

Elements of Administrative Realization in Public Sector Organizations

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ABSTRACT

There cannot be a single reason for credit to administrative realization, is dependent on many reasons. Not a single aspect can be held responsible for administrative failures, the reasons may be failure to harmonize, failure to delegate, lack of accountability lack of vision or lack communication there are instances where most effective administrators have tasted failure in their life. This is due to the uncontrollable factors. At times they are not able to take hold of situation or predict the outcome of their decisions leading to failure. This is more or less same in case of senior or middle level administrators working in private sector as public sector. It may also happen that the improper attempts by the underlings may lead to failure of the efforts and the failure is blamed on administrator the higher the level of administration, the more responsibility and accountability one has regarding the expectations on him/her. The study is attempted to delve into the issue of administrative failure in public sector organization.

Keywords: administrative failure, administrators, public sector organization.

INTRODUCTION

There is always a question in the minds of administrators. What differentiates operative administrators from failed administrators? Is it the expertise, experience, Situation or anything else? Can the administrators avoid such instances of failures in proactive way? There are various elements of a successful administrator like administrative effectiveness and ability to handle the situation, easier said than done these two qualities are difficult things to reach. Administrative effectiveness relates to linkage between potential and situations. Administrative failure is the gap between potential and situations analogue et al (2010), there is cases where effective administrators have failed to administrators the affairs due to some reason or the managers and affairs due to some reason or the other. Often the situation goes out of the

control of the administrators and causes failure of managers. The reasons of administrative failures are many. It may be due to ineffective communication practices, poor work relationship poor planning practices, mismatch between person and job, role ambiguity, failure to delegate and job, role ambiguity, failure to delegate and empower to name a few.

In private sector as well as public sector, there are cases of managerial failure. This failure may be either from the front of planning, or organizing or controlling (Srivastava,2009) Such cases land to roadblocks towards accomplishment of the goals This also relates to the style of managing the things some managers follow scientific style of management, some follow contingency approach. Be it the case of Satyam or Enron the final Conclusion lies in the failure or control. In some cases it may

be the cases of line and staff struggle, failure to delegate, lack of accountability, lack of vision or improper coordination between people that causes failure.

Literature Review

There has been some commendable research work done in the subject matter. Kim & Yukl (1995) have tried to establish relationship between managerial failure and advancement to self-reported and subordinate -reported leadership behaviors from the multiple-linkage model are related to leadership effectiveness and advancement, Whether these criteria are predicted better by leader behavior descriptions from subordinates than by leader self-reports, and whether the results are influenced by the level of analysis The authors found that elder effectiveness was related more closely to subordinate description of leader behavior than to leader self-reported behavior than to leader self-reported behavior.

Lau et al (1997) have explored the influence of managerial activities on success and failures of managers using data collected from managers from three countries Canada, Hong Kong and Taiwan The results obtained from primary data collected by respondents through mail-back mode show that for all the samples, effective activities are different from successful activities, which therefore implies that in the Canadian case, Which none of the managerial activities improve unit performance. In Taiwan, communications activities enhance managerial success. None of their activities however affects unit performance.

Lozeau et al (2002) have tried to study the causes of managerial failure in public sector hospitals in Canada. In their research in healthcare sector they found that in most of the cases strategic planning and quality management simply failed due to one reason or the other. The authors observed that the managerial failure is mostly due to corruption and other factors. It was seen that the failure lied not with

management or organization but in the techniques themselves.

Longenecker et al (2007) have tried to delve into causes and consequences of managerial failure in rapidly changing organization. In their study , the focus group data was collected from 1040 manager from over 100 different U.S. manufacturing and service organizations experiencing large scale organizational change in experiencing large scale organizational change in order to help identify the primary causes of managerial failure identified along with their perceived consequences to managerial and organizational performance Singh and Sharma (2011) have tried to establish a linkage between knowledge management and employee satisfaction with respect to Indian telecommunication sector. They analyzed analyze how the organizational culture and organizational learning impacts knowledge management and ultimately the satisfaction of employees working in the firm.

Research Objectives

The study is proposed to explore the causes of managerial failure in private sector organizations.

Other objectives are as follows

1. To define the impact of external (uncontrollable) factors on administrative failure in public sector.
2. To define the impact of internal factors on administrative failure in public sector.
3. To define the impact of situational factors on administrative failure in public sector.
4. To put forward suitable suggestions for overcoming such failures for administrators working in public sector.

METHODOLOGY

Sampling: It was a study for the purpose of delving into the issue of administrative failure in public sector organizations. Secondary data were collection, a self-administered and non -disguised Likert five -Point scale questionnaire containing 15 statements was used. The respondents had to fill one choice ranging from 1 to 5, Where 1 referred to

strongly disagree and 5 means strongly agree. For primary data Collection, 50 respondents had to fill one choice ranging from 1 to 5, where 1 referred to strongly disagree and 5 means strongly agree. For primary data collection, 50 respondents were chosen from Gujarat. It was a simple, non-probability sampling that comprised of middle and lower level administrators working in service sector like banks, insurance, telecom etc. These were in the age group of 35-45 years and were having more than 10 years of experience irrespective of gender or functional areas, after collecting the data it was tabulated in Excel sheet and analyzed by using z-test.

HYPOTHESES

Null hypotheses were framed and tested for significance to prove the objectives in a systematic manner. The null hypotheses were as follows:

H₀₁ - There is no significant impact of external factors on administrative failure in public sector.

H₀₂ - There is no significant impact of impact of internal factors on administrative failure.

H₀₃ - There is no significant impact of Situational factors on administrative failure.

The above null hypotheses were tested and results were drawn.

RESULTS

On applying the formula of Z-test, the null hypotheses H₀₁ and H₀₃ were found to be rejected at 0.05 level of significance and H₀₂ was accepted. It can be concluded that external factors as well as situational factors have much to do in terms of administrative factors and internal factors do not have much significance in administrative factors. External factors are highly uncontrollable and many administrators are not able to face such factors. Also contingency factors also lead to administrative failures. There are many things that are not in the control of the administration for instance the regulatory factors; competitive issues are such factors that are not in the hands of the

administrators. Under the influence of these factors, Failures are bound to happen. Failure can be on the part of inability or unsuitable skills. It may be part of inability or unsuitable skills. It may be due to failure to take decisions on proactive made or it may be due to myopic vision. A decision taken looking on short term interests is bound to create problems for the organization (Samia, 2006) Though, the managers have no control on most of the external conditions but place of reactive actions, proactive approach, should be followed. The highest successful managers get failed due to external factors, but they learn from the first mistake made by them or the other. The managers have to keep their eyes open to all the changes that are happening around the business world today the dynamic environment; it seems that the traditional theories of administration related to scientific approach need to be revised.

CONCLUSION AND IMPLICATIONS

The study has implications for administrators. Increasing cases of failures on the part of administrators have resulted into rethinking of administration philosophies. There can be no single approach that is believed to be a perfect administration style. However, What administrators need is to get themselves accustomed to changes and make decisions accordingly. Every decision in business needs different styles. At times, Participative style of leadership is needed; or at time, directive approach is suitable. The perfect style of managing people is however; much dependent style of management people is however, much dependent on the years of hands on experience (Ekaterini, 2010) the role demands may be different in many cases.

There may be difference in the expectations of superiors and subordinates. Because of the roles that are played by the managers in the success of change initiatives, the issue of administrative failure becomes imperative to study. If properly planned, focused and controlled decisions

are taken by the administrators, chances of failure will get reduced. At the first sign of change, the administrators must be able to take rational decisions that are beneficial in the long run. In a highly competitive environment of today, the administrators have to understand the determinants that lead to failures. Finding the reasons of failure is the initial task where most of the administrators are incapable. Once the reasons are known, Solutions are not much difficult.

This study was confined to middle level managers in selected cities of Gujarat. The findings of the study should not be generalized for all the administrators across the country. Further studies can be carried out on a large sample size and comparison can be done on the basis of cadre of administration as well as other demographic variables like- age, gender education background etc.

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