigated
3. Plan the investigation
4. Note all the relevant facts of the present or proposed procedure
5. Investigate the facts critically
6. Develop the most practical, economical and effective procedure or method, based on the prevailing practice and technology. Take all relevant factors into consideration.
7. Analyse the proposed method critically
8. Implement the procedure or method (in phases, if necessary) as standard practice.
9. Measure and note end results of new procedure or method
10. Maintain the new procedure or method.

A good work environment and a proper understanding of the work flow, requirements and measurement programme, by all employees will definitely result in an increase in productivity.Management must ensure that all its managerial duties are strictly carried out. Managers responsible for each unit must make sure that members of staff under them get the understanding required to execute their jobs effectively and efficiently. If the needed knowledge and understanding is important to the fulfilment of the organization's objectives, then the administrative manager should send concerned staff on a training course to improve his or her skills regarding that particular work activity. This will definitely make them "work smarter" in carrying out their responsibilities.

The administrative manager needs to motivate "smart worker" to be enthusiastic towards work activities, leading to an increase in overall productivity.

Motivation
Gibson, Ivancevich and Donnelly (1997: 126) motivation means that concept employed in an attempt to describe "the forces acting on or within an individual to initiate and direct behaviour".Ferret, Hirt and Ferrell (2008: 297) defines motivation as "an inner drive that direct a person's behaviour toward goal." That a goal is the satisfaction of some need, and a need is the difference between a desired state and an actual state.

Robbins and Judge (2009: 176) defines motivation as "the process that account for an individual's intensity, direction and persistence of effort toward attaining a goal,"These authors elucidated further that motivation is the management process of influencing people's behaviour based on the knowledge of what makes people "tick".

Generally motivation is concerned with effort towards any goal, narrowing to organizational goals in order to reflect our singular interest in work related behaviour. It explains why people behave as they do, and also why people avoid doing what they should do.

A person who recognizes or feels a need is motivated to take action to satisfy the need and achieve a goal. Motivation is the impelling power behind all human actions.

Work Motivation
Work Motivation theories are commonly categorized into two groups: content and process oriented types of theories (Campbell and Pritchard: 1976)
There are several content theories of motivation, but this research work limited its review based on the motivation theories propounded by Abraham Maslow's Needs Hierarchy

Maslow Hierarchy of Needs

Maslow hierarchy of needs theory of individual development and motivation published originally in 1943, identified eight different needs: this include the need for transcendence, to know and understand and aesthetic needs. The hierarchy is a pyramid of five needs which implies a thinning out of needs as people progresses up the hierarchy.

Self – Actualization
Esteem Need
Social Need
Safety Need
Physiological Need

Decree of Satisfaction

Maslow subsequently modified has views by noting that satisfaction of self-actualization needs by growth motivated individuals can actually enhance these needs rather than reduce them. He further accepted that some higher level needs may still emerge after long deprivation of lower level needs, rather than only after their satisfaction Mullins (2002:428)

Application to Workers Productivity

1. Some individual may satisfy their needs inside and outside the work environment. Managers therefore need, at least, an overview understanding of individual's private and social life, not just their behaviour at work.
2. Managers should note that individual differences means that people places different values on the same need. Some prefer job security in a bureaucratic organization than to lack of job security but with high pay and better condition of service.
3. Some reward or outcomes at work satisfy more than one need. Higher salary or promotions satisfy all level of needs in the hierarchy.
4. For some level of hierarchy, the motivating factors will not be the same.
5. Maslow emphasizes on satisfaction, but job satisfaction does not necessarily lead to improve work performance.

Implications for Administrative Manager

The provision of additional rewards to meet a need will motivate a person only if the need has not already been satisfied. When lower level need is not satisfied, providing for higher levels will not motivate employees. The only need that cannot be fully satisfied is self-actualization, which is top at the hierarchy.

A dominant or salient need will motivate people more than a less important or weaker need.Managers should strive to provide employee with opportunities for self-actualization, since personal growth is likely to keep them interested in learning and developing their talents overtime.

General Literature on the Subject

Administrative Management

Administrative management is the process of creating information systems to coordinate work activities towards achieving set objectives, and supervising its flow within an organisation. This involves identifying, acquiring, allocating, and tracking all of the resources needed to carry out activities gear towards productivity.It encompasses all administrative and management functions, roles and skills into a system that ensure smooth flow of the work process, which ensure workers and machines remain productive.Management must play major roles in ensuring the steady increase and efficient productive system, through its administrative managers and their respective members of staff, who are directly responsible for maximising the productivity of the organization.

It is essential that the administrative manager has management and control system in place to monitor and manage the implementation of new technology and ensure its employees are skilled and rightly motivated.

Managers

To motivate workers in order to give their best, the manager must give proper attention to the motivators or growth factor. Hygiene factor are necessary to avoid unpleasantness at work and to deny unfair treatment. Management should never deny people proper treatment at work.Productivity is a collective achievement of both employees and managers. Managers must strive to work as a team, whether it is in the same department or with cross functional teams within or outside the organization. This makes work activities more varied, interesting and motivating.

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Manager's Role in Raising Productivity

1. To achieve long-term effectiveness in productivity, managers must consider the needs and perception of worker as well as the characteristics of the work environment.
2. Managers must "focus on employee expectation for success", believing that achieving set goals and result are within their capacity.
3. Provide explanation to employees as to how belief and attitude affect job performance Pay attention to employee perception of what is fair and equitable. Employees are more likely to accept and support organizational change when they believe it is implemented fairly
4. Manager benefit by allowing employees to participate in making decision about important work outcome.
5. Employees be giving opportunity to appeal against decision that affect their welfare.
6. Managers can promote cooperation and team work among group members by treating them equally.

Goals and Objectives

Edwin Locke opined that "goal-setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation"The basic assumption of Goal Theory is that people's goals or intentions play an important part in determining behaviour. Goals and objectives guide responses and actions.

Productivity is achievable when goals and objectives are set. An organization's goal is more likely to be achieved when goals are:

(i) Made public
(ii) The individual has an internal locus of control
(iii) the goals are self-set rather than assigned.

Therefore, goal enhances performance when they are simple, well learned and independent. On interdependent task, group goals are preferable. In addition, goal-setting theory is culture bound. A company's goal – setting theory may differ from another.

Implementing Goal-Setting

A systematic way to utilize goal-setting is with a *Management by Objective (MBO)* program. This model involve a participative goal-setting that are tangible, verifiable and measurable.

MBO works from the *"bottom up"* as well as the *"top down"*. The linking objective from one level to the other level, is the hierarchy.

For the individual, MBO provides specific personal performance objective.

Four instruments are common to MBO programme. They are:

1. Goal specificity
2. Participation in decision-making (in goal-setting and objectives)
3. Explicit time period and feedback

Practical Implication for Managers

There are many practical applications for the manager:

1. Set specific performance goal in order to direct behaviour and maintain motivation.
2. Set challenging but realistic goals. Goals should be moderately set.
3. Accurate feedback and knowledge of result is usually associated with high performance. Feedback help to check progress and subsequent revision of goals.
4. Goal can be determined vertically from up to down or horizontally from left to right. Employee participations in goal-setting is motivating and it impacts on performance and productivity.

Managers should therefore involve participatory goal-setting, set realistic goals and result expectation, ensure effective top management commitment and allocation of reward based on goal accomplishment, as well as ensure its goal-setting is culture bound
– A fit into existing culture and diversity.

Productivity

"Productivity is a common measure of how well a country, industry or business unit is using its resources (or factors of production)."Productivity is an index that measures output (goods and services) relative to the input (labour, materials, energy and other resources) used to produce them". Stevenson W.J. (2005:47)For non-profit organisation, higher productivity means lower cost.

For profit-based organisation, productivity is an important factor in measuring how competitive a company is. Productivity growth is the increase in production from one period to the next relative to the productivity in the proceeding period.

Some factors that affect productivity
- Standardized processes and procedures, whenever possible to reduce variability, can have a significant benefit for both productivity and quantity.
- Computer viruses can have immense negative impact on productivity.
- Search for lost or misplaced items waste time, hence negatively affect productivity. Scraps rates have an adverse effect on productivity, signally inefficient use of resource.
- New workers tend to have lower productivity than seasoned workers; therefore, emerging companies may experience a productivity lag.
- Safety should be addressed, Accidents can adversely affect productivity
- A shortage of information and communication technology (I.C.T) workers and other technical worker affect the ability of the company to update computing resources, generate and sustain growth and take advantages of new opportunities.
- Layoffs often affect productivity. The effect can be positive or negative labour turnover negatively affect productivity, as well as resource replacement.
- Design of the workplace can impact productivity
- Incentive plans that reward production increase can boost productivity. Others are equipment breakdown, shortages of parts or materials and inadequate training of employees.

Improving Productivity
Some steps in improving productivity
1. Develop productivity measures for all operations.
1. Measurement is the first step in managing and controlling an operation.
2. Look at the system as a whole in deciding which operations are most critical; it is the overall productivity that is important. Improvement in the bottleneck operation will lead to increased productivity, up to the point where the output rate of the bottle neck equals the output rate of the operations feeding it.
3. Develop methods for achieving productivity improvements, such as soliciting ideas from workers (perhaps organizing team of workers, engineering and managers), studying how other firms have increased productivity and re-examining the way work is done.
4. Establish reasonable goals for improvement.
5. Make it clear that management supports and encourages productivity improvements; consider incentives to reward workers for contribution.
6. Measure improvement and publicize them.

Other ways to improve productivity includes
- Job Enlargement
- Job Rotation
- Job Enrichment
- Promotion-
- Compensation and General Staff Welfare
- Worker Incentive Schemes

To maintain or improve productivity, employees should be seen and valued as assets for the allocation of organizational resources.

There are several incentive plans. This work looked at the following incentive schemes:

1. **Individual Incentive Plans** - The purpose of this incentive plans is to offer a financial incentive for a worker or group of workers to produce work of an acceptable quality over and above a specified quality.

The essence of this scheme is for two main purposes namely:
   a). To reduce unit cost.
   b). To maintain standard of quality
   A few challenges with this incentive plan are:
   a). Workers may deliberately slowdown output in order to obtain a low standard that will yield a high bonus.
   b). Restriction of output because of social pressures or fear that standard will be raised are additional problems.

c). Establishment of standard for measuring performance can also be a problem.

d). Employees acceptance of an incentive system may be a problem speed up lay off or reduce wage can cause workers resistance.

2. **Group Incentive Plans** – Actually most group incentive plans are individual plans applied to a small group of worker with piece rate compensation being the most prevalent incentive plan.

These plans are particularly applicable to situations in which several workers must co-operate to performing a single task and the contribution of a particular individual is difficult to measure.

3. **Profit Sharing Scheme** - The purposes of this scheme are as follows.

a). To encourage a sense of partnership between employee and to stimulate the employee's interest in the enterprise.

b). To encourage employees to direct additional effort and imagination towards increasing company's profits.

c). To increase the financial security of employee's.

The Usefulness and Purpose of Incentives
In any organization set up, weather a profit making, non – profit making organization or service oriented organisation, a target will always be set which all the members of staff will have to achieve.

Let us examine the setup of a corporate body. The board of directors will formulate corporate policy, which must be in line with the objective clause in the memorandum of association that makes the charter of the organization. The people at the management level will interpret the policy and pass it down the communication line to the supervisors or line managers for the corporate goals.It should be noted that management's task is getting work done through subordinates and the people at the top of the organizational hierarchy.

Incentives in form of fringe benefits must be given to these workers to help in boosting their ego and for attaining their own objective within the firm. Incentive are used to describe wage payment plans which make the payment of wages dependent directly or indirectly on the productivity standards of individual worker or group of workers for the organization as a whole.

An employer can motivate an employee by making him aware of a need through the use of incentive. Wages are incentives used to motivate an individual to awareness of needs that can be qualified through the acquisition of wages. The management in any organization will introduce many incentives to attract people to the company.

The main purpose of incentive is to motivate to greater performance of their duty and to increase productivity. Incentives give workers a sense of belonging. They also help management increasing output. Incentives sometimes may be included in the employee conditions of services or through collective bargaining.

Some incentives plans may relate wage paid to productivity of individual, others to the productivity of group or to the productive and profitability of entire organization. In any organization incentives are used as motivating scheme; an extra effort which leads to the accomplishment of higher productivity.

Impact of Administration, Management and Motivation on Workers' Productivity
Organizations are made up of human resources (employees). They form a solid pillar to the success of the organization. Their individual desires and needs, which they intend to satisfy when employed into an organization, cannot be overlooked. Meeting or ignoring these needs impacts on their behaviour or performance and ultimately on productivity.The ever growing development of new improved work technicalities and technology, as well as the changing environment, within which they have to function, puts an added responsibility on their shoulders, to keep up with the quality and efficiency of the product and services rendered by the organization.

It is important that there is proper management and control system in place to monitor and manage these new developments. Management must ensure that employees are properly trained and rightly motivated. This will allow management to detect deviations from set standards and make necessary corrections to ensure the standard required level of productivity.

To maintain a steady growth in worker's productivity, administrative managers should:
1. Have an overview understanding of employee's private and social life, not just their behaviour at work.
2. Note individual differences.
3. Review salary structure and promotion meters.
4. Create opportunities for employee's self-actualization.
5. Create and properly manage a staff welfare programme.
6. Maintain accurate, comprehensive and accessible records.
7. Actively manage unresolved and difficult cases.

8. Place adequate controls on the exercise of coercive powers.
9. Heed the limitations of information technology systems.
10. Promote an effective communication system.
11. Control administrative drift
12. Curtail or remove any obstacles to prudent information exchange with other departments or organization in relations to productivity and communication.

Methodology- Secondary Data

It is traditionally the practice or rule in the conduct of research work of any kind to exhaustively search for secondary data – information, facts, and figures from already existing sources – to support raw data generated. This research exercise is no exception, since extensive utilization of secondary data to supplement original data generated is inevitable. The sources of secondary data used in the course of this work were publications, articles, journals, magazines, official gazettes, amongst others.

Moreover, vital information was collected from previous research work by other people on topics that bear close resemblance to the subject under study in this research. It provides a standing point for researchers and offers the advantage of lower cost and easy accessibility. Most of the

Secondary data gathered and used in this work has been exhaustively used in the literature review.

Conclusion

The conclusion is that an efficient administrative management is at the moment not playing a significant role in improving productivity. Perhaps in the nearest future, it will undoubtedly be of immense significance to the efficiency of the public organization's operations.

Recommendations

The following recommendations are proffered on the basis of findings and its conclusions:

a) Organization should improve, in all its forms and ramifications, its current administrative management duties, especially to its workers. Employees should be rightly motivated and given incentives to instigate them to give far more than their best in all they have been charged to do.

b) Administrative manager should connect with workers on a professional and fairly social level, so as to ascertain what drives each one of them to work. The will prove valuable to rightly motivating them.

c) Job rotations, where possible should be practice to eliminate monotonous work exercise.

d) Worker incentive should expand beyond their basic salary.

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