

## METHODS OF ADMINISTRATIVE CONTROL OVER PUBLIC INSTITUTIONS AND EFFECTIVENESS

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**Abstract:** *There are many methods of control in terms of their comprehensiveness and the accuracy of what these methods deal with, such as. The methods that the manager can use vary from traditional and general methods to precise and specialized methods. The control should not be detailed; otherwise, it is a way to waste the manager's time in one part or function of the process. Administrative at the expense of other functions, and oversight should be an exception, i.e. the amount of information or data that is provided to the administration and to review the important deviations from the plans in place, as a basis for taking corrective measures, and the purpose is to reduce the number of details contained in the administrative reports and statistics to the extent possible about it take measures. The methods of control allow the management to hear the alarm, and on the contrary, the bell remains silent and the managers focus on the basic problems and important matters, so they present the problems that require management's direction, and leave other problems to the subordinates to solve them, as the system of control by exception only works to warn about serious matters and is silent when things are It is running normally, and the control system, by exception, focuses on knowing deviations only, and it does not care about the details of the workflow. Examples of this type of control are looking at the status of the institution and the services it provides in the market, especially the quality of the goods produced and the demand for them compared to their counterparts, and the productivity of workers.*

**Keywords:** administration; definition; organization's; control; objectives; management;

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### INTRODUCTION

The absolute authority of the administration may lead to major administrative corruption and abuse of public money on the one hand and the rights of individuals and prejudice their legal positions, on the other hand, hence the importance of oversight over the work and actions of the administration, the most important of which is administrative and judicial oversight as a means to ensure that the administration adheres to the limits of the regulatory legislation, and not to delinquency for others public good.

Administrative control is essentially self-control and includes, in its entirety, basic matters, the most important of which is to ensure that the objectives set by the drawn plans, policies, and directed instructions are implemented accurately and with high efficiency, and that the achieved results correspond to what the administration expects. It also includes the detection of obstacles that may hinder the achievement of the objectives, or lead to Deviations occur, and for this purpose, organizations use effective control methods to achieve these goals.

In this research, we decided to study effective administrative control means because of their great importance at the level of management and its decisions. Weakness and defects to treat them first, correct them, and avoid recurrence.

### **FIRST: THE IMPORTANCE OF THE STUDY**

The subject of the means of control is one of the most prominent and most important topics that affect the organization in the current era. It is necessary to protect public and private utilities and the continuity of its work by discovering errors and recommending their treatment through the control bodies operating in these facilities, and they indicate the defects and suggest appropriate solutions, and from here The importance of the study emerges from the importance of the subject itself and the need for it, as the subject of our study focuses on the means of control and its role in achieving the desired goals and objectives, with the aim of developing performance and maximizing production for these facilities. This study also derives its importance through the scientific and practical addition that we can reach. And provide the necessary recommendations to raise the efficiency, methods, and effectiveness of control.

### **SECOND: THE AIM OF THE STUDY**

Each study or scientific research has a goal or objectives that the researcher seeks to achieve through his interest in the studied phenomenon, which is summarized in the basic objectives of the means of administrative control and the extent of assistance in achieving the objectives of the plan with the highest possible goal.

This is done by correcting the errors and deviations that are discovered and considered as the permanent activity aimed at follow-up and ensuring that the tasks are achieved and implemented to the fullest so that the good performance of the functioning of public utilities is ensured and the exercise of full supervision over them that prevents deviation and secures the legal system to protect the rights of others and ensure the public interest. Oversight, whether internal or external, administrative or judicial, is one of the basic pillars that must be exercised with sufficient efficiency, to prevent abuses and mistakes and impose penalties, and on the other hand, measures must be taken to stimulate and reward.

### **THIRD: THE STUDY PROBLEM**

The importance of public administration is increasing in the modern era with the expansion of state activity to include all fields, and this has led to the need for the administration in it to be strong and effective, to be able to provide the largest number of services, the highest quality, and the lowest cost. Its goals are high productivity and efficiency.

From this point of view, the problem of the study is focused on answering the following main questions: What are the methods of administrative control? What are the features of effective control? How effective is the exercise control over management and its decisions?

### **FOURTH: THE STUDY METHODOLOGY**

In our study, we followed this descriptive -analytical approach, which finds its justification in being compatible with this study, through an extensive explanation that clarifies the administrative control tools on (public and private utilities), dismantling them and placing them in a group of titles that benefit the purpose of the study, so we support the analytical approach The descriptive, which depends on the study of the subject as it exists in reality, and is concerned with it as an accurate description by explaining the role of this body, the nature of its work and the procedures for applying and implementing the terms of its supervisory competence with reference to the legal texts regulating its work.

### FIFTHLY: THE RESEARCH PLAN

The plan of our study in this chapter will be for the subject of administrative control methods over management, according to the following:

- The first topic: traditional methods
- The second topic: Specialized methods
- The third topic: total quality control
- Findings and Recommendations

We divide this chapter into three sections that deal in detail with the methods of control in general, which are the traditional methods and the specialized and comprehensive methods:

**The first topic: traditional methods:** Among these methods:

- 1- **Personal observation:** The use of personal observation is one of the methods of control that is practiced in particular in small or medium-sized facilities. This type of control complements control through budgets, and this method is still followed in many private and public organizations.
- 2- **All kinds of budgets:** Budgets are considered one of the means of control because good or defective management is always reflected in the form of direct or indirect financial costs. There are several types of budgets that can be used as control tools, including:

**Estimated budget:** The budget is considered the oldest of the control means, as it is an expression in numbers of the expected expenditures and revenues for a future period, as budgets enable the manager to identify the spending doors and sources of revenue and those responsible for disbursement and monitoring of these bodies and the monitoring of expenditures.

This type of budget has several types, including:

**A- Balance sheets:** production, resource and time budget, capital budget, revenue, and expenditure budget.

Where such budgets mostly deal with revenues and expenses, and figures about expected imports such as the number of allocations to a particular government department and the expenditure item that includes employee wages, material costs, and other fixed capital costs, and represents the accuracy or inaccuracy of forecasts, a mechanism to identify the efficiency of the administration

**B- Cash balances:** This type of budget represents forecasting what cash will be available during a certain period in the form of receipts and what will be disbursed to pay the material obligations that will be due to be paid, and trying to find a kind of balance so that less or more than what is required of cash is not kept because this will affect the company's reputation and production and the level of its operation of capital.

**C- Capital budgets:** These budgets relate to capital expenditures that pertain to non-recurring expenditures and that are intended to provide the institution's infrastructure and strengthen its position, such as owning land for expansion or constructing buildings and purchasing machinery.

**D- Production, resource, and time budgets:** Some institutions set estimated budgets for the services they intend to provide or for the units to be produced, or for the time that the work will take to produce them. Such budgets facilitate actual control because they lay quantitative bases that facilitate verification of the work performed on their basis.

**E- Balance Sheets:** These budgets show the financial position of the institution, which consists of assets and liabilities at the end of a certain period. For control purposes, the budget of the previous year can be compared with the budget of the expected year in order to analyze the expected changes.

**F- Program budgets:** This method links budgets with the plans that those budgets aim to achieve, as the budget is not a control tool, but a planning tool as well.

**The second topic: specialized control methods:**

There are many control methods that rely on detailed and numerical information and not just general observations, and these methods include:

**Information management systems:** It has become known and in the information age that control is not sound unless it is based on an information base, as the various institutions do work and deal with a lot of data, and a system must convert these data into information to act on its basis.

1- Getting to know the decision-making system and the information that is required of managers at various levels when making decisions

2- Then decide what kind of information they need

3- Determining the areas of common information that you need from more than one party, as the sales manager and production manager may need the same information about a particular commodity in terms of the volume of demand for it, and this would reduce the repetition of information transmitted by the information system.

4- Designing an appropriate system for collecting, storing, exchanging, and retrieving information as needed. This allows managers at various levels and through a good information system to follow up on everything that falls within their powers and discover errors as they occur.

**The third topic: Total quality control:**

Production processes are monitored by drawing maps that show areas of deviation from acceptable levels of performance in the field of producing goods and providing services during specific periods, according to acceptable upper and lower limits, and calculated statistically. It is known and statistically acceptable that the standard deviation of the distribution wanted a sample on the normal distribution curve ranges between +2 and -2. In practice, the acceptable limits are 3 degrees standard deviation, meaning that 99.7% of the units must fall within the acceptable limits, even if we take a practical example This means that a company monitors the accuracy of the weights of the goods that are being packed in certain bags. It determines in advance that the acceptable margin of error is in increasing or decreasing the weight in the bags, and by taking a sample it is possible to identify the reality of what is going on in practice so that if the margin of difference is greater or less than the levels Accepted, this calls for process control procedures and follow-up production carefully.

Break-even point analysis: The break-even map in the industry is an important tool in the field of analysis and control. This tool shows the relationship between costs, sales, and prices at different volumes, as well as their impact on profits. The break-even point analysis method is a means through which the level of production and sales quantities are determined at which the break-even point is achieved between revenues and expenditures, and then the different levels of production are determined according to the levels of demand for them, and what is achieved as a result of selling different quantities of them according to different pricing policies. It is important in this analysis to determine the fixed costs that the institution must bear regardless of the production quantities, such as building wages and administrators' salaries, as well as knowing the variable costs that are related to the number of units produced and are represented by raw materials, workers' wages, spare parts and others whose consumption is related to the level of production. The total costs are the sum of the fixed, and variable costs incurred by the enterprise to produce goods and services. It is important to note that there is a minimum fixed cost to be borne by the institution, regardless of the level of production in it. Where the fixed costs curve does not start from zero, as is the case in the variable costs that are related to the number of units produced. This analysis shows that for any profit for the organization to be achieved, the total revenues must be equal

to all the total and variable costs, and that a minimum amount of goods must be produced and sold in order to cover the total costs, as the revenues consist of the total goods produced multiplied by the selling price of the unit of them. As for the profit, it is the difference between all the fixed and variable costs and the realized revenues. The figure below shows No. (2) That the point of intersection of total revenues with total costs is the break-even point that determines the number of units that must be produced and sold to achieve break-even. Exceeding this point in the volume of sales means achieving profit, and not reaching it means loss, and accordingly, it requires identifying the reasons and adjusting the goals. The relationship between these factors is expressed as follows:

$$\text{Break – even point} = \frac{\text{Total fixed costs}}{\text{Unit sale price} - \text{variable cost}}$$

If we take an example of a factory that produces laptop computers, and we know that the fixed costs of the factory are 400,000 Euros, that the selling price of one device is 400 Euros, and that the variable cost of producing each device is 200 Euros, then the break-even point is achieved when 2,000 computers are sold.

Extract data the following from one of the industrial companies of:

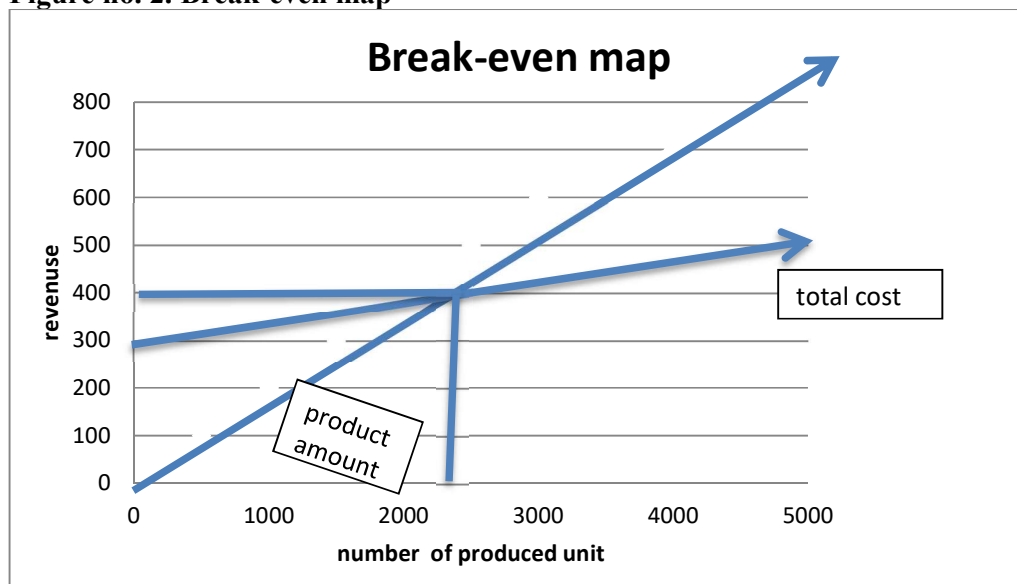
- Number of units sold 30000 units
- Unit selling price € 4
- Variable costs 60,000 €
- Fixed costs € 30,000

Required:

- break-even point calculator

$$\begin{aligned} \text{The solution} &= \text{fixed costs} \div \frac{\text{Sales revenue} - \text{variable costs}}{\text{Number of units sold}} \\ &= 300 \div \frac{30000 \times 4 - 60000}{300} = 1500 \text{ alone} \end{aligned}$$

**Figure no. 2. Break-even map**



## CONCLUSION

What has been shown in this research is that the means of administrative control and the multiple methods it includes is one of the important management functions at the level of the organization as a whole. We see that institutions use the method that is appropriate with the nature of their work. Through the reports, but if a control system is activated on a flexible and clear legal basis with all jobs according to advanced methods and means, based on continuous updating and technology, this will lead to a stimulating environment for production and workers together, and as a result, improve and increase performance in general.

Accordingly, we can conclude that administrative control over public and private sector organizations is necessary, but it must be practiced in sound and well-studied scientific ways so that these organizations can maintain continuity and be able to provide their services and goods with high quality and with less effort, time and money. Findings and recommendations:

After analyzing and discussing the topic of the research, a number of results and recommendations were reached, which can be highlighted as follows:

1- Since budgets are one of the methods of control, I recommend the necessity of the participation of all employees in the facility in preparing and discussing the estimated budget of the organization.

2- Those in charge of administrative control should use appropriate control methods for work and focus on detecting errors and working on them and avoiding their recurrence.

3- Relying on effective control methods and focusing on the total quality system, the break-even point, and others

4- Continuous training for the employees of the oversight bodies to enable them to understand the modern and advanced methods and not be satisfied with the traditional methods.

5- Take what is necessary to enable those in charge of the administrative control system not to succumb to external pressures, foremost of which are political, economic, and social pressures, especially in countries where nepotism and administrative and financial corruption increase.

6- Spreading the culture of participation among the employees of the organization, whether in understanding the plans and goals, in order for the employees and their superiors to know the plans and goals that they seek to achieve to become the best among the competing institutions.

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