

THE ROLE OF CONTROL IN DEVELOPING PERFORMANCE AND IMPROVING PRODUCTION

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Preface

The legislator has granted the administration broad powers and privileges to perform its tasks and functions assigned to it. Therefore, this led to the high legal status of the administration and in the face of others within the entity of the state or its clients, where it has the ability to implement its decisions voluntarily or compulsion to achieve the high goal which is the interest of the public. The administrative decision is illegal if it is issued in order to achieve a goal other than the public interest, and this is known in the administrative judiciary as the defect of deviation in the use of power or exceeding it.

However, granting the administration these privileges to enable it to achieve its objectives of good operation of public facilities requires its commitment to the restrictions imposed by law on its freedom to exercise these means, including the law requires it to take certain measures when exercising a privilege or competence, and must The aim of these restrictions is to create a kind of balance between the freedom of the administration and its broad powers and the rights and freedoms of individuals and to protect them from the tyranny, control or bias of the administration. For these administrative decisions issued by the public administration are subject to the discretion and restricted competence and must be reconciled in the public interest.

The absolute authority of the administration may lead to major administrative corruption and abuse of the public money on the one hand and the rights of individuals and the violation of their legal or financial positions on the other, hence the importance of controlling the actions and actions of the administration, the most important of which is administrative and judicial control as means to ensure compliance. Administration for its privileges and non-delinquency to the public good.

Administrative control is basically self-censorship and includes all the main things, the most important of which is to ensure that the objectives set out in the plans, policies, and instructions directed are implemented accurately and efficiently and that the results achieved correspond to what the administration expects, as well as the disclosure of the obstacles that may intercept scoring goals, or lead to deviations.

The importance of oversight lies in maintaining public funds, fighting and preventing financial and administrative corruption, and promoting public accountability, transparency and integrity to serve the nation and citizens.

International constitutions, including the Jordanian Constitution of 1952 and its amendments, provided for the establishment of administrative courts as well as administrative control departments such as Integrity and Anti-Corruption Commission and the Office of Grievances, which is a feature of the state of law. Experience has shown that these institutions have a set of positive aspects that have opened the signs of the new era in the international community.

In our research, we considered the study of the administrative control system as one of the functions of the administration because of its great importance at the level of management and its decisions, it is an organized administrative activity, concerned with supervision, follow-up and measurement of performance, based on the plans and the objectives and the

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resulting policies and programs of action, with the aim of detecting the nationality of Weakness and imbalance to treat it first and foremost and to correct it and avoid repeating it.

First: The importance of research

The subject of censorship is one of the most important topics affecting the organizations of the private and public sectors of the state in this era, it is necessary to protect it and continue its work through the detection and treatment of errors, and to identify the shortcomings and propose appropriate solutions, hence the importance of the study of the importance of the subject itself and the need for it, The topic of the research focuses on the effectiveness of oversight and its role in achieving the desired goals and objectives, in order to develop performance and maximize production with the work of these facilities, as this study derives its importance through the scientific and practical addition that we can reach and make the necessary recommendations to raise the Efficiency, methods, and effectiveness of control

Second: The purpose of the study

Each scientific study or research has a goal or objectives that the researcher seeks to achieve through his interest in the phenomenon studied and summarizes the following:

-Implementing the objectives of the plan at the highest possible end.

-Identifying the general concepts of administrative control to ensure the validity and legitimacy of administrative work.

In order to correct the discovered errors and deviations and are considered as a permanent activity aimed at the careful follow-up to achieve the tasks and implement them to the fullest, so as to ensure the good performance of the functioning of the facilities, and to exercise full supervision of them prevents their deviation, and secure the legal system to protect the rights of others and the public interest, Internal or external control is one of the main pillars that must be exercised with high efficiency, to prevent abuses, mistakes, and sanctions, and on the other hand must take measures of motivation and reward.

Third: The problematic study

The importance of cooperation between the public and private sectors has increased in many areas, and increased financial and administrative corruption, especially in public administration, with the expansion of state activity to include all areas, and this led to the need to be strong and effective management, in order to be able to provide the greatest amount of services and the highest quality The less expensive and the more effective the oversight function, the closer the department is to achieving its objectives with high productivity, efficiency and integrity.

From this point of view, the problem of the study is concentrated in the following main question:

How effective is administrative control practice disanointing public and private facilities?

To answer the main problem, we ask the following questions:

What is the concept of administrative control?

How important are regulatory bodies in developing the administrative performance of the public facility?

What are the methods of exercising administrative control over public facilities?

Fourth: Research methodology

In our study, we have followed this descriptive-analytical approach, which is justified in being appropriate to this study, through extensive explanation that explains the role of effective administrative control over public and private facilities in the development of their performance, and work to dismantle these concepts by placing them in a set of titles that are useful The purpose of the study, therefore, is the descriptive-analytical approach, which is based on the study of the subject, as it actually exists and is concerned with an accurate

description by explaining the role of this organ, the nature of its work and the procedures for applying and implementing the terms of its supervisory competence by reference to legal and regulatory texts.

Fifth: Reasons for choosing the topic

Our choice of the subject of the study was for two reasons, personal and objective:

1- Personal reason:

That the choice of the subject of the study for my personal conviction that administrative activity should be carried out with integrity and transparency when dealing with the subject of censorship, as it has become one of the foundations or solid systems on which the modern democratic state should be based, and that the researcher's sense that the responsibility for the success of the process In order to build a clear vision of individuals in society by creating a knowledge framework on the subject of censorship, the various methods and types of their impact on the level of organizations or public facilities are very important for the community.

2- Objective reason:

The firm desire in our research on the subject of administrative control is to reveal the effectiveness of the methods used at the level of public facilities, and the extent to which the laws, instructions, and directives issued by public authorities are applied, in order to detect the obstacles that cause the reduction of the application of an effective control system, from In order to preserve public money and reduce the manifestations of administrative corruption, the subject of censorship is at the forefront of the entire administrative process in various countries of the world.

Sixth: Study difficulties

The difficulties of this study are mainly that when I try to conduct practical research in some organizations or public facilities and try to take a sample to study it with regard to administrative control, I have not been able to obtain it, as this information is confidential and private and cannot be accessed and requires approvals. From the higher authorities.

Seventh: Search Plan

The research plan (the role of administrative control in improving performance and improving production) will be as follows:

Progress:

Part 1: The concept of administrative control, its importance, its relation to decision-making and its types

Chapter 1: The concept of administrative control and its importance and its relation to decision-making

Chapter 2: What are administrative control and its relationship to decision-making

Part 2: Types of administrative control steps and features

Chapter 1: Types of Administrative Control

Chapter 2: Steps of Administrative Oversight

Chapter 3: Features of the effective control system and its role in improving performance .

Conclusion, results, and recommendations

Introduction

Administrative control plays a key role in the development of the performance of public and private organizations, through its various means, through which the director can know the path of implementation of plans and achieve the goals, so that it can perform the functions of management properly by guiding subordinates and supervision They must qualify them or

punish them accordingly or modify the plans to suit the reality and be enforceable, all under the guidance of the effective control system.

The existence of a well developed regulatory system applied in the organization leads to the development of the overall performance of the organization and improve and maximize production, as well as to control expenditures in its items without waste of money without any attention, hence the subject of administrative control, its concept and importance and many topics that fall within this topic.

Administrative control is a self-censorship carried out by the administrative authority through the allocation of a unit or department that performs the function of controlling its work in order to correct or review errors that have occurred or may occur in it either to modify, cancel or withdraw, and is carried out by the administration either on its own or on the basis of grievances from It concerns them whether you submit to the decision-maker or the president of the latter or a special committee.

Oversight is considered an element of the administration and one of the important responsibilities of the administrative leader, and he must prepare a system of effective control so that he can achieve under this control a high degree of system, and be able to achieve the objectives desired within the framework of the sequence of administrative levels within the administrative organization, because Every leader or manager of an administrative unit is accountable to the higher authority, i.e. the boss who can supervise him.

Part 1: The concept of administrative control is important, its relation to decision-making

The main function of administrative control is to measure and correct performance to ensure that the goals have been achieved (1), and that the plans have been properly implemented. In accordance with the established criteria(2) control is also known as the authority and influence through which to determine how to complete the work (3) and it is also a tool to measure the performance of subordinates and correct them to ensure the achievement of the goals.

Censorship in this sense assures each official that what has been done is what has been done as planned (4).

It is clear from these concepts that censorship is an important system that helps the administration to achieve the goals and objectives set out in the plans, and helps it to detect any deviations and thus enable it to correct them and make the work of the organization work properly that achieves the desired objectives.

The administrative control process is one of the important and basic functions of management, through which we can identify that the work and activities that are implemented are carried out as planned by the administration, and that the modern state has become managed through public facilities that have become the backbone of the life of society, where it performs a lot of Services to citizens, therefore it has become necessary for these institutions to conduct well-defined plans and studies, and it is necessary for competent authorities to ensure the validity of the implementation process and adherence to existing policies and plans, in order to reduce the imbalance and deviation that may be caused by the stages of administrative work, To remedy the imbalance at the time, while not allowing administrative work to deviate from the limits and policies set for it, and to find the necessary solutions to the deviations and reasons that led to this.

Accordingly, we will divide this part into two chapters and several lessons as follows:

¹ - Mahmoud Assaf and Abdel Moneim Salameh, Management and Management Assets, Cairo, Ain Shams Library, 1978 p. 383

² Mohammed Shalsh and Nazim Haidar, The Entrance to business administration, Damascus Press, 1963, p. 28

³ -Charles.p.BoniniJ.Managment Control(N.Y.McGRAW Hill Book Co.m1964).p.299

⁴ Abdul Ghafoor Younis, Entrepreneurial Organization, (Cairo: House of Knowledge 1965), p. 196

Chapter 1: Definition of Administrative Control

Researchers in the public administration are interested in studying and analyzing many of the administrative issues and problems and the role of administrative control in achieving the planned goals with a high degree of efficiency and productivity of public organizations or facilities of all kinds and activities, the administration is only an activity seeking towards Achieving effective cooperation and coordination between the various efforts made in the Organization in order to carry out the objectives that have existed to achieve them due to the importance of oversight and its role in achieving effectiveness at the management point, as well as jurisprudence

Great efforts in trying to define and understand administrative control, but these attempts have dispersed and differed over the identification of the clear and persistent, the difference between the angle that is being studied by all of them. Therefore, the definition of a body of law and opinions is one of the most difficult, so the definitions of censorship are numerous, through the statement of definitions and opinions in which they are said, as they are known to be: Follow-up to the organization's workers in order to implement the objective plan, and to make its work first and then to achieve the objectives established by the organization in the best possible way and in the shortest time, with the greatest accuracy and the least possible errors(1)." Like i knew it was: To check that the execution is carried out in accordance with the planned and the instructions issued, and to detect and treat weaknesses and deficiencies and prevent their recurrence(2).

How we verify the commitment of the management of the institution to laws and regulations, detect and re-correct deviations and analyze their obstacles, and seek to remedy them to avoid them happening and exceedthem in the future.

Chapter 2: The importance of censorship and its relationship to decision-making:

The elements of the administrative process are closely linked to each other and integrated, mainly related to the planning process, as the control process means a set of works that aims to review what has been done and measure what has been achieved compared to the objectives set by the plans, and then take the necessary actions, To correct the course of any deviation from the plan (3).

Administrative control is important in most areas, both in the public and private sector, for several reasons:

1. Preventor repeating mistakes
2. Ensure that the work is properly conducted as planned.
3. Encourage administrative success.

Based on the results of the control, the decision-maker can make the necessary decisions to correct the course, if the defect is due to the method of planning and misestimating and setting goals such as subjective or realistic, the decisions must be issued so that they become realistic decisions and can be implemented, but if they The plans and the objectives they contained are correct and realistic and proved that the defect of subordinates, requires the President to make the necessary decisions whether it relates to the training and rehabilitation of subordinates or the issuance of disciplinary sanctions as appropriate.

If the President finds through regulatory reports that the imbalance is due to regulatory reasons, such as overlapping terms of reference or lack of sufficient powers commensurate

¹Dr. Ahmed Hafiz Najm, Principles of Public Administration Science, Arab Thought House, 1997, p., 267.

²Mohammed Hassan Al-Juhri, Public Sector Investment Projects Control, ID Facility, Alexandria, 2007, p. 46

³Dr. Al-Quraiti, Mohammed Qassem, Principles of Management: Theories, Processes and Functions, Second Edition, 2004, p. 157

with the responsibilities to be fulfilled, he needs to make regulatory decisions to address the regulatory imbalances and gaps (1).

It may be clear through the regulatory system that the imbalance is not due to the previous reasons, due to the traditional management pattern such as the existence of problems between the subordinates themselves or with their boss, so the decision to send them to specialized courses to inform them of the best way to deal with each other, and to indicate the need to abide by the principles of work.

Part 2: Types of administrative control and its steps and features.

Administrative control is divided into different types as well as going in specific steps, so we will divide this part into two chapters deal with the first types of control and the second steps.

Chapter 1: Types of Administrative Control

1- Control according to standards:

It includes procedure-based control and results-based control.

- Supervision based on procedures: focuses on the actions of the employees as well as those issued by the units of the public administration, and not on the final results achieved, so that it measures these behaviors and conforms them to laws, regulations, rules and procedures.

- Results-based control: This type of control does not focus on the actions of administrative units, but is based on measuring the final results of the activities of public organizations according to objectively measurable criteria.

Censorship by its location of performance:

-Previous (preventive) control: its goal is to perform well or to ensure compliance with the provisions of the set of legal rules when issuing decisions or implementing procedures, and aims to implement administrative decisions correctly and effectively.

-Subsequent control: it is called documentary control, and it does its work after the issuance of administrative actions and decisions, so it is of a corrective or corrective nature.

1 -Censorship according to its sources:

-Internal control: represents the types of control exercised by each public organization itself on its actions and activities and at all levels of the organization to control its procedures and correct the violation of the group of rules and laws related.

- External control

It is considered complementary control to internal control, and the habit is comprehensive and not detailed and practiced through independent and specialized organs, which ensures the assurance that the administrative body of the organization does not violate the total rules and procedures, and usually follows the higher management to ensure that the executive bodies do not interfere with their work, and try Influence them, however, the control systems suffer from the resistance of their workers, due to many factors, the most important of which are:

Excessive control: Employees usually accept a certain degree of control, if they increase it, result in their rejection.

Inadequate focus: Some regulatory systems often focus on topics that do not agree with the views of employees.

The imbalance between responsibilities and powers: Employees sometimes feel that the responsibility placed on them exceeds the powers granted to them and at the same time the regulatory system may require detailed control of all the work molecules, which is negatively related to the acceptance of employees and the response to the regulatory systems.

¹Dr. Al-Quraiti, Mohammed Qasim, previous reference, p. 385

The imbalance between return and costs: Inadequate salaries and bonuses received by employees may be one of the reasons for their resistance to these regulatory regimes.

Lack of impartiality may result in non-neutral regulatory systems being not accepted by employees¹.

Chapter 2: Control steps: Censorship includes three basic stages (2):

see Figure (1)

1- Determining criteria: are the measures that are used to measure actual results i.e. it is the means by which one thing is compared to something else and these criteria may be physical as they are considered as certain points or measurements chosen to indicate the completion of the program or plan in question so that the measurement Performance through it gives the leader a specific picture of the progress of the work and the performance criteria vary according to organizational levels, these criteria are:

A. The amount of work to be done

B. His level of quality

The time needed for his performance

The most important precautionary measures that must be taken into account when setting the regulatory standard:

1- It is well formulated and cannot be questioned.

2- To be designed and built on the comparative analysis carried out by the institution in advance.

Types of criteria:

1- Standards according to activity and divided into:

- Input criteria

- Output standards

Input criteria:

- These are standards designed to measure performance results in terms of time, cost, quantity and quality.

1-4- Time Standard: Shows how much time it takes to provide a service or accomplish a commodity.

2.4: Cost criteria: It shows the amount of expenses spent to produce or provide a service or commodity.

3-4- Quantity criteria: Depends on the size, quantity or sales of an organization, or the number of activities or transactions carried out by any public administration facility.

4-4- Quality standards: Performance is measured in terms of the quality of the product or the commodity provided by a particular public or private facility.

These standards are digital on the one hand, clear and direct on the other, through which the president can distinguish between the conduct of the organization and whether its performance is good or low as planned, so that it rewards the glorious subordinates and punishes the defaulters.

In other cases, however, due to the difficulty of evaluating some of the work, the official may refer to indirect evaluation methods to measure the performance and capacity of subordinates as a demonstration of their ability to forecast as well as budgetary preparation, and the evaluation may be carried out through various field visits. Such methods are flexible and enable presidents to know the shortcomings and deviations that may be delayed if they are based on the course of official reports³.

¹Dr. Naeem Al-Zahir, First Edition 2010, World of Modern Books Press, p. 305,306

10- Mohammed Al-Quraiti, Principles of Management, Third Edition, 2006, p. 133

11 - William .H Newman and E. Kirby warren, The process of management, concepts ,Behavior, and Practice, Fourth Edition, Englewood Cliffs, N. j. Printice- hall, INC 1977, P. 465-466

Although the rule is that the standard of performance evaluation should be to contribute to the required results, at other times it may be appropriate to address the regulatory procedures.

Methods and procedures, not its results, for the actual cost on the one hand and the nature of some private business on the other.

There are a lot of work that can't be easily defined in the quality of performance, only to evaluate the ways in which it is done, for example, the field of scientific research or negotiation processes that are not handled by a team of officials with groups affecting the institution.

-Standards according to the method of evaluation and divided into:

-Historical criteria: which are based on comparing the current performance criteria with the previous performance .

-Comparative criteria: It is based on a comparison of the current performance rate of the organization's performance with performance rates in the competing or similar institution, for example, the average worker's output in similar institutions or competition is 40 units per day, which is similar to the current rate of the institution, if the average in the previous year was 45 u units. Mia, it's not an aberration.

-Technical criteria: Depends in calculating the time and activity necessary to perform the work on studies and scientific means, which determine the probability of machines and reasonable quality levels that are used by the administration, the institution may specify a period of 30 minutes to produce a commodity or specify 3 stages to produce this E the commodity.

1 -Measuring performance: measuring actual performance and comparing it with the previous criteria set in fact shows many differences and imbalances in the implementation of tasks as planned at the level of performance of individuals or different departments, so it is intended to compare the results achieved with the rates set in advance is an evaluation Achievement sat through a variety of means, including administrative reports, complaints, and inspections. In general, it should be available in the process of measuring performance and creativity, as many works are difficult to measure directly, making the use of indirect means of control necessary.

2-The process of correcting deviations from the standards and plans:

This means the mistakes and deviations resulting from the process of measuring previous works, the process of comparing the performance of the scheme enables the monitoring of deviations and thus try to correct them and the managers take measures to remedy deviations This process is a step in which control meets the rest of the other administrative functions Through the control process, the leader can change plans or redefine and inform individuals of the tasks and duties assigned to them, and the control should not be seen as an independent and separate process from other administrative functions, but must operate within one framework that brings together all other functions (planning). The organization, guidance.

3 -Feedback:

After making corrective steps, the performance must be followed up to see if there is progress or improvement in it, or whether things are still the same even after the corrective measures have been taken. Its ability to control variables, and in administrative organizations, spend not a long time on detecting errors or defects and once they are corrected until other errors have occurred, making the process going on.

Two types of corrective measures can be distinguished:

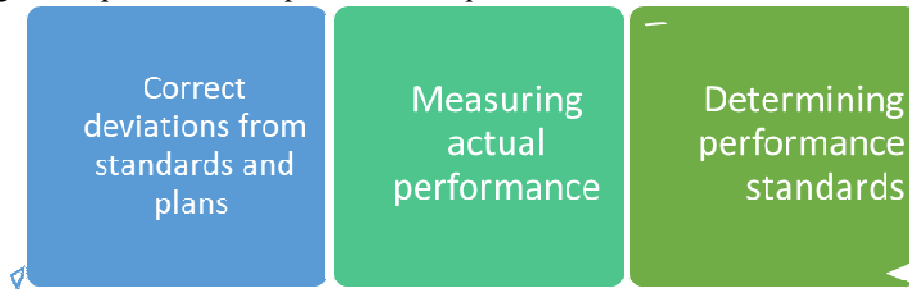
Actions (short-term):

The leader resorts to doing business and making decisions that are in line with the current situation.

Preventive measures (long-term):

After treating mistakes quickly and returning things to what is planned, more and more attention is needed to the causes and to identify long-term corrective measures to avoid them in the future.

Figure 1 represents the steps of censorship



Chapter 3: Features of the effective control system and its role in improving performance

The methods of control vary by different projects, so you should take into account several considerations or qualities in any good regulatory system. We mention the following (1):

Savings on expenses

The administration should not lose sight of the fact that the purpose of the presence of control is to reduce deviation from the plan, thereby reducing lost expenses or losses. Therefore, the proceeds of the regulatory system must be greater than its expenditures. Many food companies, clothing companies, and others in industrialized countries realize that they lose a large amount every year as a result of thefts by some of their visitors. However, it does not appoint observer sit-ins because it will cost a lot more than what is provided. As a compromise, it follows some control methods and technology that deceive those who want to steal and psychologically by the presence of hidden control means, which mitigates many of these incidents.

Clarify the methods of correction:

The regulatory system must show mistakes before or when they occur and alert those responsible to do so, as well as identify ways to correct those mistakes. There is no point in delayed censorship, which merely records mistakes to the point of punishment only.

Clarity and ease of understanding

The control system must take into account its appropriateness to the activity on the one hand and the ability of managers to understand it and read its reports on the other, and the complexity of the maps and control networks should not be the rule because many managers may not be able to read such maps, making them ineffective in achieving the objectives of the organization. There is no doubt that the clarity of the objectives of the regulatory system follows from accepting the objectives of the organization and accepting the standards of control by the implementers

Timely

Good control is not a subsequent control, but a precedent for mistakes. Prediction is, therefore, the basis for sound control, although the errors usually accompany it. Therefore, time and importance must be taken into account by the regulators so that they arrive on time and not too late, making it difficult to act and correct mistakes.

Objectivity and realism

¹Jamil Ahmed Tawfiq, Business Administration, Dar al-Nahza Al-Arabiya 1978 Beirut p. 443-451, Ibrahim Al-Ghamri, Management Theoretical and Applied Study (Alexandria, 1978 p. 453-457 Abdul Ghafoor Younis Organization and Business Administration Alexandria House of Knowledge 1967 p. 208-213

The evaluation criteria used in the control process must be as objective as possible, and not subject to personal elements that are not relevant to the work. In other words, the evaluation of subordinates on subjective grounds should be avoided because this would affect their productivity and their perception of the objectivity and fairness of the administration. The criteria must also be realistic and accessible, although this does not mean that they are intuitive but must be a kind of realistic challenge for the executors .

Flexibility

In order for the regulatory system to be successful, it must have the flexibility to adapt to the changes that are emerging on the organization, such as changing plans and objectives, if there are circumstances that have caused changes in objectives, this must be reflected in changing the standards of performance on which control is carried out.

Implementers must be involved in determining control standards

The participants must participate in the preparation of control standards to make sure that they understand what they are expected to do and to obtain their acceptance of objective criteria.

Conclusion

We can say from what has already been clarified in this research that administrative control is one of the functions of management important at the level of the organization as a whole, if a control system based on flexible and clear legal foundations is activated, and adapts to all functions according to advanced methods and means, depending on continuous modernization and technology. It will lead to an investment-stimulating environment and as a result, improve performance and increase production in general.

A good system of control should not ignore the humanitarian aspect of workers, and help workers to carry out their tasks without feeling that they are observers in all their work, which leads to preoccupation with the subject of control and dispersal of their efforts, on the contrary should encourage workers in a stimulating work environment Them physically and morally.

Therefore, we can conclude that administrative control over public and private sector institutions is necessary, but they must be exercised in reasonable and thoughtful scientific ways so that these organizations can continue and be able to provide their services and goods of high quality, with minimal effort, time and money.

Results and recommendations:

After analyzing and discussing the research topic in the previous chapters, a number of conclusions and recommendations can be highlighted below:

It requires from each public and private sector to build an effective control system not only for the traditional simple, applicable in many countries of the world which closes by traditional character simple, case follow-up and inspection, and administrative, and technical audit. As to the regulatory process which depends on the types of reports simple in accordance with the methods not well developed, such as periodic reports, examination reports, memos, and reports.

- Administrative controls should focus on detecting mistakes and working to fix them and avoid repeating them, not just catching mistakes.

- Relying on effective control methods and focusing on the overall quality system and the break-even point and others

The administrative control system was affected by several external pressures, especially political, economic and social pressures, especially in the Middle East.

The lack of autonomy of the administrative regulatory system enables it to evaluate well to work in all areas, so I recommend

1. To achieve effective administrative control of public and private sector institutions , mostly through internal control units and sections- I see that the directors of these units are appointed through the Council of Ministers and submit their periodic reports to him, and must not receive any rewards or privileges from the facility in which he works to ensure his impartiality and integrity and under liability.

2. The director of the public sector oversight unit should be as a judicial officer and be associated with the Anti-Corruption Department and report on corruption cases after verifying its authenticity.

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