

## ADMINISTRATIVE DEFICIENCY WITH AN ANALYTICAL PERSPECTIVE

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### Abstract

Administrative deficiency is considered to be one of the challenging dilemmas facing organizations. These challenging dilemmas have motivated these organizations to rely on a series of operations in their fieldwork to reduce these dilemmas in an attempt to get rid of these effects. The researchers have found that the domain of administrative deficiency deserves to be studied through answering the following problem:

Does organizations capable of facing the risks and threats of administrative deficiency in such a way that they stay on the safe side ?

The current study aims at illustrating the ( concept of administrative deficiency, locating its risks, and then suggesting the appropriate methods to confront it) . The study has also adopted an analytical approach which diagnoses the given phenomenon and analyses it according to the ideas available to the researchers.

The study has reached a number of conclusions the most prominent of which is the emergence of some multiform aspects of administrative deficiency. According to these conclusions, this study has put forward a number of recommendations.

### Introduction

Contemporary organization are still of confrontation problematic which contributed of narrow moving that's put under decline because of many states of managerial deficiency this case requirement moving through jumping and study it in order to content any restrictions depending on many methods such cultured method , diplomacy method and conformity methods .

This phenomenon leading the researchers depending on methodology which it represent with many steps such as:

**1- Problem study:**

The problem of this study is determine with question:

Does managerial deficiency are causing organization decline and bankruptcy in field of work ?

**2- Objectives of study:**

There are many objective that study is decided which it represents

- a. define of managerial deficiency and determine of risks .
- b. declaration of classification with managerial deficiency.
- c. introduce vision critical with managerial deficiency in organization theory.
- d. put many methods in order to treatment with managerial deficiency.

**3- Hypothesis :**

- a. managerial deficiency is caused of dysfunctional in organization.
- b. managerial deficiency restricted organizations in environment as well as weakness .

**4- Study model:**

This study depend diagram which it determine with follow it:

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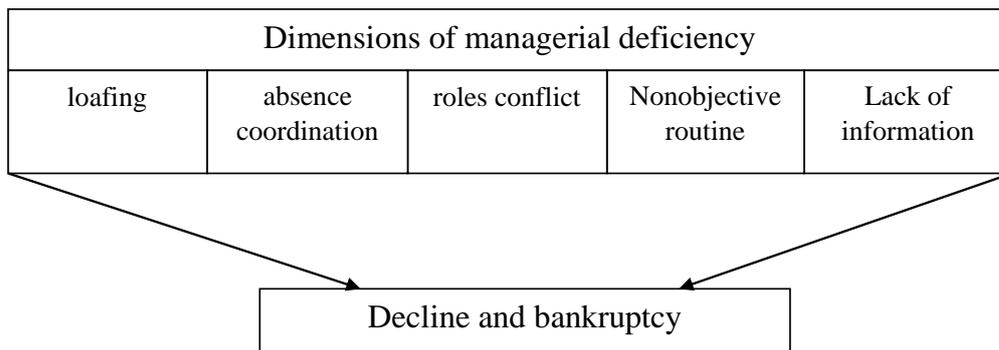


Diagram (1) managerial deficiency dimensions

preparing the researchers

**5- Method of study :**

This study depends on analytical method through reading about managerial deficiency in order to covering it and Birth ideas concerned with treatments.

**Background**

**Managerial deficiency (concept and risk)**

Managerial deficiency is state of lack of and absence ability of tasks with right. organization lives and confrontation ambiguity through of lack that certain with fragmented between organizational division that lead to inability to performance of any achievements as well as worker's are losing ideas of concentration of tasks. Management are for of worker this state motivated organization to decline and bankruptcy because isolation and individualism and reject of society.

for instance this reactions that rethinking of environmental dynamic which it represent factor product relationships between two dimensions (environmental change and environmental complex)(daft, 2001, 236) that is mean to know of removing it at last incentive of managements put itself incubating of worker's depending of that the managerial deficiency is represented of starting of positions crisis in organization that destroy with moving it and contributed of cock up work, that is required knowledge and discovering opportunities and threats in internal, external environment through analysis.(Whelen& Hunger, 2000, 53)

Risk of managerial deficiency: which it represented with reduce of ability thinking with managerial leadership that lead to decline of development measures as well as destroy of psychological factors in organization and bottleneck which it measured negative behavioral styles reflex on status-quo which motivated of weak accountability and absence of cleaning think this means ignore parameters of declare and objectivity

In order to content this risks and reduce of effects, the researchers introduce many treatments such as:

1. stimuli of ability on scientific thinking.
2. preparing of psychological climate in organization.
3. work with confrontation of non-objective routine.
4. attention with source of power in organization.
5. building bridge communication between of organization department.
6. depend on strategic analysis in organization.
7. taking with idea green tapes organizational
- 8.taking with factor's change in all fields of organization.
9. depending on flexibility in work.
10. recruit of diplomacy language in organization.
11. search of relationships between self-discipline and accountability of managers and followers which it sensation are did not any recognition when it relations are weakness (lawler, 1999, 72) .

*Type of managerial deficiency*

The researchers face of classification managerial deficiency is difficult because apologized of dependency criteria that motivated to endeavor in framework of reading to put classified of it:

- \* deficiency of rules and procedures work .
- \* deficiency of condition work.
- \* deficiency of labor relationship.
- \* deficiency of evaluation with environmental ruins .
- \* deficiency with dealing technology.
- \* deficiency of culturing.
- \* deficiency of organizational structure, organizations used structures which it different (formal, structure and informal structure). (Pugh &Hickson,1968,374).

Depending of that we can declare of managerial deficiency type through the diagram:

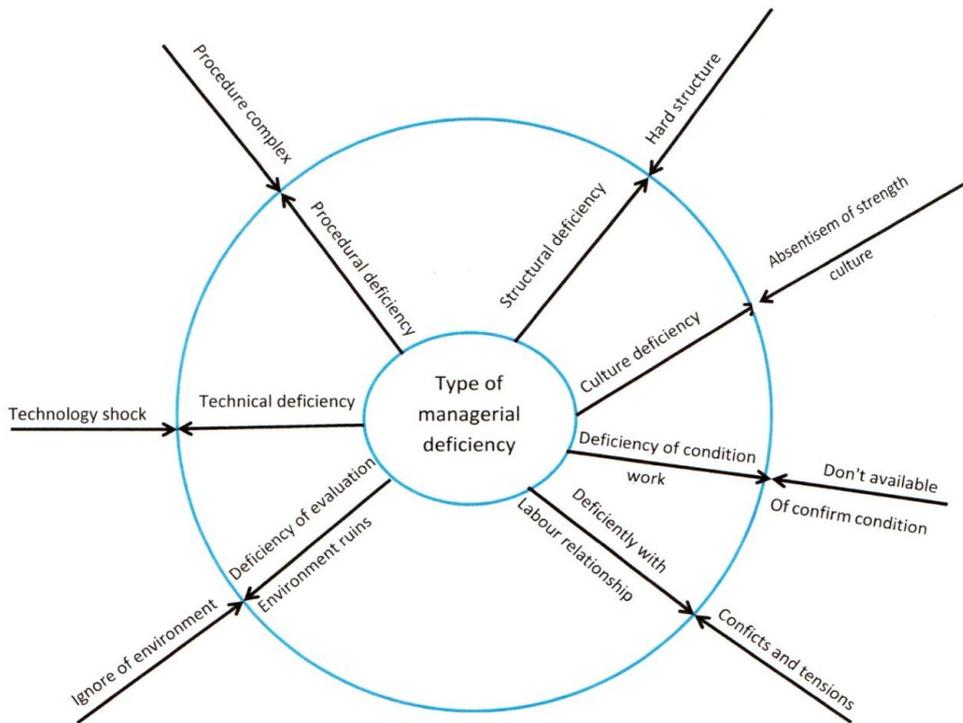


Diagram (2) type of managerial deficiency

Prepare the researcher's\*

**Dimensions of managerial deficiency** ( opinions of researchers )

- lack of information and dis interpretation.
- control of non-objective routine.
- roles conflict.
- absence coordination between dynamic of environmental factors.
- demonstrate loafing between managements and worker's .

**Managerial deficiency in some of organizational theories**

**First: managerial deficiency in bureaucratic theory** the researcher's show faces of deficiency involve of bureaucratic theory is:

1. procedure of work and rules are poor of flexibility.
2. Ignore of technology and foxed of formalization.
3. forgetting factor connected between past present and future.
4. principles of bureaucratic theory are signed of leaderships successful is coaching of instructions and order's.
5. bureaucratic are putting of formal organization is the first or precedencey.

Depending of that (Robbins, 2001,423) say operations standardization, high formalization and centralization of decision making which need is least of inventor managers.

**Second: managerial deficiency in human relationship theory:**

1. concentrated on fields that are determined without entering of imply.
2. there is determinants of imagination with human needs.
3. human relationship theory are important of work needs only in work environment.
4. Ignore of connected with needs to another .
5. human relationship theory are foxed of cases concerned with conditions work.
6. human relationship introduce need of employees through certainly of management.

**Third: managerial deficiency in system theory:**

1. system theory studied open system and closed system.
2. system theory are ignore of dysfunction with input, process , output and feedback.
3. system theory didn't interpretation that is clearing with strategic or tactic reactions .
4. . system theory didn't declare of impacts with typing of environment.
5. there are no criteria of classification with contents of system theory.
6. system theory are poor of determine with brain abilities of decision making.
7. system theory are forgetting of situations as well as ignore of time management.

**Fourths: managerial deficiency in contingency theory :**

1. contingency theory didn't classified of contingency.
2. ignore of impacts with the type of contingency
3. contingency theory didn't discovered the causes direct and indirect of born contingency.
4. contingency theory aren't important with precedency of involving contingency.

#### **Treatment of managerial deficiency** (opinion of researchers)

There many treatments which protect from risks managerial deficiency which it determinant with:

##### *1. Cultural method*

Web cultural is formed core of organizational action, organization which haven't strength culture that can't Identification and didn't achievement mission , that means cultured is sum of many variable it represent basis of founding . it involve ( values , norms, symbols, rituals , beliefs, language, technology, clothes and way of taking food).

Culture is values, beliefs which it demonstrate between workers that certain rules of behavior ( Lunenburg,F.S.,2011, PP1-10) connect of life and ignore of any variable measure to it impacts of web cultural and negative reflex of organization.

Depending of that culture method is effective range of confrontation with managerial deficiency, it must basis of foundations such as:

- a. see to culture is core of founding human.
- b. work of many added with culture that's covering activities in organization.
- c. depending on inducement of organization and foxed of culture.
- d. management of different culture between individuals.
- e. decide of conscious between managements and workers in organization.
- f. give cultural standards weighting in the process of evaluation performance.
- g. depending on factor of cultural exchange in order to insurance openness cultural diffusion and avoiding of closing idea.

##### *2. Diplomacy method*

Over load of work required coming and reduce of More severe that practice tasks which needs experiments and skills. The workers and management are moving of exchange interaction axis this lead to dependency of idea diplomacy as method with management of relationship as well as

approach of interactions because of organizational work required preparing sum from foundations which it reflex give and take, getting your away, research of acceptable solutions and satisfaction.

The researchers believes diplomacy method is represent effective tool of relationships growth between worker's that's it roles in:

- a. reduce tension between organizational levels .
- b. insurance approaches of openness attitude of external environment .
- c. contribution of interests organized.
- d. put imaginations concerned with environmental turbulent .
- e. close of gap which it accident in organization.
- f. diplomacy are formed difference factor between acceptable and reject.
- g. diplomacy is one of covering which management depend it in the field of work.
- h. diplomacy indicator of birth conscious in organization.
- i. diplomacy is available background with interaction between diplomacy and political behaviors.
- j. diplomacy is available opportunity of exchange knowledge and diagnostic of situations as well as stopping of habits and traditional of nations, person can't swimming in other groups sea, that's didn't know it depth beaches.
- k. diplomacy are putting precedency of political action which measure necessary or unnecessary.

### 3. congruity method

This method consecrated state conformity between worker's needs and work requirements as well as reflex the grade of proximity between different level of organizational that indicated ability of acceptable opinion despite variance of suggestion when it reached , that means communication dimension concerned of performance , deciding of conformity didn't mean delete any opposite which it shows because of organizational life is full of view of points specialized management and worker's.

There are mechanistic to management this method such as:

- a. find of conformation schedules between worker's needs and organizational requirements.
- b. necessity of scientific thinking in availability of requirements congruity overall organizational level.
- c. put checkpoint in order to determine the level of congruity in the field of organizational.

- d. discovery medium factor's between manpower's in order to creative many bridges that's could understanding and conformity.
- e. advertisement of negative effects which it emphasis crossing in the environmental field as well as determine of reflex of individual and organizational level.
- f. determine the sort of sympathy in organization and environment as well as discovering the paths of communications and how did it work.

### **Conclusions and recommendations**

#### *First: conclusions:*

- a. absence of analytical ability and couldn't aptitude of diagnostic managerial problems.
- b. low of important with researchers and author's in managerial field that studies of managerial deficiency .
- c. Ignore of criticisms of any theory that introduce with author's.
- d. poor of application and absence of practices in organizations.
- e. managerial leadership couldn't confrontation any dilemma in work environment.
- f. parameters of coordination are losing in departments of organization.

#### *Second: recommendations:*

- a. necessity of depending strategic analysis in organization.
- b. take any opinion from author's which concerned with management of work.
- c. work of connected between theory and practice in organizations.
- d. make criticisms are approaches to building organizational structure.
- e. find any circle losing in the field of coordination through planning, organization, direction and control.
- f. reinforcement of managerial leadership that could to content any problem.

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