



# **ADMINISTRATION AND MANAGEMENT: A DETERMINANT TO ORGANIZATIONAL EFFICIENCY AND PROGRESS**

**(A Consideration to Henri Fayol's Principles; Luther Gulick and Lyndall Urwick Edited Papers of Science)**

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## **ABSTRACT**

*Plans and actions in an organization initially starts with decision making, which is done within the administration and management chambers. This encompasses laying structures of hierarchy; effective strategies and plans of what is to be done; how to achieve it including the required resources and procedures; and considering who is responsible in achieving the planned agenda within an organization. Administration and management do not mean being "a manager sitted in an office", rather it can mean one'sself being responsible for whatever duty he/she is assigned to do. According to Fayol's administrative principles; Luther Gulick and Lyndall Urwick's edited papers in the science of administration; and Focal Organizational Variables, considered in this paper all contends that administration and management sections in any organization are assigned to responsibilities they must effectively perform for the efficiency and progress of their organizations. Effective management of an organization gives a high output even with limited resources and, or without wasting the available resources. An administrator has to be well aware of his/her position as almost every member looks on to what is practiced in the "administration section/office". Poor administrators and managers are of a great setback to any organization's efficient production and progress.*

**KEYWORDS:** *Administration and Management, Management Principles, Organizational Efficiency, and Progress.*

## **INTRODUCTION**

### **What is Administration?**

Administration can be activities of groups cooperating to accomplish common goals; that administrative process is a function that is performed in every sector, (Abah, 2007). He, (Abah, 2007) further specified types of administration in two categories of public administration (administrative organization in government institution) and private administration (administrative processes and

organizations by non-governmental institutions). In my viewpoint, the administration is a state where a particular individual(s) is in charge of making duties and responsibilities to be performed in an organization or cooperation. This means that a policy is formulated by an individual(s) and discharged to a specific individual or section of the organization for effective enforcement. Therefore, the administration is a process of getting things to work effectively



rather than being a section within an organization structure.

### What is Management?

Management is a universal human activity in domestic, social, and political settings, as well as in organizations, Boddy (2017, p.11) as cited in (Boris, & Jens, 2019). Management has got four main elements of which include a process comprised of interrelated social and technical functions and activities; that accomplish organizational objectives; achieves these objectives through the use of people and other resources; and in a formal organizational setting, (Darr, 2007). In my viewpoint, management is a process(ess) of utilizing the available resources to achieve the desired output either as an individual or group.

This sheds light that, administration and management go hand-in-hand because for someone to administer policy and effect it has to take a management duty (even to self). Likewise, as an administrator in getting assigned policies to work, he has to manage his position and get resources (humans inclusive) utilized effectively for a better output.

### IMPROVING ORGANIZATIONAL EFFICIENCY AND PROGRESS (A Consideration to Henri Fayol's Principles; Luther Gulick and Lyndall Urwick's Edited Papers in the Science of Administration)

An organization can be under one of the following categories including; mutual benefit organizations, business organizations, the service organization, and the common-weal organization, (Abah, 2007). Henri Fayol advanced management principles in a book titled "General and Industrial Management (1916)", (Manithaneyam, 2009); (Arthur, 1961); (Abah, 2007), and the outlined principles are the following:

Division of work, authority, and responsibility, discipline, unity of command, unity of direction, scalar chain, the subordination of individual interests to general interests, centralization, remuneration, order, equity, the stability of tenure, initiative, and esprit de corps.

Luther Gulick and Lyndall Urwick's editions, "Papers in the Science of Administration, (1937)" as cited (Manithaneyam, 2009); (Thomas, 1990); and came up with a general summarized overview of principles of Organization in a short word "POSDCORB" where each one of the acronym letters standing for administrative activities:

Planning, organizing, staffing, directing, coordinating, reporting, and budgeting. *Focal Organizational Variables* (William, 1977), also shares close commonalities with *Fayol's administrative principles*, and edited *papers in the*

*science of administration by Luther Gulick and Lyndall Urwick*, as outlined below; organizational size, organizational age, the complexity of task structure, technological complexity, functional specialization, degree of boundary role of specialization, degree of professionalization of personnel, type of normative reference group orientation of boundary personnel, centralization of decision making, formalization, departmental specialization, administrative intensity.

According to how these principles are highlighted, they can best serve to be an effective foundation to guiding the organizations' administrators, managers, and even their subjects on what it takes; how to get to; and who can be responsible for what is to be done in an organization setting.

In efforts to shed light on "Administration and Management as a Determinant to Improving on Organization Efficiency and Progress", the researcher shall elaborate basing on *Henri Fayol's 1916 General and Industrial Management*; and *1937 Edited Papers in the Science of Administration by Luther Gulick and Lyndall Urwick*, (Manithaneyam, 2009) and (Thomas, 1990); as follows:

#### (i) Division of work / Organizing.

This deals with specialization and encompasses making clear delineations in duties assigned to be performed within the departments and the departments and, or faculties in the organization. This means it is clear to the organization stakeholders on who does what? What department performs what duty? It is important when workers (stakeholders) of an organization know who performs what, and in what department (faculty) a particular issue is handled. Division of work and being organized within an organization makes every stakeholder play his / her duties with no collision with others; feeling positive conscious of being responsible; self-motivated due to a harmonious working environment; and gaining expertise and deeper insight knowledge in that particular organization department (faculty) or duty. When there is no or minimal friction in an organization, it makes every planned effort come out positively to a greater percentage because everyone does what he or she is supposed to perform.

#### (ii) Authority and responsibility

This goes with power. It rotates around the allocation of duties and responsible controls. It should be universal that in every departmental division of an organization, it should have delegated powers and the responsibilities to perform, but not the whole large organization falling under one authority at ago.



Let us take an example of a secondary school. It would be advisable to have different authorities and each of them assigned duties to perform. For example, welfare department can have authority over such related issues; and make sure that it fulfills its responsibilities including preparing meals on time, serving well-cooked meals, and ensuring the safety of the served meals; but not the headteacher running from office to classrooms; to the kitchen, and elsewhere.

Empowering authorities and assigning responsibilities on an organization, let us say, a school; it impacts progress as concerned authorities feel it is their duty and have powers to such duties complete and successfully; innovations as departmental authorities strive to better and positively execute their responsibilities; and it gives the top management administrators concentrate on other organization related programs.

Without assigning authorities and responsibilities to respective stakeholders, and assigning powers and responsibilities to departments make every member of an organization feel "it is all about us, not me alone" which to organization failures in different fields of its operations.

### **(iii) Discipline**

In an organization setting, efficiency and progress are all about the conduct of the participating stakeholders. Discipline is not sold anywhere; it is about the organization's laid down standards of operation and personal respect for everyone irrespective of this or that. A discipline that is up to standard (valuing every stakeholder) makes execution of duties easier and stakeholders feel social equality, hence themselves can enhance the organization's reputation in the market of production and competition.

The irony of efficiency comes in and distorts everything especially when some members of the organization consider themselves being special over others, very superior, becomes abusive, forming on-site social subdivisions. This can make some other members feel useless and humiliated; and finally, they start to perform their duties without will and zeal. This can be maintained by the organization laying down is agreed mode, standards, and codes of discipline conduct follow by the stakeholders of that particular organization to promote a harmonious and conducive working environment. For example, the teachers' codes of conduct that govern the operations of all education practitioners in Uganda.

### **(iv) Unity of command.**

This is a major pillar administration principle since orders and directives in an organization or department (faculty) should be given by, and received from a specified person or office. It is nutty when different offices or persons assign contradicting

directives to the same stakeholders; as this can finally cause a collision, production faults, and losses.

Let us talk of a secondary school administration where a headteacher instructs students to go early for classes; and thereafter, a deputy headteacher assigns a different directive for the students to go for drama rehearsals; and a head cook (welfare manager) instructs students to always fetch water for their meals, and all these orders from different directions assigned for the same duration (morning before class lessons begin) to one stakeholder (students). What a mess! It finally confuses both the commander and the commanded. Having a specific order of command reduces on power collision, saves time as a command is adhered to, and performed at its specified time.

### **(v) Unity of direction / directing**

Unity of direction relates to having a specific head (office, faculty, department) to whom all related duties are directed. This is good when the stakeholders are aware of from which office, and to whom certain organization issues are handled.

Unity of direction reduces time wastage since each department handles its cases, working stability, trustworthiness as issues about a certain department are handled there.

A good example is a secondary school setting where the students are informed that a school bursar collects and handles payments (school fees, registration fees, exams fees) and related to financial issues. This means that students will not handover the school payments to a cook or night watchman. Therefore, a school bursar will collect the school payments as the teachers, gateman, heads of departments will do their duties and not interrupted by the students.

### **(vi) Scalar chain / Reporting**

The scalar chain of an organization is more concerned with leadership hierarchy from the topmost administrator to the lowest common man (stakeholder). This means that orders, directives, plans, and reports should be given to subjects in the respective chain order. This is very important because it equips every office or department in its capacity to be aware of what is taking place in that area of control, and the organization in general.

For example, in a school setting, it would be unfair for a student to report or make a request to the school board of directors without passing through his teachers, to heads of departments, to deputy headteacher, to the headteacher and related hierarchy.

Reporting is very important responsible made because it updates the responsible stakeholders on the current state of their organization; about what is missing; what is in excess, what new reforms to be



adopted. This reduces deficiencies, increases efficiency, production, and general organizational progress.

**(vii) Subordination of individual interests to general interests**

This goes with questions like what is the organization's overall goals, aims, objectives as an organization. An individual should not front his or her concerns over the intentions of the organization. Having every individual striving to achieve his intentions can end up in "scramble and partition" since they no longer consider the organization but only conflicting for their interests. Finally, the organization lacks focus and breaks up to decline.

**(viii) Centralization**

This is all about the overall central point of the organization. These are the top administrators. Policies designed by the central office determine the direction of the organization's success because all duties pursued are targeting the wishes of the central office, simply because "you can not perform what your boss does not want, whether good or bad". However, this does not mean that lower subjects have no impact on changing the worldview of these central managers. Good communication, coordination, and effective channels of sharing ideas can get the central leadership informed of what is trending in the outside market, as *Isaac Newton* termed it "... standing on the shoulders of the giants" because everyone can be advised.

In a school setting, teachers can advise on the headteacher and the managing board on what has to be in a school to achieve good academic grades. And worst of all, undermining your lower subjects in an organization means rejecting new reforms and innovations, only because "a wheel must agree with axles to have a bicycle moving".

**(ix) Renumeration / Reward**

This is related to salaries and similar appraisals to the stakeholders for the services they offer to your organization. Members should be paid or rewarded fairly according to the services they perform. It is a blunder for an employer to think "after all, I pay you my money", remember it is not your money because your employee has put in much energy to see your organization stand up to now.

However, employers should not only gauge employees' efforts on salary payments but also can assign aside appraisals like certificates of merit awards, commission allowances, special outings, extra time (overload or overtime) payments, and on-time salary payments. This motivates the employees on-site and everything is done on goodwill to meet the set goals, aims, objectives, and mission of the organization.

For example, in a school setting, teachers may be given awarded merit certificates, remedial compensation commissions, weekend off school, on-time salary payments, provision of requested funds; and free onsite accommodation which in turn will have them (employees) feel interested in their school-related duties that boost academic progress.

**(x) Order**

This clarifies that "every stakeholder in the right position". This simply relates to authority and responsibility as every member has to make his contribution to the organization through and agree on the channel. Orders will have every stakeholder in his duty without friction and collision in performing the assigned duties.

Let us imagine a games captain in a certain secondary needs funds to support his team in forthcoming soccer competitions, it requires a games captain to make a requisition letter through the games teacher who will, in turn, submit to the head of the department concerned but no a student going directly to the finance office to collect money to support his soccer team. The disorder makes those in charge feel humiliated, abused, and finally, they lose morale to perform their duties.

**(xi) Equity**

It is advisable to take it that every stakeholder in an organization is important in his greatest or lowest capacity because he has value in the long run of the organization. This means that every member should be treated kindly, with respect and justice; as injustice can cause subdivisions that can bring "tear apart" perception and make members lose focus. In this sense, injustice does not only apply to abuse and disrespect but includes favoritism amongst the organization stakeholders. Developing a sense of intimacy (falling in love) with your subjects, treating your relatives favorably, and or, forming a social group with some of your subjects instill injustice in your decision concerning those subjects you love or favor. Controlling your relationship affairs outside on duty decisions is a good option however, not easy to make it. Voices of all members in your organization should be heard with humanity and passion and legitimately attended to irrespective of any form of inequity.

**(xii) Stability of tenure**

An employer or manager should make sure that the employers are secured on their duties. Employees should not be in either way exposed to losses concerned with the organization. This means that managers should have the working terms and conditions guidelines that are neutral without infringement on the employees. Having a signed contract or job appointment letter assures employees of reduced job termination risks whatsoever which makes them deliver maximumly. Thinking of no job



assurance will make the employees think of other alternatives to guard their future against untimely termination of their services which makes them pay little or no attention at all to their on-site roles that end up in deficiencies in different departments or faculties.

We can take an example of a secondary school where teachers are not given terms of service and working appointments. This means that teachers will think of part-timing to secure their survival than paying attention to their duties and risk suffering after untimely termination of their services by the school board.

### **(xiii) Initiative**

This sums up to confidence and self-esteem. Of course, this is cultivated by the administrative authorities. It has to do with the leadership in championing the lower subjects in believing, becoming more confident, and esteemed to deliver to their maximum. An administrator should not just sit and give orders; he or she should at times sacrifice to become a motivating example to initiate a sense of "equality, equity, and justice" to make all employees feel zealous.

When a leader becomes a leading example in initiating a good cause, it makes the stakeholders feel a sense of "togetherness and cooperation" that pulls them at ago to work and achieve the goals, aims, and objectives of the organization.

### **(xiv) Esprit de corps / Coordinating**

This entails coordination and a harmonious working environment. Not only organizational progress needs harmony, but almost it is any program or project that exists and targets success. This can be achieved through establishing effective communication channels through which all members of the organization can equally address their issues, be heard, and worked upon; as this, in turn, boosts a worldview of equality, equity, and justice within the organization's departments and employees.

### **(xv) Planning**

Management is responsible to adequately plan for the organization, (Abah, 2007). This a general direction outlay of a program or an organization has to operate. It is majorly concerned with what is to be done? What methods or resources are required? And who is responsible to do it?

This will make duty performance easy and with efficient outcomes. In this case, every stakeholder is aware of what required from him, how to deliver it (have it successfully done). This minimizes collision within the organization. Failure by the concerned department to make planned agenda will have employees redundant when nothing is done only because no one is responsible for anything.

What a mess inefficiency! This leads to a waste of available resources.

Take an example of a bakery plant, power cables are switched on and engines are running yet there is no production in progress only because no one was assigned to duty that day or that week. Another good example of planning is a secondary school, where there is a timetable scheduling how school programs will be operating like class lessons; having a library and a laboratory for teaching-learning resources; and different teachers assigned to different classes, with different lesson loads, and to be delivered at different specified time schedules.

### **(xvi) Staffing**

This is concerned with labor and employee recruitment on jobs. Regarding the set goals, aims, and objectives target by the organization, employees who are qualified and able should be screened before they are employed on duty. A qualified employee will perform duties greatly perfect that unqualified employees. The recruitment of new employees should be done by those (recruitment panel) who know the competencies required of those to be employed in a particular field.

For example, in a school setting a science department should not design an interview for the art department because the sciences department may not be aware of the competencies to be possessed by the arts subject's teacher. It is a common preference by most administrators to recruit semi-skilled or at times unskilled workers in influential positions just because they cost low payments. This lower production standard (grades) of the organization. Employing skilled and qualified staff is a key point towards an organization's success.

Important is that administrators should guard against favoritism on grounds of relationships, religion, tribe, race, region, as this can lead to recruiting incompetent workers. This does not mean we should not employ our family relatives, boyfriends, and girlfriends in organizations we operate; but we should distance ourselves from intimacy when performing organization duties.

### **(xvii) Budgeting**

This is all about resourcing. A resource is a useful or valuable possession or quality of a country, organization, or person, (Tam V. Ekwen, & Prof. Fonkeng E. George, 2018). Budgeting is about what should be done, costs to be incurred, and the time frame to perform and have a program successfully done. Budgeting improves an organization's efficiency because each duty is done in its scheduled time, using the resources budgeted and what may be left undone or surplus on the initial budget. Budgeting saves time, overwork is minimized, and limited chances to run short of resources. It is advisable for the managers and administrators



(planners) to budget for miscellaneous (or have surplus budget) in case of insufficiency of the initially planned inputs.

Take an example of a farming organization that budgets its time, inputs, and labor. This will clarify on when is planting, weeding, spraying and fertilizers will be applied; no overuse of resources (wastage) since let us say if fifty liters jerrycan was initially budgeted to spray one hectare of crops; and agreed number of employees will do the spraying while others are attending to remaining duties rather than the whole staff spending the whole day in the farm yet few of them are doing the needful.

In a school setting, heads of departments and board administrators will together budget on how many staff (teaching and non-teaching) to recruit; how many sacks of maize flour and beans to store, and a share (meal portion) of each student per day; salary scale and related commission for each staff recruited; times schedules for academic and non-academic school activities. This will, in turn, have school activities done smoothly with minimal wastage of resources and deficiencies. Tam & Prof. Fonkeng, (2018) further cites Nworgu (1991) that the misappropriation of available resources and the poor management of other input components in education account for the ineffectiveness in schooling and educational systems as a whole, especially in Africa.

### **ADMINISTRATION AND MANAGEMENT STRATEGIES FOR BOOSTING ORGANIZATIONAL EFFICIENCY AND PROGRESS**

On a review and analysis of the papers (Henri Fayol's Principles; Luther Gulick and Lyndall Urwick), the author has come up with a proposed way forward that any organization's management and administration can try initiating, administering, effecting, and implement to realize its laid down targets. The author's proposed strategies to organizational efficiency and progress are briefly explained below:

#### **(i) Effective Communication Channels.**

This drives with how best-concerned organization's issues are harmoniously addressed. Good communication promotes understanding among the stakeholders. Having effective channels in an organization where every member can genuinely give his ideas, proposals, and complaints make them feel important members of the organization.

For instance, let us consider a school setting. It is important to have a suggestion box, board meetings, staff meetings, general meetings which gives room for parents and well-wishers to forward their ideas they think can make positive reforms to the success

of the school. However, it is unprofessional and backward to humiliate, harass, collide with and, or fight a member in an organization just because he raises issues and ideas in meetings or other related communication platforms. Students and parents being the major target clients for a school to exist, they should be given attention in case they raise a concern.

#### **(ii) Regular Seminars (Retooling Courses).**

This involves supplementary professional schedules intended to add on skills and knowledge possessed by members in a certain organization. These refreshing courses keep the members of the organization updated about new reforms made in their fields of the profession which likewise improves on the quality of the services they offer on their duties of work. Regular training, seminars, and workshops are good in refreshing knowledge and skills, (Amusan, April 2020). Let us talk about an agricultural seminar about modern ways of farming. This can make the farmers updated about trending and modern methods of farming; from planting to harvesting; modern storage facilities, quality of produce required on the market. This all leads to uplifting the quality of services and efficiency since products meet market demand. Administrators should be sent for further studies and training, (Dora, Feb. 2019); further added that personnel development as a process of human resource management influences productivity.

For example, in 2018 at Nyakyera United Secondary School in Ntungamo district (Uganda), the managing board hired a tutor from *Makerere Leadership Training and Management Centre*, who came at the school site and trained teachers on Effective leadership, Planning and School Management skills to keep their teaching profession successful.

#### **(iii) Regular Evaluations.**

The evaluation has to do with establishing the worthiness of something. Evaluation establishes the quality and quantity (if can quantified) of the production of an organization. Organizations that conduct evaluations in their production can know what is lacking, what is excessive, what is outdated that needs new reforms, and upgrades to the quality of its services unbeaten by other competitors. Evaluations minimize deficiencies, wastage of resources; and promote efficiency and productivity.

A good example is a school setting, teachers are always engaged in an evaluation of their student's standards through administering classwork exercises, end of topic tests, weekly and monthly examinations, and promotional examinations to standardize learners capabilities.

#### **(iv) Equity and Justice (fairness).**

This is all about free and fair treatment of organization members irrespective of their status, "let a mistake be a mistake and be condemned". Equal



sharing of responsibilities justified attention to the members' understandings, philosophies, and sentiments that can give them feel psychologically valued and they strive to "better their best" in the organization's production process.

Take an example of a school setting, students and staff ideas, views, and opinions should be heard, attended to, and they get feedback on the issues they raised.

**(v) Emphasize Motivation Strategies.**

Motivation is an act of cultivating a sense of satisfaction in individuals. This is mostly related to actions that happen and bear good outcomes. Motivation can be both intrinsic and extrinsic; meaning that an individual can work because it within himself (intrinsic) or can work because he is after something tangible (extrinsic). Motivating members of the organization can be through;

**Administrators creating a hospitable working environment.**

In an environment where every member feels at ease worried about nothing can make him deliver to expect maximum because nothing can interrupt his working agenda. This can be the provision of security to guard against any unnecessary intruder in the organization premises. In a school, staff and students feeling secured are motivated to do learning fearfully.

**Added incentives and commissions alongside salary payment.**

This a situation where the organization members get a top-up to compensate their efforts (services) in case of any extra-time and, or overload work performed, of which can be remedial lessons taught, and any other special assignments. This makes them realize value for their efforts and consequently, they endeavor to maximize their efforts in uplifting the organization productions.

**On-time salary payments.**

It is fair that any individual hired to get his wage once the task is complete without unnecessary delays. As agreed on recruitment terms of services, workers should be rewarded for their services rendered to the organization. Timely payment of salaries makes workers settled their expenses and related personal administration, which makes each member realize the benefit of his services (efforts).

**Tangible incentives.**

These are a gift like rewards of appreciating members' efforts and services they render to the organization. These can be depending on merit like certificates of merit, and other related rewards. This makes nearly every member maximize his efforts in a bid to compete for such incentives in the following turn of rewarding.

**Promotions and Sponsorships.**

These are forms of appreciation that an organization can offer to its member(s) as a result of their hard work on their duties. Promoting an employee from one rank (office) to another higher one makes him feel self-esteem and doubling his efforts to the organization's operations. Sponsorships do not necessarily mean enrolling from abroad! Never it can be! An organization can sponsor its staff member(s) to attend a seminar or a conference. This makes him feel unbeaten in the organization and turn to deliver the same acquired skills while performing his duties in that particular organization.

**Fair and justifiable terms of service (Employment terms and conditions).**

This is entirely about assigning conditions that do not humiliate the employees either. Favorable terms of service make all the members in the organization work towards a common goal because working terms are bearable.

**Humanity and Justice**

It is all about the fair treatment of stakeholders. This underlies with treating all members of the organization with empathy and sympathy. This cultivates a sense and attitude of equity and equality within the members which finally spearheads cooperation to work for common achievement.

**(vi) Recruit Skilled Personnel (Professional and qualified) or Use Quality Inputs for Quality Outputs**

"To achieve what you want, you must be knowing how to do it". Having skilled personnel reduces risks to incur losses and unnecessary wastage of resources. Qualified workers have extra skills even on how to go on with production even when resources are scarce on-site. However, employers should be conscious of their organization's environment as one can not recruit a skilled employee just to pay him "a peanut salary". Skilled stakeholders who are qualified in what they perform increases production efficiency. Skilled employees know how to go about innovations and coping up with the changing world of surviving. Governors who are proficient will experience very little difficulty in managing the school's resources effectively, (Raj, M. & Kishan, B., 2015); and found out in their study that many governing bodies lack the necessary skills to develop practical budgets and procure physical resources economically for their schools.

Take an example of a professionally trained teacher, he will beware of how to go about teaching and learning to enriched students' academic performance. He is aware of the up to date teaching resources, teaching techniques, assessment of students, and action plans to modify teaching and learning for



better results. Similarly, quality inputs yield quality outputs in a good working and management system.

**(vii) Attend to Clients'/ Workers' Opinions.**

In this sense, it is clear that who knows about something is one who practices or involved in it. Clients' issues and concerns must raise within and related to the organization's operations be taken with concern, solved, and give feedback to clients on the issues they forwarded. In an organization, clients (stakeholders) are the ones who are aware of what is concerned with their duty operations of the organization.

For example, in a soft drinks processing and packaging plant; it is all about the employees in different departments, and consumers in the field who know what would be done to check on the quality of products. In a school setting, potential opinions are from administrators themselves, different staff involved, students, parents, and their wellwishers who can oversee the education reforms on trending.

**(viii) Advertise Services Offered by Your Organization.**

This a major concept of a successful business. The advertisement makes the consumers aware of what offered by a particular organization. However, this should be done when proven needful. Letting the public aware of what is from your company increases on the number of customers, increased sales and profits, and be accessed by the potential suppliers of raw materials that may be on-demand or consumed by the organization for its sustainable production.

**(ix) Avoid Unnecessary Expenditures.**

This is all about differentiating on "what is wanted" and "what is urgent" for continued production and organization success. This is most of the time called "opportunity cost". Those resources that can be sidelined and still the organization progresses, should not be considered when there is scarcity. For example, in a school setting, it is not advisable to purchase and install a DSTv satellite set yet the school has no foodstuffs to feed the school stakeholders. Unnecessary expenditures keep the organization in progress even in scarcity of resources.

**(x) Restrict Personal Biases (Interests) From Professional Duty.**

This is a great set back to the success of any administration duty. Interfering professional duties with personal biases or interests minimizes gaps for the revision of personal weaknesses about assigned duties at work. It should be a principle to put personal and professional ethics on center stage in leadership practice, (Joseph, M.; Karen, S. L. & Mark Smylie, 2017). This ends leading to faults at works.

Similarly, other members who raise their concerns are framed as "rebels" which finally creates harassment and disunity among the organization's stakeholders and poor performance at work.

**(xi) Plan Sufficient Budget.**

Budgeting entails considering what is to be done, resources needed, and time frame to complete a particular program. This can be done in series or quarters, let us say the budget for resources, budget for marketing, productions as within the overall budget plan. However, it is important to consider whether there are available sources of income to sustain the planned budget before passing it to avoid insufficiency during the production process. It is important to budget for surplus or miscellaneous in case there will be a gap in planning when the budget is already passed. Strategic planning is a useful tool, of helping in managing the enterprise, especially if a strategy and strategic plans can be successfully deployed throughout the organization; thinking and managing strategically are important aspects of senior managers' responsibilities, too, (Nickolas, 2008).

**(xii) Transparency and Accountability**

This mounts to having clarity and openness about the assigned budget, the general income, and expenditure of the organization. It is ideal to make all the concerned stakeholders of the organization access the records (it can be addressed or displayed) for general expenses and profits in planned sessions annually, quarterly, or as planned by the administration. The most organization informs their members of their plans, resources required, and expenses at the end of a specific time frame (can be quarterly, or annually).

**(xiii) Establish Standardized Modes or Regulations of Operation**

This is concerned with ethics and moral standards upheld in the working environment. This can help to guide the stakeholders on ways to deal with empathy, sympathy, equity, equality, and creating a harmonious working environment that prompts to hospitality. Inhumane behaviors and modes of conduct that deviates from normal perceived standards should be cautioned, warned through standardized procedures, and generally agreed on penalty can be designed. A misbehaving employee can be suspended from duty for three or four days from service to create a room for revising his behaviors.

**(xiv) Integrate Technology (ICT) in your Organization.**

This entails associating technology (using calculators, phones, televisions, radios, computers, CDs, flash discs, ATMs, etc) in performing routine organizational tasks. This can ease the production costs, increased productivity, and similarly reduced





labor force. ATMs eases bank transactions even without human assistance, phones can ease communication within the organization, and likewise, radios and televisions can better advertisement rather than traditional means of using trumpets. However administrators may need IT training and use in their tasks, (Mwambo, 2019); further that ICT can be used to create and maintain the database, creating schedules of activities and timetables, typing and storing administration documents that ensures effective storage and retrieval, better for time-saving, accuracy, legibility, data storage, records checks, and general use for further reference. In a secondary school setting, teachers can be refreshed on the modern techniques of teaching, use of technology in teaching, and up to date resources to integrate into teaching and learning.

## CONCLUSION

Administration and management is not just an office in an organization but it is rather the virtue and status of an individual in initiating, designing, effecting, and acting to have things successfully achieved. Every individual on his/ her duty seems an administrator and a manager because he/she has the responsibilities to have duties performed in the right way that can meet his/her target. Incompetences in handling organizational affairs end up in deficiencies and losses, as being aware and competent ones are liable to do the needful for efficiency and progress of an organization, incompetent administrators and managers, all ends in compromises and progress stagnation. It is an archaic perception to assume that high payments will improve on organizational efficiency when the “working environment” is not ideal, though the “working environment” combines different aspects of organizational productivity that managers and administrators must meet for their organizations to be successful. Competent and skilled managers and administrators can be aware on different strategies on how to have their organization’s goals, aims, targets, and objectives achieved and resources effectively utilized; and consequently incompetent and unskilled managers can hardly administer effective strategies and finally lowers efficiency, production, progress, and finally an organization extinct.

It is clear that the analysed strategies to boosting organizational efficiency and progress can apply to almost all organizations because they almost share a large percentage of commonalities in terms of labour, capital, materials, production, management and other related aspects for a successful organization.

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