

# The Organization and Direction of Human Resources for Set Goals: A Public Administration Conceptual Clarification

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**Abstract:** Eventual development of the society at large depends on proper organization and direction of human factors with a view to promoting set goals. This underscores the fact that of all resources required for the advancement and promotion of public administration viz: capital resources, natural resources, material resources and technology. This study finds out that the most effective resources is that of human factor. The study employs the use of secondary source of data collection solely to drive home its argument.

**Keywords:** Eventual development, organization and direction of human factors.

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## 1. INTRODUCTION

Administration in all business and organization activities is the fact of coordinating the effort of people to accomplish desired goals and objective using available resources efficiently and effectively this comprises planning, organizing, staffing, leading or directing and controlling an organization [a group of people or entities resources encompasses the deployment and manipulating of human resources, financial resources technological resources, technological resources, and natural resources.

In as much as organizations can be viewed as systems, administration can equally be defined as human actions, including design, to facilitate the production of useful outcomes from a system. This offers the opportunity to 'administer' oneself, a prerequisite to attempting to manage others.

Definition of administration

Organizing and coordinating of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Administration is often included as a factor of production along with machines, materials and money. According to Peter Drucker [1909-2005] the basic task of administration is two fold; marketing and innovation. Nevertheless, innovation is also linked to marketing [product innovation is a central strategic marketing issue]. Peter Drucker identifies marketing as a key essence for business success, but administration and marketing are generally understood as two different branches of business administration knowledge.

In furtherance, directors and administrators should have the authority and responsibility to make decision to direct an enterprise when given the authority. As a discipline, administration comprises the interlocking functions of formulating corporate policy and organizing planning, controlling, and directing the firm's resources to achieve the policy's objectives.[Okunade 1987] the size of administration can range from one person in a small firm to hundreds or thousands of administrators in multinational companies. In large firms, the board of directors formulates the policy that the chief executive officer implement.

## 2. CONCEPTUAL CLARIFICATIONS

Administration is the manipulation of the human capital of an enterprise to contribution to the success of the enterprise (AAPAM, 1984). This implies effective communication, an enterprise environment [as opposed to a physical or mechanical mechanism], implies human motivation and implies some sort of successful progress or system outcome. As such, administration is not the manipulation of a mechanism [machine or automated program], not the herding of animals, and can occur in both a legal and as well as illegal enterprise or environment. Based on this, administration must have humans, communications, and a positive enterprise endeavor. Plans, measurements, motivational psychological tools, goals, and economic measure [profit etc.] may or may not be necessary component for administration to come into existence. At first, one views administration functionally, such as measuring quantity, adjusting plans, from this perspectives, Henry Fayol (1841-1925) considers administration to consist of six functions: forecasting, planning, organizing, commanding, coordinating and controlling. He was one of the most influential contributors to modern concepts of administration. Need supporting citation for this latter assertion.

Another way of thinking, Mary Parker Follett (1868-1933), defined administration as “the art of getting things done through people” she described administration as philosophy.

Some people, however, find this definition useful but far too narrow, the phrase “administration is what administrators do” occurs largely suggesting the difficulty of defining administration, the shifting nature of definitions and the connection of managerial practices with the existence of a managerial cadre or class.

One habit of thought regards administration as equivalent to “business administration” and thus excludes administration in places outside commerce, as for example in charities and in the public sector. More realistically, however, every organization must manage its works, people, processes, technology, etc, to maximize effectiveness. Nonetheless, many people refer to university departments that teach administration as “business schools” some institutions (such as the Harvard business school) use that name while other (such as the Yale school of Administration) employ the more inclusive term “administration”

Administration has as its primary function the satisfaction of a range of stakeholders. This typically involves making a profile (for the stakeholders), creating valued products at a reasonable cost (for customers), and providing rewarding employment opportunities for employees (Adebayo, 1982: 7). In nonprofit administration, add the importance of keeping the faith of donors. In most models of administration and governance, stakeholders vote for the board of directors, and the board then hires senior administration. Some organizations have experimented with other methods (such as employee-voting models) of selecting or reviewing administrators, but this is rare.

In the public sector of countries constituted as representative democracies, voters elect politicians to public office. Such politicians hire many administrators an administrator, and in some countries like the United State political appointees lose their jobs on the election of a new president/governor/mayor.

Historical development of Administration as a course of study Difficulties arise in tracing the history of administration. Some see it (by definition) as a late modern (in the sense of late modernity) conceptualization. On those terms it cannot have a pre-modern history, only harbingers (such as stewards). Other, however, detect administration-like-thought back to Sumerian traders and to the builders of the pyramids of ancient Egypt. Slave-owners through the centuries faced the problems of exploiting/motivating a depend but sometimes unenthusiastic or recalcitrant workforce, but many pre-industrial enterprises, given their small scale, did not feel compelled to face the issues of administration systematically.

However, innovations such as the spread of Arabic numerals (5<sup>th</sup> to 15<sup>th</sup> centuries) and the codification of double-entry book-keeping [1494] provided tools for administration assessment, planning and control.

Given the scale of most commercial operation and the lack of mechanized record-keeping and recording before the industrial revolution, it made sense for most owner of enterprises in those times to carry out administration function by and for themselves [Adamolekun 1983] but with growing size and complexity of organizations, the split between owner [individual, industrial dynasties or groups of shareholders] and day-to-day administrators [independent specialist in planning and control] gradually became more common.

### 3. EARLY WRITING CONTRIBUTIONS TO THE DEVELOPMENT OF PUBLIC AND MODERN ADMINISTRATION

While administration has been present for millennia, several writers have created a background of works that assisted in modern administration theories. For example, Chinese general Sun Tzu in the 6<sup>th</sup> century BC, the art of war, recommends being aware of and acting on strengths weaknesses of both manager's organization and a foe's. Various ancient and medieval civilization have produced "mirrors of princes" books, which aim to advise new monarchs on how to govern. Examples include the Indian Arthashastra by Chanakya [written around 300BC], and The Prince by Italian author Niccolò Machiavelli [c.1513].

#### 19<sup>th</sup> contributors:

Classical economist such as Adam Smith [1723-1790] and John Stuart Mill [1806-1873] provided a theoretical background to resource-allocation, production, and pricing issues. About the same time, innovators like Eli Whitney [1765-1825], James Watt [1736-1819], and Mathew Boulton developed elements of technical production such as standardization, quality control procedures, cost-accounting, interchangeability of parts, and work-planning. Many of these aspects of administration existed in the pre-1861 slave-based sector of the U.S. economy. That environment saw 4 million people as the contemporary usages had it "managed" in profitable quasi-mass production.

Written in 1776 by Adam Smith, a Scottish moral philosopher, *The Wealth of Nations* aims at efficient organization of work through division of labour. Smith described how changes in process could boost productivity in the manufacture of pins. While individuals could produce 200 per day, Smith analyzed the steps involved in manufacture and, with 10 specialists enabled production of 48,000 pins per day.

#### 20<sup>th</sup> century contributors:

By about 1900 one finds administrators trying to place their theories on what they regard as a thoroughly scientific basis [see scientism for perceived limitation on this belief]. Examples include Henry R. Towne's science of administration [1911], Frank and Lillian Gilbreth's applied motion study [1917], and Henry L. Gantt's charts [1910s]. J. Duncan wrote the first college administration textbook in 1911. In 1912 Yoichi Ueno introduced Taylorism to Japan and became first administration consultant of the "Japanese-administration style". His son Ichiro Ueno pioneered Japanese quality assurance.

The first comprehensive theories of administration appeared around 1920 (Adedeji, 1982). The Harvard Business School offered the first master of business administration degree [MBA] in 1921. People like Henri Fayol (1841-1925) and Alexander Church described the various branches of administration and their inter-relationships. In the early 20<sup>th</sup> century, people Ordway Tead (1891-1973), Walter Dill Scott and J. Mooney applied the principles of psychology to administration, while other writers, such as Elton Mayo (1880-1949), Mary Parker Follett (1868-1933), Chester Barnard (1886-1961), Max Weber (1864-1920), Rensis Likert (1903-1981), and Chris Argyris (\* 1923) approach the phenomenon of administration from a sociological perspective.

Peter Drucker (1909-2005) wrote one of the earliest books on applied administration: *Concept of the Corporation* (published in 1946). It resulted from Alfred Sloan (chairman of General Motors until 1956) commissioning a study of the organization. Drucker went on to write 39 books, many in the same vein.

H. Dodge, Ronald Fisher (1890-1962) and Thornton C. Fry introduced statistical techniques into administration studies (Baker, 1972) in the 1940s. Patrick Blackett worked in the development of the applied mathematics science of operations research, initially for military operations. Operations research, sometimes known as "administration science" (but distinct from Taylor's scientific administration), attempts to take a scientific approach to solving decision problems, and can be directly applied to multiple administration problems, particularly in the area of logistics and operations.

Some of the more recent developments include the theory of constraints, administration by objectives, reengineering, six sigma and various information-technology-driven theories such as agile software development, as well as group administration theories such as Cog's Ladder.

As the general recognition of administrators as a class solidified during the 20<sup>th</sup> century and gave perceived practitioners of the art/science of administration a certain amount of prestige, so the way opened for popularized systems of

administration ideas to peddle their wares. In this context many administration fads may have had more to do with pop psychology than with scientific theories of administration.

Towards the end of the 20<sup>th</sup> century, business administration came to consist of six separate branches (IBID), NAMELY “

- I. Human resource administration
- II. Operations administration or production administration
- III. Strategic administration
- IV. Marketing administration
- V. Financial administration
- VI. Information technology administration responsible for administration information systems

#### **21<sup>st</sup> century contributor:**

In the 21<sup>st</sup> century observers find increasingly find it difficult to subdivide administration into functional categories in this way. More and more processes simultaneously involve several categories. Instead, one tends to thinking terms of the various processes, tasks and objects subject to administration. (Beethan, 1987).

Branches of administration theory also exist relating to nonprofits and to government such as public administration, public administration and educational administration. Further, administration programs related to civil-society organization have also spawned programs in nonprofit administration and social entrepreneurship.

Note that many of the assumptions made by administration have come under attack from business ethics viewpoints, critical administration studies, and anti-corporate activism.

As one consequence, workplace democracy has become both more common, and more advocated, in some places distributing all administration functions among the workers, each of whom takes on a portion of the work. However, these models predate any current political issue, and may occur more naturally than does a command hierarchy. All administration embraces some degree democratic principle – in that in the long term, the majority of workers must support administration. Otherwise, they leave to find other work or go strike. Despite the move toward workplace democracy, command-and-control organization structures remain commonplace as de facto organization structure. Indeed, the entrenched nature of command-and-control is evident in the way that recent layoffs have been conducted with administration ranks affected far less than employees at the lower levels. In some cases, administration has even rewarded itself with bonuses after laying-off lower level workers.

According to leadership academic Manfred F.R. Kets de Vries, it's almost inevitable these days that a senior administration team have some personality disorders.

The term administration has been given a wide range of definitions often, this tendency tends to support a disagreement AS TO what administration really is. the term administration is used to describe what the man at the head of an organization does. Adams (1913) and cited in C.O Akomolafe (2004), defines administration as the capacity to coordinate many and often conflicting social energies in a single organization as adroitly that they shall operate as a unit. Implicit in the definition of Adams is that different people make up the organization with various individual interests. The organization has aims and objectives. Furthermore, there are societal interest and pressures on the organization. All these elements constitute conflicting social energies, while coordinating the activities going on in any organization.

Luther and Urwick (1937) and cited in C.O Akomolafe (2004) gave a definition of administration thus ‘administration has to do with getting things done with the accomplishment of the defined objectives. In the view of Nwankwo (1987) and cited c.o Akomolafe (2004), administration is the systematic arrangements and the use of resource (human and material) situations, opportunities for the achievement of the specific objectives of a given organization.

However administration is the coordination of the members of the group through co-operative actions, with the use of resources, materials and energizes them to work effectively toward accomplishment of the goal of the organization. (Bates, 1997).

Essentially any useful conception of administration must be characterized by three (3) important elements: goal of the organization, resources to be used and corporation among members of the group.

Organizational administrations only focus on the context of the industry it serves,. The main emphasis of organization administration is the achievement of the overall objectives of formal organization. The organizational administration is the harnessing of material resources, programmers' and efforts of people through cooperation for the purpose of attaining organizational objectives (Ibid) .

the general objectives of organization involve the transmission of the accumulated knowledge, social values ethos and norms of a group of people from one generation to another and the overall improvement of the peoples national life . thus the main business of organization may be defined as the united concern of people for the right up-bringing of its children in accordance with its cherished social and cultural heritage and values hopes and expectations for the future, there are various levels of administration in the organization. This is because various bodies may be working towards similar goal at different levels. These may include: the level of Director General, the head of department.

Organizational administration is the systematic organization or bringing together of the human and material resources available to the organization for the achievement of the purpose or goal of organization. (Bennis 2002).

Organizational administration thus focuses on: staffs' welfare, physical facilities maintenance, record keeping, environmental sanitation and counseling services e.t.c (ibid)

There are a number of acceptable functions that organizational administrator performs in order to achieve the objectives of the organization. They include planning, organising, set goals, coordinationg, directing, supervising, decision making, commanding, controlling and evaluating (Bergi 1993).

#### **Who is an administrator?**

There is no single definition on who an administrator is, just like the administrators or any term in organization. The perception of people determines the roles played by the incumbent. Roles and functions of administrators changes with respect to various organizations.

The sources of authority vary from one organization to another. In some organizations, the administrator is an absolute leader whose orders are to be carried out while in some organizations, the administrator a leader among equals. The sources of leadership may differ among administration, but the roles and functions they perform are the same.

The administrator directs the affairs and co-ordinates the activities within an organization so that the goals of the organization can be achieved. Any leader who performs vital decision making roles for the survival and efficient functioning of his organization is regarded as an administrator.

The functions of the organization administrator include: designing and organizing, programming, budgeting, staff personnel administration, physical facilities maintenance, provision of materials, record keeping, staffs welfare, co-curricular activities administration, guidance and counseling services and supervision of organization activities,(Ibid).

#### **The Areas of organizational Administration:**

It is interesting to note that organization administration is wide in context. It covers all the activities and programmes of organizational system.(Boston,et.al,1996) it includes all the function and roles of leader in their efforts to achieve organizational goals.

#### **Which are:**

- I. Professional roles of administrator
- II. Administrative function
- III. Administration of physical facilities maintenance
- IV. Administration of organizational records
- V. Administration of programme
- VI. Administration of organizational instruction

**Professional roles of administrator:** provision and maintenance of the facilities which include: classroom accommodation, equipment, machinery, furniture, books, electrical infrastructure. (caiden 1967) opined that principle should ensure that all component of the physical facilities are a good working condition and are well protected.

**Administration of organizational records:** The purpose of record keeping is for smooth administrative activities of the organizations, hence the need for administrator attention to the supervision of organizational records is a propagation of the organization but can still delegate this duty to a sub-ordinate.(Ibid)the fact still remains that he must see to the effective keeping of the records.

**Administration of organization programme:** The organization programs were enumerated (Ibid) as: Inter inter-house sport, competition science exhibition, Christmas carol, valedictory service and price giving ceremony.(Ibid)

**Administration of organization instruction :** It involves scheming of the syllabus, providing teaching materials and supervision of instruction among others,(champ, 1995)

#### **Effective Administration of organizations:**

Administration has been defined as a part of management which involves planning, organizing, directing, coordinating and evaluating human and materials resources in an organization.

(Adamolekun, 1983), administration of organization refers to the process of making use of the available resources towards the achievement of organization goals at all organizational level. The head of organizations and their subordinates have the administrative responsibilities of directing available resources towards actualizing the goals.

**STAFF ADMINISTRATION:** The purpose of a social institution such as the organization is achieved through the efforts of people. The persons who constitute staff organization largely shape its direction effectively. The head of an organization should be concerned with the social or job behavior of the staff (cole 1962).

The organization staff is made up of many professional, para-professional and non professional adults who work in the organization. In addition, organizations require the services and skills of variety of non professional persons, gardeners, night watch men, bursars, cooks, clerical officers, laboratory attendants, etc. it is the task of the director to guide the efforts of these people so that their individual and collective behavior will contribute significantly to the fulfillment of the organizations objective. It is further sub divided into eight (8) (Ibid) which are :

- I. Staff recruitment
- II. Orientation or induction
- III. Staff retention
- IV. Staff relationship
- V. Staff duties /roles
- VI. Co-curricular activities
- VII. Condition of service
- VIII. General duties of organizational director
  - i. **Staff recruitment:** recruitment connotes all those activities designed to search for and attract the quality and quantity of staff to satisfy the establishment needs. Recruitment embodies selection and appointment. Who performs these roles in the organization system?
  - ii. **Orientation or induction:** a newly recruited staff, no matter the previous the previous experience should be subjected to the process of induction, orientation and arrangement of work load and duties supervision so as to integrate him/her into the system.
  - iii. **Staff retention:** The rate at which the staffs were leaving the administrative profession led to the concern of looking at the organization provisions designed to retain personnel and to faster continuity in personnel service, as well as the process by which such plans are designed, implemented and controlled. The organization should therefore do something to maintain the health of members, provided for their well being.

Some of the provision adopted by organization system to assure the maintenance of uninterrupted services according to Das (2001) are: leave of absence, health and medical services, safety and working condition.

**I (a) leave of absence:** is authorized extended absence that does not affect position or contracts rights, leave may be adopted by organization system in their own initiative, or as a result of statutory and teaching service requirements.

**II (b) health and medical services:** entails the provision of health and medical services to the staffs and staffs of the organization.

**III (c) safety and working condition:** these are focused on the health of the individual members of the organization staff and for the general welfare.

**(IV) Staff relationship:** The major relationships of the personal functions are three (3) namely:

- Upward relationships
- Outward relationship
- Downward relationship

**(V) Staff duties / roles:** the organization has certain role structure and expectation. Roles are the designated position of statuses within the organization which tend to define the behaviour of all the persons who fill the position. The director of an organization has a role or more likely several roles. The staff has a different role. (Ibid), when the teacher behave as expected, when he meets responsibilities ascribed to his position, he is performing his role for instance, to meet the responsibilities ascribed to his position, he must be an excellent leader with demonstrated ability to work with staffs. He must be flexible and willing to direct what is needed and when it is needed. This flexibility must prevail both in and out of the organization, constantly challenging staffs and job supervisors on their efforts. The staff must have genuine desire to assist young people and adults to develop into competent employee, supervisors, craftsmen and administrators, and above all, he must be able to help them to develop regardless of what it is, he should be prompt, courteous, ambitious, respectful and sympathetic as a leader, if qualities are to be expected from those he directs.

**(VI) Co-curricular activities-** these are job related activities that are assigned to the staffs to perform outside the normal official organization hours. These activities may take place in the evenings, on Saturdays or Sundays. In assigning what the staff would do, the director should put into consideration the special interest of his staff, their abilities and their individuality. Co-curricular activities must reflect what the individual would enjoy and what great enthusiasm (Greenleaf 2002).

**(VII) Condition of service:** This refers to the physical surroundings and other factors that affect performances and health of staff both physical and mental. Effective co-operation can operate simultaneously where working conditions are congenial. Working conditions include: working climate, staff leaves, non-wage benefits, political rights, personnel policies and freedom (Ibid).

**(VIII) General duties of organization principals:**

➤ Responsibilities of staff

- **Responsibilities of staff:** the responsibilities of the principal to his or her staff according are as follows: to Israel (1994)

1. **Staff recruitment:** staff are appointed by the teaching service commission and posted to organizations. However, in some circumstances, staffs recruitment is regarded as part of the principal's job either working alone or as a member of recruitment panel
2. **Assigning specific task and duties to staff:** It is necessary, especially in the case of certain categories of non-teaching and administrative staffs, to prepare a job description and schedule of duties for each person, so that everyone one will know exactly what is expected to do. This will also be necessary in the case of co-curricular duties for his staffs.
3. Regular supervision of members of staff
4. Maintaining discipline among staffs, write confidential reports on staffs and make every efforts to improve and maintain morals and set examples.

5. Delegate responsibilities to the staffs and encourage participation in some of the organization's policy decisions.

#### 4. THE PLACE OF HUMAN FACTORS IN ADMINISTRATIVE DEVELOPMENT

The place of administration are planning, organizing, directing, coordinating, controlling and evaluating, itemized by (Lawson 1974) are discussed below.

**A. PLANNING:** Planning is the determination of goals and objectives and selecting the philosophy, policies, programmes, procedures and strategies for achieving them. It is a process of deciding in advance what to do such that programmes are executed at minimum risk of failure or problem. Planning involves what to do? Why it should be done? Who should do it? Where to do it? When to do it? And how to do it? (Ibid).

Planning is very important in every organization. Failure to plan will give room for ineffectiveness, uncoordinated action and waste of resources. Planning as an administrative function is performed by all levels of administration. Infact, planning is pervasive and primary. It is pervasive because it is necessary for performing other administrative functions such as organizing, directing, coordinating, controlling and evaluating as each of these functions requires planning. It is primary because it is expected to be the first administrative activity in an organization. In planning, efforts are concentrated on men, money, machine, material and methods. It is therefore important to know why planning as a segment in human factor brings about administrative development.

Planning is very useful in various ways. Any organization that fails to plan is bound to fail (Ajayi & Babatola, 2001) The importance of planning includes:

- i. It ensures optimal use of resources
- ii. It reduces time and effort waste
- iii. It enhances rationally in decision making
- iv. It provides a basis for evaluating the performance of an organization
- v. It aids the identification of the problems of an organization.
- vi. It specifies the ways and means of achieving organizational goals.

#### **Kinds of Planning:**

Planning is future oriented. The future may be immediate, distant or eternal (Ibid). To this end, there are Long-term planning, medium-term planning and short-term planning.

- i. **Long-term Planning:** This type of planning is usually comprehensive in nature, and covers a period of about 5 to 20 years.
- ii. **Medium-term Planning:** Covers between 1 to 5years. It is considered to be operationally most efficient because of clarity of goals and target.
- iii. **Short-term Planning:** This is usually much more detailed and focused on achieving specific goals. It covers between 1 and 2 fiscal years. (Ibid)

#### 5. PROCEDURAL STAGES OF PLANNING PROCESS

**A.** The under mentioned are the stages in the planning process.

- i. **Objectives identification:** Objectives are what organizations intends to achieve from its activities. Organizational objectives have to be identified and specially state. Such objectives must be known by all members of the organization; achievement of which is the end product of managerial process.
- ii. **Strategies:** The various ways by which the objectives of an organization could be achieved are called strategies, which must be identifies and evaluated to make use of the appropriate one within the limit of available resources.
- iii. **Decision Making:** It involves the evaluation of available strategies for achieving organizational objectives, will necessitate choice making regarding the feasible strategies to use for attaining such objectives. In other words, decision has to be made on the appropriate strategies that will guarantee the accomplishment of the same objectives.



**iv. Evaluation:** In the process of implementing plans, it becomes necessary to review the plans to minimize divergence of plans from intended objectives. This ensures feedback, continuity of plans, and prevents the reoccurrence of past mistake. The extent to which an organization has achieved its objectives could only be ascertained through evaluation. (*ibid*).

**B. ORGANISING:** This is the establishment of staffing structures and functions that could best lead to the development of organizational goals (Ibid). It shows authority relations in the organization. It involves departmentation or partitioning of work (duties) and people into performance units to be coordinated by superiors. In other words, it is the orderly arrangement of human and material resources to achieve organizational goals.

**C. DIRECTING:** Directing or leading is the ability of the superior to influence his subordinate to carry out their duties in a way that will facilitate the accomplishment of organizational objectives. It involves giving directives to make the staff do their works appropriately. For this function to be effective, the goals of the organization must be clearly defined, leaders must be ready to delegate duties to their subordinates based on competency and communicate well with them.

**D. COORDINATING:** This is the synchronization of individuals' efforts towards the accomplishment of organizational goals in order to prevent workers from working at cross purpose. If the activities of members are not coordinated, they will be working towards different goals, to the detriment of the organizational goals. (*Ibid*).

#### Ways of achieving coordination:

- i. By direct contact between the person immediately concerned
- ii. It must commence at the earliest stage of planning and policy making
- iii. It must be a continuous process (Oke 2011)

**E. CONTROLLING:** This is the measurement performance against laid down standards, so as to make appropriate adjustments where and when necessary. It deals with the evaluation of staffs against the objectives. It may involve location, allocation and relocation of materials and personnel to minimize the deviations from plans. Four steps are involved in the control process viz; a) establishment of standard or objectives. b) Measurement of performance against standard c) Correcting deviations from standard. d) Ascertaining whether control has yielded the desired change.

**F. EVALUATING:** This is a process of comparing stated and theoretical standards with observed or actual performance. The difference between controlling and evaluating is that, while controlling goes on throughout the process of production, evaluating could be at the end of a year, five years or as specified by management. There are various types of evaluation, namely, programme evaluation, staff evaluation and material or resources evaluation. (Ajayi and Babatola 2002).

## 6. CONCLUSION

A recap of all the postulations herein about administration would enlighten us more about what exactly administration means, how it operates, that is the use of human resources to harness other resources (materials) to achieve the exact purpose of administration without administration, with good administrators at the helm of its affairs, no organizational goals can be achieved effectively. Administrators are needed by politicians and lawmakers.

Politicians and lawmakers through the bureaucratic institutions to effectively implement the decisions they make, with human being always at the centre of every processes of administration. Therefore, the postulation that, administration is the organization and direction of human resources for set goals is a theory which has properly verified and generalized in this study.

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