

Introducing administrative development

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Abstract

All countries seek to achieve progress and prosperity in various fields, and many countries have confirmed that the way to achieve this is to pay attention to the administrative aspect because it is the basis for success in all fields. Administrative development, its characteristics and importance, as well as approaches to its development. Therefore, we will divide our research into two sections, the first showing the nature and types of administrative development, and the second the entrances to administrative development.

Keywords: development, administration

Introduction

Administrative development is one of the important matters for developing countries, especially since economic development needs an effective administrative apparatus that helps in preparing plans, then putting them into practice, carrying out follow-up work on implementing plans, and amending them if implementation conditions so require. The attempts of many developing countries to achieve economic development have faltered, due to the backwardness and weakness of their administrative apparatus, to the extent that achieving administrative development is considered an imperative necessity to achieve economic development. Here we will introduce administrative development and explain its types.

Literature review

The first topic

The nature and types of administrative development

The first requirement: a statement of administrative development.

Several terms are mentioned in public administration books, including (administrative reform), (administrative modernization), (administrative development), and (administrative development), and some management scholars and writers try to distinguish between them, and prefer to use one term over the other, and I do not wish to participate in this. The philosophical and verbal debate about the name, but I see it transcending to the essence and content, and therefore I will use for the purposes of this research, one term is (administrative development). To denote the content of reform, modernization, and administrative development "(1).

The first section: the concept of administrative development.

There has been a great development and expansion of the function of the state since the thirties of the last century, and in particular, after the Second World War. Its function is no longer limited to the old traditional functions, which are maintaining security within the country, defending it against external invasion, and administering justice among citizens. However, it developed, expanded, and included new jobs that were not among its previous jobs, such as economic and social jobs, so the state began to intervene in the economic field, taking measures that would address the state of economic depression and monetary inflation, and laying down

plans to implement economic development programs and projects. The state has also expanded its function in the social field, so it started providing health services, free education, and providing financial assistance to the poor classes, in order to raise the social, economic and social level, by setting plans and implementing economic and social development programs and projects, in order to achieve comprehensive development in the country (2).

There are several definitions that dealt with the concept of administrative development, the most important of which are:

Administrative development is defined as the process that seeks to improve and advance the level of administrative work, by relying on modern mechanisms that depend on it in controlling and organizing work and intensifying efforts in order to address problems and obstacles, and in another concept it means With administrative development, it is a pattern that aims to invest well in administrative means very effectively, in order to achieve the desired goals. Administrative development tries to combat crises that may confront establishments such as financial crises and others. The process of administrative development is an important and essential part of comprehensive development, as the strategy applied by administrative development is an integral part of the strategies adopted by comprehensive development with all its aspects and dimensions (3).

The term administrative development appeared in the modern writings of public administration, as a partial result of the development attempts that are currently taking place in the countries of Asia, Africa and Latin America. It is a term that expresses the efforts made by these countries in addressing the administrative problems they face in attempts to accelerate their agricultural, industrial, educational, and social progress, through the development of regulations, administrative systems, and bureaucratic practices to achieve this progress (4).

Another thinker, who is one of the officials and researchers in public administration, believes that administrative development is the effort that must be made continuously to develop the administrative apparatus in the state in an effort to raise the level of administrative capacity by setting up organizational structures appropriate to development needs, simplifying work systems and procedures, and trying to develop behavior Employees are positive towards their devices, and those who cooperate with them, Improving the work environment that affects and is affected by the administrative apparatus, In order to achieve the goals of economic development plans with high efficiency and the lowest costs (5).

He also defines the concept of administrative development: "It is the process of upgrading the current situation in administrative work in various fields, by relying on modern mechanisms that depend on controlling and organizing work and making efforts to solve various crises" (6).

In developing countries, it is defined as "a pattern of increased effectiveness in the use of the administrative means available to achieve the general goals of the state apparatus." Or at the educational level, it means "those activities and efforts that are made in order to get rid of the reasons for the inability of the administrative apparatus to perform its function in leading social development." With energy, enthusiasm and competence.

The researcher provides an explanation of the concept of administrative development, as he believes that administrative development is the comprehensive development of the state's administrative apparatus, to raise the level of its administrative capabilities, to enable it to carry out the functions of the state in general, and the functions of economic and social development in particular, with a high degree of efficiency and effectiveness. Administrative development is achieved through the development of laws, regulations, and regulations, the development of managers and employees, and organizational developmentgovernment agencies, and the

development of work systems and procedures, within the framework of an administrative theory and belief, in which members of society believe and apply its principles.

The second section: factors that increase the effectiveness of administrative development.

In order for administrative development to achieve its tasks and the goals it seeks, there must be a group of factors working to increase its effectiveness, and the most prominent of these factors are the following (7):

- 1) Full readiness to face changes and respond to them
- 2) Equality and justice.
- 3) The participation of all employees in the organization in achieving it.
- 4) Transparency.

The third section: the importance of administrative development.

It is the responsibility of administrative development to complete the feast of tasks, and therefore administrative development is of great importance, the most prominent of which are the following (8):

- 1) Work to correct deviations, and direct establishments and institutions to the correct paths
- 2) Combating administrative corruption, and urging individuals to abide by what is required of them to perform their duties successfully.
- 3) Activate the performance of the units, and the important administrative processes such as internal control and performance evaluation, in order to ensure that there are no deviations, and the efficient progress of the facility towards its goals.
- 4) Establishing the rules of transparency and reform in a way that achieves the success of the establishment.
- 5) Commitment to accuracy, quality, and review, in order to reduce all negatives related to the administrative process.
- 6) Ensure the experience and competence of the employees applying for the available jobs in the facility.

The fourth section: the goals of administrative development.

Administrative development aims to achieve a set of objectives, most notably the following:

- 1) Make good use of the available resources, in order to achieve economic and social development.
- 2) To provide all the equipment and tools needed for administrative work.
- 3) Develop systems and administrative methods correctly in order to contribute to achieving progress in various fields.
- 4) Providing modern technological means that seek to raise work efficiency.
- 5) Getting rid of the regulations and rules that hinder the workflow.
- 6) Work to achieve consistency and integration between disciplines, in order to achieve the desired goals.
- 7) Trying to develop the existing systems, and introducing everything new, in order to expand and develop.

The second requirement: the elements and characteristics of administrative development.

The first section: elements of administrative development.

Administrative development is achieved in any country in the world, as a result of the meeting and interaction of several elements, and these elements together constitute a general framework, or a model, which we believe contributes effectively to the achievement of administrative development. These elements help in overcoming the administrative problems facing the state's

administrative apparatus, and they also contribute to the development of the apparatus so that it becomes highly efficient and effective.

As for the elements of administrative development, we see that it consists of the following:

- 1) Creed.
- 2) Administrative theory.
- 3) Developing laws, regulations and regulations.
- 4) Developing and developing managers and employees.
- 5) Develop organizational structures.
- 6) Develop work procedures, models and devices.

The following is a brief overview of each element of administrative development:

- 1) Belief: Belief means what the members of society believe in, and it constitutes the general framework for values, behavior, and transactions. It is necessary to emphasize the importance of adhering to the faith, adhering to it, applying its principles, adopting its values and ethics, and reflecting the effects of the application on the behaviors of individuals in society, especially on the behaviors and actions of state employees. There is no doubt that the Islamic Sharia, the glue, constitutes the most important elements of administrative development, and a strong motive for achieving administrative progress. Islam calls for honesty, honesty in dealings, justice among people, zeal for the public interest, a sense of responsibility, and good morals.(8)
- 2) Administrative theory: Administrative development needs an administrative theory, which stems from the environment of the country in which it is applied, and is derived from the experiences and practices of administrators in those countries. It is known that most of the administrative theories applied in the Arab countries, and in other developing countries, are Western administrative theories. It was developed by managers who worked in factories, companies, government agencies, thinkers, and management writers in those countries, and it stems from a Western environment, within certain political, economic, social, and religious systems (9), and it differs from what exists in the Arab countries, and from other countries. other developing countries, and this led to failure when applying it in the Arab countries, and in other developing countries, and not achieving the same degree of success that it achieved in Western countries..

Administrative theory constitutes the intellectual framework that helps administrators to manage their organizations, in the manner of dealing with their employees, and in how to achieve the greatest possible return (10), from the human and material capabilities at their disposal. With regard to the Arab countries, there is an urgent need to develop and develop Arab administrative views that stem from the environment, experiences, and practice, and are compatible with the reality in the Arab countries. Administrative researches are invited to contribute in this field, in order to develop administrative theories, models, and rules that suit the local environment in the Arab countries and suit the Arab person. Until Arab administrative theories and models are developed, there are no alternatives for the Arab manager to choose from, other than Western administrative theories. In this regard, you see that there is no harm in seeking the help of the Arab director, provided that he takes it with caution, and for the purposes of guidance when carrying out his administrative work (11).

- 3) Developing laws, regulations, and regulations: Over time, many laws, regulations, and regulations become unsuitable for organizations' conditions, an obstacle to achieving their goals, and a problem of administrative problems, which citizens and employees complain about, due to the complexities they contain, and the restrictions they place on

Businesses, therefore, had to be modified, developed, and provided with flexibility in order to suit the conditions of the communityCollect, and the progress that is being achieved, and in order to help meet the requirements of work, in making appropriate decisions quickly (12).

The development and amendment of laws, regulations, and instructions, especially those related to personnel and financial affairs, contributes positively to achieving administrative development, and is considered one of its basic requirements, as it contributes to attracting good and qualified elements of employees to work in government agencies (and this including incentives for employees), and in providing better services to citizens (13).

- 4) Development of managers and employees: The development of the human element is considered the most important element of administrative development, because managers and employees are the ones who undertake the task of carrying out the functions of the state, and success in achieving administrative development depends, to a large extent, on what is achieved in developing and developing managers and employees (14).

The means of developing managers and employees include the following:

- a) Proper selection of managers and employees, as the selection must be made on the basis of merit and depend on a description of the duties of the job, and the qualifications and experience required for its occupant.
 - b) Continuous training and development for them.
 - c) Providing scholarship opportunities for managers and employees to obtain academic qualifications
 - d) Suitable for their business.
 - e) Provide them with appropriate incentives.
 - f) Delegating the necessary powers to carry out the work, to managers and employees (since
 - g) A frequent complaint is of the lack or lack of powers).
 - h) Evaluating the performance of managers and employees, on scientific and objective bases, and granting appropriate rewards and incentives, in light of their objective evaluation.
- 5) Developing organizational structures: The organization resembles a living organism, as it is in a state of continuous growth and movement, and with the passage of time, and with changing circumstances and conditions, its organizational structure becomes outdated, and there is a need to develop it in order to be able to carry out its work efficiently and effectively, and the development of organizational structures is considered one of the basic elements of development However, the development of organizational structures alone is not enough (15), as the development of organizational structures must be accompanied by the development of procedures, the development of managers and employees, and the development of laws and regulations (16).

The process of developing organizational structures for government agencies includes defining terms of reference for administrative units, clarifying the relationships between them, defining duties, responsibilities and powers for jobs and employees, drawing organizational maps for organizations, and developing organizational guides for them.

Management consulting agencies in the country study organizational structures and submit proposals for their development, whether they are governmental consulting agencies or private sector agencies for management consulting, such as private management consulting companies and offices (17).

- 6) Developing work procedures, models, and devices: Administrative development requires developing and simplifying work procedures, and designing modern models that help in completing work quickly and proficiently, away from long routines and its complexities. Administrative development also requires the use of advanced devices and modern office machines, such as devices Computers, miniature films and cards (microfilm and microfiche) that help save information and quickly obtain it when needed, which helps in making decisions, and typewriters contribute. Printing machines and modern calculators speed up work completion, increase accuracy, and reduce costs (18).

The second section: the characteristics of administrative development.

Administrative development is characterized by a set of characteristics that distinguish it from other administrative concepts, including:

First: Official: It means the legal nature of administrative development efforts, because administrative development must be issued by the competent bodies in the organization in order for it to gain an official character, not to be achieved by random individual initiatives.

Second: Comprehensiveness: It means that the administrative development process includes all organizational aspects that would affect the capacity of the administrative apparatus.

Third: Continuity: In the sense that the process of administrative development is not a temporary act that does not soon disappear, but it is continuous, especially for developing countries, depending on changes in conditions and situations (19).

Fourth: Balance and consistency: That is, administrative development does not achieve its goals if its efforts are limited to a specific field.

Fifth: Clarity: through clarity of objectives, clarity of responsibilities and authorities, and standards used in monitoring and evaluating results.

The second topic

Introduction to administrative development

To begin with, it is necessary to go through the concept of administrative backwardness and its manifestations, as administrative backwardness is a contemporary problem for developing and industrialized countries, but in developing countries it takes a stark dimension, as the administrative apparatus takes and adopts a superior view that makes it affect the environment and is not affected by it. Here the problem of administrative backwardness is intertwined with other problems of political, social and economic backwardness. We will also show the methods of administrative development.

The first requirement: the phenomenon of administrative backwardness.

The first section: the definition of administrative backwardness.

With the development in the functions of the state, there was a development in the administration, so there was an expansion in the administrative apparatus (20), so new departments and organs were established and the number of employees increased significantly, in order to carry out the old jobs and the new jobs that were entrusted to the state. But the development in administration did not keep pace with the development in the functions of the state, and the administration was unable, in many countries of the world, to carry out what it became required of it to do in terms of functions, neither in terms of quantity, nor in terms of quality (21), so it happened in what is called administrative backwardness, which is The essence of the problem suffered by developing countries. What is meant by management is all

components of administrative work such as systems, personnel, methods and procedures, devices and machines (22).

Accordingly, administrative backwardness is defined as: the situation in which the administrative apparatus lacks the ability to fully implement the general policy specified by the government, and its failure to achieve the goals included in this Politics.

So administrative backwardness is represented in the weakness or loss of self-growth capabilities, and these self-abilities are:

- 1) Functional vital capacity
- 2) systemic integrative ability
- 3) The ability of administrative growth
- 4) Adaptability (23).

Section Two: Dimensions and Stages of the Administrative Problem:

First: Administrative diseases: The administrative system becomes ill when two of its basic components are disturbed. Civil servants - administrative corruption -. The other is the functional activity that includes management functions and organizational functions (24).

Second: Administrative stagnation: stiffness, paralysis, and static affects four of its components, which form a framework for decision-making, namely (25):

- 1) Public administration organizations (decay).
- 2) bureaucratic organization (decomposition).
- 3) The administrative structure (fossilization).
- 4) Administrative performance (failure).

Third: the administrative disintegration: the disintegration of the three external components of the administrative system (26).

- 1) The deterioration of administrative culture and philosophy
- 2) primitive technology used
- 3) The atrophy of the business administration pattern overlapping between them, thus being the roots of administrative backwardness as a whole.

The third section: Manifestations of administrative backwardness.

Administrative backwardness in developing countries has common characteristics of administrative backwardness (27), sometimes called administrative problems in developing countries. These problems differ from one country to another, depending on the difference in the environment, and the political, social, and economic conditions in those countries. However, most developing countries share the following problems: (28)

- 1) The long, complicated routine (29).
- 2) Inflation of the administrative apparatus (30).
- 3) job inflation (31).
- 4) adherence to the letter of the law or order (32).
- 5) Negligence and indifference on the part of the employees (33).
- 6) The tendency towards stereotypes in systems and methods of work (34).
- 7) The absence of a coordination factor between the various government agencies in the country (35).
- 8) inflexibility (36).
- 9) Introduce the organizations (37).
- 10) Extravagance and high economic cost of services or production (38).
- 11) Favoritism and nepotism (39).

12) Poor administrative morals, widespread bribery, and achieving illegitimate gains at the expense of the public office and the public interest.

13) Imposing strict confidentiality on administrative work (40).

14) severe centralization (41).

Accordingly, it can be said that administrative backwardness is a relative phenomenon that varies from one society to another, from one sector to another, from time to time, and even in parts of one unit within the organization.

First: General manifestations of administrative backwardness (42):

Administrative backwardness has several manifestations, the most important of which are:

- 1) High rates of efficiency and production (falling).
- 2) Benefiting from the concepts of knowledgeable management (distance).
- 3) Take the easier way (primitive in achieving production goals).
- 4) Pay attention to material resources without intellectual resources.

These phenomena arise from the following reasons:

- A- Lack of clarity of objectives
- B- Inaccuracy of planning
- C- The stagnation of organization.
- D- The disintegration and weakness of control, follow-up and evaluation.

There are those who see manifestations of administrative backwardness

In developing countries:

- Distorted bureaucracy: lack of functional specialization. More than one manager. Deviation from bureaucratic principles.
- Structural duplication: underdeveloped facilities, along with advanced ones. Central and semi-central official departments. The contrast between innovation and inertia
- Neglecting the basic principles of management: equal opportunities. The right person in the right place. The unity of purpose. Organizational dynamics. Determine the scope of management and the unit of supervision.
- Mismatch of actions and responsibilities with powers: imbalances and suppression of the roles of managers.
- Poor planning and follow-up: leads to wastage of funds and the loss of many concepts such as specifications and standards. Not having the right technology.
- Centralization of senior administrations and main facilities in the capital.. which leads to intractable bottlenecks and severe centralization ().

Second: the basic direct manifestations of administrative backwardness.

- 1) Lack of production in quantity and quality.
- 2) Low quality.
- 3) High melasma.
- 4) Excessive use of resources.
- 5) Underdevelopment of management functions: planning, organizing, follow-up, and evaluation.

The second requirement: methods of administrative development.

The first section: definition of administrative development:

A comprehensive process that goes beyond training and providing employees with information, skills and attitudes. It is a purposeful process that aims to create an efficient administrative apparatus that can carry out the burdens of economic and social development and solve its

problems. It is also an organized and continuous process that requires sound scientific planning, accurate implementation and conscious follow-up (43).

Administrative development in its comprehensive sense is a political, social, economic, cultural and administrative process. The developmental process is linked to all environmental variables (44).

It is also a planned and directed process that aims to bring about comprehensive and partial qualitative and quantitative changes in the structures, systems, methods of work of the administrative apparatus, and patterns and controls of behavior in it, in order to increase the ability and effectiveness of this apparatus to achieve economic, social and administrative goals within specific environmental and temporal data.

The second section: the importance of administrative development.

Administrative development has a clear and important importance, including:

- 1) Administrative development is important for national development plans.
- 2) It is also important due to the expansion of the role of the state and its transformation into a development state.
- 3) Important due to the rapid changes in the goals of society
- 4) to reduce the manifestations of administrative backwardness.
- 5) To bridge the gap between developing and developed countries.
- 6) to deal with changes in the organization.
- 7) To enrich administrative knowledge.

Section Three: Administrative Development Objectives:

The goals of administrative development are crystallized and clarified through the presence of a central administrative body at the national level that undertakes defining the comprehensive goals of development so that the goals of administrative development are related to the goals of national development and economic and social policies (45).

The objectives of administrative development are summarized in the following:

- 1) Development of human resources
- 2) Finding an efficient administrative apparatus capable of achieving development goals.
- 3) Developing the administrative capacity and effectiveness of the state apparatus as a whole.
- 4) Making the administrative apparatus compatible with the changing tasks and adapting to the changeEnvironmental systems to manage development efficiently and effectively.
- 5) Work to eliminate the manifestations of administrative backwardness in the state by adopting scientific plans, programs and policies that translate into practical reality.
- 6) Work to bridge or narrow the gap between developing and developed countries.
- 7) Developing concepts, trends, knowledge, skills, organizational and functional structures, work systems and methods, and creating an appropriate organizational climate for creativity and positive interaction between the institutions of the administrative apparatus and their environments.
- 8) Increasing understanding and awareness of the administrative process to change trends with the acquisition of new capabilities to influence the course of comprehensive development.

- 9) Developing general awareness among the community of the importance of development goals, to create readiness and response to contribute and participate in the success of development.
- 10) Rooting the civilizational dimension of the development process, through conscious benefit from contemporary human experiences creatively.
- 11) Developing the organizational and functional structure of development institutions.
- 12) Developing the material and technological requirements for the advanced administrative work, to raise the efficiency and enable it to keep up with the advanced functions of the state and keep up with the times.
- 13) Updating, developing and simplifying systems and administrative work methods, and adapting and modifying them in the light of job changes.

The fourth section: entrances to administrative development.

It can be said that there are two basic inputs to administrative development:

First: the traditional approach: experimental - right and wrong. It includes a number of sub-entrances, the most important of which are: the entrance to administrative training. And the entrance to management consulting. And the entrance to management research.

Second: The modern approach: through scientific research, and is based on objective scientific studies that aim to (46):

- 1) Detecting and analyzing the prevailing administrative conditions.
- 2) Identifying and diagnosing problems and manifestations of administrative backwardness.
- 3) Determine the influencing variables that cause administrative backwardness.
- 4) Discovering development methods and comparing them to choose the best and most suitable for the situation and circumstance
- 5) Follow-up of change and evaluation of results.

Fifth Section: Administrative Development Methods.

Administrative development attempts are made by various methods, and each country chooses what it deems appropriate for its situation from these methods. The most important methods of administrative development are the following:

First: The administrative head undertakes administrative development in his field of work: interest in administrative development is considered one of the basic duties of the administrative head, as he is responsible for developing and developing the employees under his supervision, and for simplifying procedures in his administration. And he usually has the powers that enable him to carry out these tasks, and if every administrative director performed his duties in this field in the fullest way, comprehensive administrative development would have been achieved in a faster time and with lower costs.

Second: the formation of temporary or permanent committees: the formation of temporary or permanent committees in some countries, and they are entrusted with the tasks of studying the administrative conditions in government agencies, and making recommendations for the development of these agencies. The committees are considered one of the common and important methods in achieving administrative development, and the committees consist of groups of experts, charged with studying the causes of failure, corruption, and administrative backwardness, and presenting proposals and recommendations to address them. (47).

Third: Establishing agencies specialized in administrative development: Most countries in the world establish agencies specialized in matters of administrative development, entrusting them with the tasks of studying the conditions of ministries and government departments, and providing appropriate recommendations for their development, such as reorganizing these

agencies, And simplifying procedures in them, training employees, and from the administrative development agencies, the central departments for organization and administration, public administration institutes and civil service bureaus... and other (from the agencies).

The method of establishing agencies specialized in administrative development is one of the best methods for achieving administrative development in developing countries (48).

Section V: Administrative Development Methods.

Administrative development has many methods, the most important of which are the following:

First: On-the-job education, which is a common and effective means of training administrators, as nothing can outweigh the actual experience of facing problems and situations, and being able to solve them satisfactorily in dealing with different personalities and witnessing the results of personal efforts, by providing special classrooms for them inside or outside the establishment. In spare time, until knowledge is progressively mixed with work.

Second: The instructions and advice provided by the administrative head to those who want to develop them through lectures. The general manager or whoever takes his place gives lectures to those who want to develop their administration. This is a personal method that can be highly effective, especially if the lecture is inclusive and prohibitive in the terminology of logicians. And the existence of harmony between the lecturer and the listeners for whom he is lecturing.

Third: Observation. This method focuses its attention on education through observation. Help centers are good positions for observation. The development of candidate administrators who occupy positions of assistants to departmental managers enables them to observe managerial activities that occur at the top organizational level, and so on for managers at the base making use of managers in the middle and so on.

Fourth: Special tasks and these tasks can be used to train individuals. The trainee who is entrusted with a special task where he is given complete freedom to deal with matters according to his diligence and thought, is trained to manage in the best way, because he gains an opportunity to see how things can be dealt with and what he can achieve to get out of the impasse, Or to make it better and better.

Fifth: Solving problems, which is one of the methods whose use is spreading quickly and involves the trainee writing a description of a specific situation or situation that requires administrative work, and the trainee must:

- 1) Define the problem.
- 2) By analyzing the facts, circumstances and circumstances that led to this problem.
- 3) Analyze the plan he recommends to solve the problem.
- 4) To justify the solution he proposes, if he chooses the solutions with precision and care, this will be a training in developing his administrative ability.
- 5) Organization StructureThe decentralized (49).
- 6) Administrative schools in universities, specialized institutes and some government schools (50).
- 7) private meetings (51).
- 8) What is called (the second team) in the terminology of administrators ().
- 9) Committees (52).
- 10) Conferences (53).
- 11) Courses (54).
- 12) Special courses for studies that train administrators to advance (55).
- 13) Permanent monitoring of the progress of work towards development, which requires monitoring and giving rewards to those who excel.

As for the stage of development, it is many and varied, and it can be by observing high prices, cheapness (inflation and declining), low costs of production, improvement in sales or increase in quantities, or improving communication between members of management or control, when informal discussions occur between employees, and studying their work, analyzing occasional problems that affect the operations of one department or several departments and that require administrative attention, or assessing the appropriateness of the company's policies in general in one of its aspects and one of its units, or discovering some weaknesses in the chiefs that impede the efforts of subordinates, while proposing ways Treatment, or better cooperation between management members and their unified work as if they are a team in one institution, or encouraging managers to evaluate and develop their subordinates, or encouraging the promotion of qualified managers, or getting to know members of management who are placed in places that are not suitable for them while making the movement necessary for the common interest, or The large number of members from which it appears that the administration is progressing, or the large number of people's demand for products, goods and services, while this is not due to a secondary party, such as the closure of another factory or another school, or the like, and other effects and results that appear with evidence now (according to the saying of logicians) of administrative development.

Conclusion

At the end of the administrative development research, administrative development seeks all countries of the world to achieve administrative development, as it includes reducing red tape and bureaucracy, as well as using modern technology such as using computers in institutions, in order to reduce time and effort for all employees, as well as to ensure transparency and reduce the process of exploitation influence within the state

Margins

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26. Rasul Naji, previous source, p. 121.
27. Abdullah Mohsen Fasel, previous source, p. 89.
28. Ihsan Najm Abboud, previous source, p. 56.
29. The “administrative underdevelopment” seems clear in the administration’s inability, represented in the administrative organization, to translate the goals that make up the function of the state into policies, and then to develop plans, programs and projects, and implement them well and effectively, in order to achieve comprehensive economic and social development in the country, and solve society’s problems.. Administrative backwardness is observed by comparing what is actually accomplished with what is required to be accomplished, and the greater the gap (between what has been achieved and what is required to be accomplished), the more apparent administrative backwardness, negligence, and administrative incapacity prevail over the state apparatus. For more see. Muhammad Abd al-Sattar Khazal, previous source, p. 32.
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31. Raed Hajj Suleiman, The Role of Globalization in Administrative Development, Abdoun Publishing, Damascus, 2019, p. 34.
32. Nour Al-Alawi, previous source, p. 100.
33. Ihsan Najm Abboud, previous source, p. 65.
34. Nour Al-Alawi, previous source, p. 34.
35. Ihsan Najm Abboud, previous source, p. 39.
36. It is represented in the lengthy work procedures for transactions, and their long delays in the offices of employees. For more, see: Basma Majid, previous source, p. 39.
37. It includes the public and private sectors, and is represented by the establishment of large numbers of ministries, departments, and government institutions and the creation of many administrative units in them. For more, see: Rasul Naji, previous source, p. 154.

38. Noting the presence of large numbers of employees in offices who only work a few hours. (Job inflation often complicates procedures and obstructs the conduct of transactions, because employees want to find jobs for themselves to occupy them during official working hours, so they increase the steps of transaction procedures). For more, see: Israa al-Hakim, previous source, p. 87.
39. Where many employees in developing countries resort to the literal application of laws, regulations, bylaws, and instructions issued to them by senior management, and this behavior leads to harassment of citizens who obtain services from those government agencies, and from these government employees. For more, see: Ihsan Najm Abboud, previous source, p. 121.
40. Noting the existence of the phenomenon of negligence and indifference among employees in many developing countries, and the reasons for the existence of this phenomenon are due to the low salaries that these employees receive, their laziness, and the weak control over their performance of their work. For more, see: Muhammad Abd al-Sattar Khazal, previous source, p. 32.
41. Many developing countries tend to apply unified systems in financial and personnel affairs in all their agencies, regardless of the differences in the nature and environment of work among those agencies. For more, see: Raed Hajj Suleiman, previous source, p. 43.
42. Among the companies that implement projects, which leads to impeding government agencies from carrying out their tasks, and to delaying the completion of projects by the implementing companies. For more see. Muhammad Abd al-Sattar Khazal, previous source, p. 32.
43. Some organizations in developing countries are characterized by inflexibility, as they do not accept change or renewal, and do not adapt to internal and external changes, and this leads to delays in completing work and low productivity. For more, see: Raed Hajj Suleiman, previous source, p. 43
44. Noting that some organizations have become outdated and not in keeping with the spirit of the times, due to the passage of a long period of time since their establishment, and the absence of changes in them, neither in terms of organization, nor in terms of procedures, nor in terms of devices and equipment, which leads to a decline in business adequacy. For more, see: Bariq the owner of the hyena, previous source, p. 154.
45. Extravagance and extravagance are phenomena observed in developing countries, as many of these countries expand spending on buildings, furniture, equipment, cars, and other (often) unnecessary expenditures. For more, see: Ouda Muhammad al-Bayati, Administrative Development between the Past and the Present, Al-Ward Island Publishing, Cairo, 2020, p. 87.
46. They are embodied in appointing relatives and friends and promoting them to leadership positions, without regard to their competencies or academic qualifications. For more see: Israa Al-Hakim, previous source, pg. 45.
47. Laws, regulations, bylaws, instructions, and some regular actions are considered confidential by some employees. Secrecy has negative aspects. Including that it contributes to scientific research on work systems and procedures, diagnosing problems, and providing solutions by administrative consultants. It also leads to the isolation of the administrative apparatus from the citizens, and the loss of

- confidence in it and its services. For more, see: Nour Al-Alawi, previous source, p. 165.
48. It appears clearly in the centralization of decision-making. Decisions are concentrated in the hands of senior employees, and this leads to a backlog of work on their desks and delay in completion, in addition to weakening the morale of employees in middle management and executive employees in the workplace. For more, see: Mazen Jawad Kazem, Types of Administrative Development, The Legal Library, Baghdad, 2018, p. 176.
49. The same source, p. 170.
50. Nour Al-Alawi, previous source, p. 165.
51. Basma Majid, Administrative Development, previous source, p. 37.
52. Mazen Jawad Kazem, previous source, p. 171.
53. Israa al-Hakim, previous source, p. 45.
54. Ali Al-Bayati, The Role of Administrative Development in the Development of Societies, Noor Publishing, Damascus, 2010, p. 32.
55. Saif Alaa Naji, Administrative Development in Iraq, The Legal Library, Baghdad, 2019, pg. 90.
56. Mazen Jawad Kazem, previous source, p. 178.
57. Ihsan Najm Abboud, previous source, p. 61.
58. Basma Majid, Administrative Development, previous source, p. 87.
59. The modern scientific approach includes a number of sub-entrances: such as the planning approach. And the entrance to the establishment of administrative development centers. And the entrance to comprehensive administrative systems. And the entrance to comprehensive field research. And the entrance to the mechanization of administrative work. For more, see: Mazen Jawad Kazem, previous source, p. 53.
60. Zainab Jassim Al-Wadi, previous source, p. 87.
61. Nour Al-Alawi, previous source, p. 165.
62. Therefore, administrative development is considered an organized, scientific administrative work that would carry out a targeted change in the plan for positive transformations in all elements of administrative work in the state. Because management is the gateway to any development, and without it, goals are not achieved. Modernization of management is not easy and requires a lot of work. What we find in terms of obstacles in our departments is caused by mismanagement, starting with appointment and its methods, and ending with workers, where competencies have no place, rather appointment is moody and unconsidered. No matter how advanced the technology is, the underdevelopment of management wastes the output. Therefore, important factors must be provided, such as building an information base that provides accurate and documented information to support planning and decision-making. For more, see: Jassim Muhammad al-Dhahabi, "Administrative Development, Introductions and Opinions - Operations and Strategies," Ministry of Higher Education, Baghdad, 2001, pg. 23.
63. The greater the decentralization of the organizational structure, the greater the need to practice management, the more contrary to what is in the centralization of the organization, according to the above. Listen to the two sections, and

decentralization when it is in the institution is a means of administrative development, because every manager knows that the duty entrusted to him must be performed without the help of others. Thus, he works his thoughts, activities, and abilities, to come up with the good thing so that he does not fall before his superiors. For more, see: Assem Al-Araji, "Theories of Development and Administrative Development," Higher Education Press, Baghdad, 1988, p. 121.

64. There are administrative development programs organized by universities, specialized institutes and some government departments. These institutes and universities and the like play an important role in the field of administrative development, but it is clear that the difference between such and such an organizational structure is that this is done by studying while that is by doing.. For more, see: Jassim Muhammad al-Dhahabi, previous source, p. 24.
65. These meetings contain important information that the employees of any job level benefit from, as these meetings show the company's operations, policies, financial resources, solutions to problems, the services it provides and the difficulties it faces. These meetings are often formal and chaired by a manager or multiple managers. From the inside, from the outside, or from the inside and outside together - as we alluded to previously - as well as observers, analysts, experts, and others, where they freely discuss matters related to the establishment, and free discussions always lead to the development of competencies in any field. For more, see: Asim Al-Araji, previous source, p. 134.
66. The idea here is completely similar to that which a person finds in the fields of sports, where there is usually a second team to assist the first main team, and the difference between this method and the method of committees that we are talking about is that this method takes care of a reserve team and not separate individuals, as the second team of management trains and works Also, to replace from time to time the main managers who make up the first team in this term. For more, see: Hussein Al-Douri, and others, "Theories of Administrative Development," Ministry of Higher Education, Baghdad 1982, p. 165.
67. It has already been mentioned that the committee is an effective means for training members of the administration. Committees are considered excellent tools that focus attention on organizational relations, and help the member to visualize the operations of each main organizational unit, and to coordinate between them and others. For more, see: Asim Al-Araji, previous source, p. 133.
68. Conferences are not private meetings. Conferences are more widely used, and they are one of the commonly used methods that provide opportunities for exchanging views and discussions that show the many aspects of the problem, and for analyzing situations in order to determine what should be done, what should be left out, what should be increased, and what should be reduced. This method always needs a capable manager who is the focus of discussion, question and answer. Discussions may revolve around topics such as the current methods of company operations, promotional ideas, new product proposals, development, programs to increase the efficiency of sales and office work, and production facilities for the economic institution, or for To the teachers and increase the number of books and rooms and what will be in each room of the number of students, how to fill in the void Summer vacation so that students are not idle in

the streets and so on, and so are the various aspects with regard to sanatoriums and hospitals, or with regard to airports and railway train management and so on. For more, see: Khaled Abdul Rahim Al-Hiti, "Human Resources Management - A Strategic Approach," Dar Al-Hamid, Amman, 2000, p. 154.

69. The administrator may be asked to study a special course, and such a course should be designed in a way that presents the required special information, which helps the administrator to develop his abilities in how to give and take, and this can be done in the form of booklets or the like. For more, see: Hussein Al-Douri, and others, previous source, p. 166.
70. Perhaps this is due to the advancement of science or the method of management in developed countries, or that the manager has not studied the level of competence, for example, he is a high school graduate, so he is given university lessons even if in a constrained manner, or he is given moral lessons on how to interact with people, if he is afflicted by dealing with them like managers in the norm to otherwise. For more, see: Jassim Muhammad al-Dhahabi, previous source, p. 24.

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