

## **PUBLIC ADMINISTRATION AND ITS IMPACT ON THE ORGANIZATION**

**Dr. Fawzi Allawi Rustum, Ahmed Haider Shaker Mohammed, Salam Hamid Jiyad and Mohammed Fadhil Hassan Aboud**

Faculty of Administrative Sciences, Al-Mustaqbal University, Babylon, Hillah, 51001, Iraq

<http://doi.org/10.35409/IJBMER.2026.3765>

*Received: 19 March 2026/ Published: 27 April 2026*

### **ABSTRACT**

This research examines the impact of public administration practices on organizational performance, focusing on the four core administrative functions: planning, organizing, directing, and controlling. The study addresses the persistent gap between theoretical planning and actual administrative application, which often leads to weak overall performance and threatens organizational sustainability. Through a comprehensive review of classical and contemporary administrative literature, the research analyzes how strategic planning contributes to vision clarity, how organizational structure affects workflow fluidity, and how administrative control limits internal deviations. The findings demonstrate that the integration of administrative functions is essential for achieving efficiency, effectiveness, and productivity. Moreover, the study highlights the critical role of modern principles such as centralization versus decentralization, span of control, unity of command, and the influence of environmental factors on organizational success. The research concludes that public administration is not merely a procedural framework but the strategic driver of institutional excellence, and that organizations must embrace flexibility, digital transformation, governance, and transparency to ensure long-term competitiveness and survival in rapidly changing environments.

**Keywords:** Public Administration, Organizational Impact, Planning, Organizing, Directing, Control, Efficiency, Effectiveness, Productivity, Centralization, Decentralization, Span of Control, Unity of Command, Organizational Environment, Administrative Development.

## **1. INTRODUCTION**

### **1.1 Methodological Framework of the Research**

#### **First: Introduction to the Study**

Public administration is the backbone upon which all contemporary organizations rest. It is the bridge that connects the investment of human and material resources with the art of directing these resources toward achieving desired goals. Public administration is no longer a mere routine process aimed at managing daily activities; rather, it has become an integrated system of intellectual and technical processes that ensure the survival and continuity of the organization in an environment characterized by rapid change and increasing complexity.

The impact of public administration on the organization is clearly manifested through its four functions: planning draws the roadmap for the future; organization controls the distribution of roles to prevent interference and duplication; while direction and control serve as safety valves to ensure performance discipline and correct deviations. These functions together determine the

---

organizational identity of the organization and shape the features of its strength or weakness in facing challenges.

At the dawn of the twenty-first century, the concept of public administration underwent a radical transformation, moving from rigid centralization and bureaucracy to flexibility in management by objectives and results. This transformation has forced organizations to adopt sophisticated strategies that enhance job performance efficiency, making the organization a flexible entity capable of innovation and rapid response to market demands and beneficiary expectations with greater speed and accuracy.

No organization is distinguished except by the quality of its management. Successful management is that which is committed to transforming visions and ideas into tangible results on the ground. The impact of public administration is clearly seen in improving productivity levels, raising employee morale, and enhancing competitiveness. Conversely, any flaw in the administrative structure or weakness in leadership inevitably leads to waste of resources and performance decline, which may threaten the existence of the entire organization.

Proceeding from this great importance, this study comes to shed light on the "impact" that public administration practices have within the organization. The research aims to analyze this impact from a scientific perspective by studying the correlation between the efficiency of administrative processes and the level of institutional excellence, thereby helping to provide a clear vision for officials and researchers on how to develop the administrative system in line with the organization's requirements and long-term goals.

## **Second: Research Problem**

The problem lies in the existence of a gap in some organizations between theoretical planning and actual administrative application, leading to weakness in overall performance. The main research question can be formulated as follows: **"What is the impact of public administration practices (planning, organization, direction, control) on performance efficiency in the organization under study?"** The following sub-questions branch from this main question:

1. How does strategic planning contribute to the clarity of the organization's vision?
2. What is the impact of the organizational structure on workflow fluidity?
3. How does administrative control affect the reduction of deviations within the organization?

## **Third: Research Objectives**

This study aims to achieve the following objectives:

- Clarify modern concepts of public administration and its contemporary roles.
- Measure the level of influence of managerial functions on employee productivity.
- Provide recommendations to decision-makers in the organization to improve administrative practices.

## **Fourth: Significance of the Study**

- **Scientific Significance:** Enriching the university library with research that addresses the link between administrative thought and applied reality.
- **Practical Significance:** Assisting managers in understanding strengths and weaknesses in their administrative system and how to develop it to increase the organization's competitiveness.

---

## **2. THEORETICAL FRAMEWORK OF THE RESEARCH**

### **Section One: The Nature of Public Administration**

#### **First: Concept and Historical Development of Public Administration**

Public administration is the structural foundation upon which states and organizations rely in implementing their policies and directions. It represents organized activity aimed at transferring laws and legislation from theory to actual implementation through a specialized administrative apparatus, and the ability to employ material and human resources to achieve the public interest (Al-Asaf, 2020: 45).

The concept of public administration extends to include the dynamic and kinetic aspects of organizations. It is not merely a set of rigid rules, but a continuous interactive process aimed at satisfying the increasing needs of beneficiaries and ensuring the sustainability of service delivery with high efficiency and effectiveness in a changing environment (Darwish, 2019: 12).

Public administration is distinguished by essential characteristics that separate it from business administration. It places the achievement of social, political, and service objectives at the forefront of its priorities, while operating within a strict legal framework that governs integrity, justice, and equality in dealing with all parties related to the organization (Al-Otaibi, 2021: 88).

The scientific view of public administration elevates it to an integrated body of knowledge based on scientific research methodology and logical analysis to derive rules that govern organizational behavior, enabling researchers to develop a theoretical framework that helps administrative leaders predict developments and develop proactive solutions (Badr, 2018: 33).

In parallel with this scientific logic, public administration emerges as an "art" requiring exceptional leadership and personal skills, manifested in the manager's ability to influence and motivate subordinates toward achieving goals, and to use intuition and administrative insight in dealing with situations not covered by official regulatory provisions (Kan'an, 2022: 110).

Tracing the historical development of administration, we find that its first seeds grew in the realm of ancient civilizations such as the Sumerian and Egyptian civilizations, where historical studies have proven the existence of complex administrative systems responsible for organizing irrigation, building pyramids, collecting taxes, and managing military affairs (Al-Hawari, 2020: 32).

The Industrial Revolution in Europe constituted a major turning point, as administration moved from an instinctive and personal-endeavor character to an organized institutional character, due to the emergence of large factories and the urgent need to coordinate the efforts of hundreds of thousands of workers and ensure the smooth running of production processes without conflict (Harim, 2018: 77).

"Frederick Taylor," through the scientific management movement at the beginning of the twentieth century, contributed to laying the methodological foundations for modern management. His research focused on raising productive efficiency through specialization, division of labor, and selecting workers according to precise scientific foundations that ensure the suitability of their abilities for the tasks assigned to them (Jad al-Rabb, 2021: 56).

In the same era, "Henri Fayol" presented a unique administrative contribution by identifying the five administrative functions (planning, organization, command, coordination, control), emphasizing that these principles are universal in nature and can be applied in all types of organizations, whether governmental or private (Harim, 2018: 45).

"Max Weber's" bureaucratic theory emerged as a response to the need for rationality and reasonableness in large organizations. He established a model based on legal authority, functional

---

hierarchy, and strict rules that ensure work is not affected by the personal whims of employees (Al-Rashid, 2019: 156).

The 1930s witnessed a radical transformation with the emergence of the human relations school with "Elton Mayo," which restored consideration to the human element after it had been neglected by classical schools, affirming that morale and social bonds within work are the main drivers of productivity and organizational loyalty (Al-Sayrafi, 2022: 204).

Following World War II, the systems school emerged, viewing the organization as a living entity composed of interconnected parts interacting with the external environment, which made public administration focus on balance between inputs, processes, and outputs to ensure the survival and stability of the organization (Al-Samarrai, 2021: 92).

Public administration evolved in the modern era to adopt the "New Public Management" (NPM) model, a trend that seeks to transfer private sector management mechanisms to the public sector to achieve higher efficiency, reduce bureaucracy, and focus on results and outputs rather than preoccupation with traditional means (Amer, 2020: 115).

Enormous technological development led to the emergence of the concept of "smart" or digital management, where information technology and artificial intelligence have become essential tools in administrative decision-making, reducing waste of time and resources and contributing to the creation of more flexible and innovative organizations (Al-Qahtani, 2021: 67).

In the contemporary phase, the concept of "governance" has become the supreme standard for the development of public administration, focusing on transparency, accountability, and stakeholder participation in the decision-making process, thereby enhancing the positive impact of administration on the stability and prosperity of organizations (Morsi, 2022: 14).

### **Second: Functions of Modern Public Administration (Planning, Organizing, Directing, Controlling)**

The planning function represents the first and fundamental pillar of contemporary administrative work. It is the organized mental process that precedes actual implementation and aims to identify the organization's future goals and chart the paths to achieve them, granting administration the ability to anticipate opportunities and hedge against potential risks (Al-Asaf, 2020: 102). Effective administrative planning requires a high capacity to analyze data and conditions surrounding the organization. It is not limited to setting ambitious goals but extends to include developing contingency plans that ensure organizational flexibility and the ability to adapt to sudden crises that may arise in the work environment (Darwish, 2019: 122).

Once the planning process is completed, the organizing function emerges as a tool to convert theoretical plans into practical reality. This function is concerned with designing the organizational structure of the organization, determining administrative levels, and distributing tasks and responsibilities among individuals and units to ensure workflow fluidity (Badr, 2018: 88). Sound organization contributes to eliminating the phenomenon of duplication and overlapping of authorities that may lead to internal conflicts, through the development of a precise job description for each position, clearly defining what is expected of the employee and the authorities delegated to them to perform their tasks efficiently (Kan'an, 2022: 76). Building formal communication channels is an integral part of the organizational process, as successful organization ensures the vertical and horizontal flow of information between different levels, facilitating coordination between different departments and creating a kind of functional integration that enhances the organization's strength (Al-Hawari, 2020: 210).

---

The directing function comes to represent the human and dynamic aspect of management. It is the function responsible for guiding, motivating, and leading subordinates toward optimal performance, requiring the manager to possess high communication skills and the ability to understand human motives to positively influence employee behavior (Maher, 2019: 134). Effective direction depends heavily on "administrative leadership." The successful leader is one who can create a stimulating work environment that encourages creativity and innovation, and works to resolve conflicts between individuals in a way that ensures the stability of the organization and its continued focus on its major goals (Jad al-Rabb, 2021: 255). Material and moral motivation also play a crucial role within the directing function, as the management's awareness of employee needs and appreciation of their efforts contributes to raising morale and increasing organizational loyalty, which is directly reflected in the quality of outputs and increased productivity (Harim, 2018: 167).

As for the control function, it is the safety valve and the final function that completes the administrative cycle. It aims to measure actual performance and compare it with the standards set during the planning stage, to ensure that work is proceeding in the right direction without deviations (Al-Rashid, 2019: 189). The control process includes systematic steps starting with setting standards, then measuring achieved results, analyzing the causes of gaps if any, leading to corrective actions that ensure errors are not repeated in the future, thereby enhancing the organization's efficiency in utilizing its resources (Al-Sayrafi, 2022: 159). Control in modern public administration evolves into preventive control that does not wait for an error to occur but predicts it before it happens, saving the organization exorbitant costs that may result from wrong decisions or misuse of public resources (Al-Samarrai, 2021: 144).

The integration of these four functions is what creates the desired "administrative impact": planning without organization is chaos, organization without direction is stagnation, and control without prior planning is a futile process not based on a logical foundation for measurement and evaluation (Amer, 2020: 55). Digital transformation has contributed to automating these functions, as planning relies on computer modeling, organization is done through flexible virtual structures, while control is performed through real-time dashboards providing accurate data to decision-makers at the appropriate time (Al-Qahtani, 2021: 189). Consequently, the ability of public administration to practice these functions in a balanced and harmonious manner determines the extent of the organization's success in the labor market and its ability to achieve a sustainable competitive advantage that meets society's aspirations and achieves the state's strategic objectives (Morsi, 2022: 87).

### **Third: Principles of Public Administration (Centralization and Decentralization, Span of Control, Unity of Command)**

The principles of public administration represent the guiding rules that ensure the integrity of the organizational structure and its ability to withstand challenges. These principles aim to establish an operational framework governing functional relationships and determining how authorities and decision-making are distributed, which directly reflects on the speed and efficiency of administrative processes within the organization (Al-Asaf, 2020: 134).

The principle of centralization comes as one of the most important organizational dimensions determining the locus of decision-making authority. While centralization means restricting major powers in the hands of top management, decentralization aims to delegate part of these powers to lower administrative levels, thereby reducing the burden on senior leadership and giving sub-

---

departments greater flexibility in dealing with their problems (Darwish, 2019: 188). Choosing the delicate balance between centralization and decentralization depends on the nature and size of the organization. Large organizations operating in wide geographical environments tend to adopt administrative decentralization to ensure rapid response to beneficiary requirements in different regions, while centralization remains necessary for strategic decisions that require unified vision and direction (Al-Otaibi, 2021: 165). The importance of decentralization is evident in its crucial role in training and preparing second-tier leaders. Granting middle and lower-level managers decision-making authority develops their leadership and responsibility skills and creates an administrative generation capable of bearing the future burdens of the organization with efficiency and competence (Badr, 2018: 181).

On another front, the principle of "span of control" emerges as a critical element in determining the efficiency of supervision and direction. This principle determines the number of subordinates that one manager can effectively supervise, considering that an excessively wide span may lead to weak control, while an excessively narrow span may cause bureaucratic inflation and work disruption (Kan'an, 2022: 125). The span of control is affected by essential factors, including the complexity of tasks assigned to employees, and the efficiency and experience of both the manager and subordinates. The more routine and clear the tasks, and the higher the efficiency of employees, the more the organization can adopt a wide span of control with fewer administrative levels and faster information flow (Al-Hawari, 2020: 245). The span of control is closely related to the "organizational hierarchy." In organizations adopting a narrow span of control, the organizational structure appears "tall," increasing the functional hierarchy, while in organizations with a wide span, the structure is "flat," a pattern preferred by modern administrations to reduce barriers between leadership and base (Maher, 2019: 167).

As for the principle of "unity of command," it is a fundamental pillar of organizational discipline, requiring that each subordinate receives instructions and orders from only one direct superior, to avoid contradictory directives that may lead to employee confusion and a decline in performance level due to multiple administrative references (Jad al-Rabb, 2021: 298). Adherence to the unity of command principle helps in precisely determining responsibility when errors occur, and facilitates administrative accountability, as every employee knows to whom they report and who is responsible for evaluating their performance, thereby enhancing organizational behavior discipline and ensuring the smooth issuance and implementation of decisions (Badr, 2018: 204). Despite the emergence of modern administrative models such as the "matrix management" where an employee may be involved in more than one project under different heads, the administrative essence of the unity of command principle remains valid in administrative and legal aspects to ensure that functional subordination is not lost and the stability of the overall organizational structure (Al-Rashid, 2019: 221).

The interaction among these three principles (centralization/decentralization, span of control, unity of command) constitutes the "administrative constitution" of the organization. Any defect in applying any of these principles may lead to administrative distortion or organizational conflicts that hinder the organization from fulfilling its mission and achieving its set strategic goals (Al-Sayrafi, 2022: 134). The application of these principles directly affects the "organizational impact" of public administration. The management that succeeds in applying conscious centralization, studied decentralization, clear unity of command, and a balanced span of control is the management that can create a work environment characterized by high efficiency, high

---

productivity, and competitiveness (Al-Otaibi, 2021: 176). The shift toward smart organizations has contributed to reformulating these principles, as technology has enabled wide supervision (digital span of control) and facilitated decentralized communication while maintaining unity of direction, making organizations more capable of managing their human resources across geographical boundaries (Amer, 2020: 98). Understanding these principles is an absolute necessity for researchers in the field of business administration, as they represent the criteria by which the quality of the administrative structure of any organization is evaluated, and the extent of this structure's ability to support operational processes and ensure sustainable institutional success in the long term (Al-Qahtani, 2021: 333). In conclusion, the actual impact of these principles only appears through an administrative practice characterized by flexibility, where these rules are adapted to suit the specific circumstances of each organization, achieving a balance between formal discipline and the need for innovation and speed in achievement (Morsi, 2022: 112).

### **Section Two: The Organization and Its Environment as an Entry Point to Determine Administrative Impact**

Every organization has its goals and objectives that it seeks to achieve. It does not operate in a vacuum but interacts with a surrounding environment, affecting it and being affected by it. The organization is an open socio-technical entity consisting of formal and informal structures. It derives its resources from the external environment and converts them into outputs that return to it again. The general external environment (economic, political, social, technological) is a broad framework that the organization cannot control individually, but it can adapt to it. As for the specific external environment (task environment), it includes elements that the organization directly interacts with, such as suppliers, customers, and regulatory bodies. Understanding this environment is key to achieving competitive advantage and the ability to excel in the quality of outputs (Maher, 2019: 204). The impact of the environment on the organization is manifested in the concept of "environmental uncertainty." The more rapidly changing and complex the environment, the greater the need for flexible administrative systems and unconventional organizational structures that allow the organization to respond quickly to developments and seize available opportunities (Al-Rashid, 2019: 235).

Organizational culture plays a pivotal role in the internal environment of the organization, representing the set of values, beliefs, and standards shared by the organization's members that guide their behavior. It is the hidden driver that determines the success or failure of implementing new plans and administrative policies (Harim, 2018: 245). The shift toward "open organizations" has contributed to changing the traditional administrative role, as it is no longer sufficient to focus only on internal processes; rather, it has become necessary to build strategic partnerships with the external environment to ensure the flow of information and resources and the sustainability of institutional growth (Al-Rashid, 2019: 256). The efficiency of the organization is linked to its ability to manage its human resources within its organizational environment. Successful management is that which provides a stimulating work environment that reduces environmental pressures that may affect the vital individual, supports institutional affiliation, and reduces organizational conflict (Al-Sayrafi, 2022: 178). Globalization and digital transformations have led to the fading of traditional boundaries, and "virtual organizations" have emerged that operate through cross-border networks, imposing new challenges on the organizational environment concerning how to maintain organizational identity and control at a distance (Al-Samarrai, 2022: 112).

---

The successful organization is one that possesses "environmental sensitivity," i.e., the ability to monitor changes in its external environment, analyze them, and use them as feedback to develop its internal processes, keeping it in a constant state of readiness for competition (Amer, 2020: 124). The relationship between the organization and its environment is a reciprocal relationship, where the organization also affects its environment through its innovative outputs and social responsibility, enhancing its position and reputation in the market among beneficiaries (Al-Qahtani, 2021: 278). In conclusion, understanding the nature of the organization and its environment is the essential entry point for analyzing the "impact of public administration," as the success of administrative practices cannot be evaluated in isolation from the organizational and environmental context in which the organization operates and faces the challenges of survival and advancement (Morsi, 2022: 165).

**Second: Criteria for Measuring Organizational Success (Efficiency, Effectiveness, Productivity)**

Measuring success in contemporary organizations is a highly complex process, as it is not merely about achieving profits or delivering services, but extends to include a set of quantitative and qualitative indicators that reflect the extent of public administration's ability to utilize available resources to achieve strategic goals with the lowest possible costs (Al-Asaf, 2020: 188). "Efficiency" comes as a core criterion focusing on the economic aspect of the administrative process, meaning the ability to accomplish tasks using the minimum of resources (human, financial, temporal), i.e., it focuses primarily on "how" the work is performed and ensuring no waste in organizational inputs (Darwish, 2019: 245). Meanwhile, "effectiveness" represents the complementary criterion to efficiency, but it focuses on "results" instead of "means." It measures the extent of the organization's ability to achieve the goals it has set for itself. Effectiveness is concerned with the extent to which final outputs conform to the expectations and plans previously approved by top management (Al-Otaibi, 2021: 245).

The relationship between efficiency and effectiveness is an integrative relationship essential for organizational success. An organization can be effective in achieving its goals but at a high cost (low efficiency), or it may be efficient in using resources but fail to achieve the desired ends. Administrative excellence requires combining both (Badr, 2018: 176). The concept of "productivity" emerges as a comprehensive criterion reflecting the ratio between outputs and inputs. It is the tool used by the organization to measure the level of overall performance. Productivity is directly affected by the degree of development of technological means used and the efficiency of the human element in dealing with those tools (Kan'an, 2022: 302). Public administration plays a pivotal role in raising productivity levels by improving the work environment and training workers, as productivity not only means increasing the quantity of outputs but also improving their quality in a way that ensures beneficiary satisfaction and increases the organization's competitive advantage in its external environment (Al-Hawari, 2020: 312).

Modern organizations rely on Key Performance Indicators (KPIs) as scientific tools to measure efficiency, effectiveness, and productivity. These indicators allow management to monitor deviations instantly and make corrective decisions, transforming the measurement process from a mere routine procedure into a strategic tool for continuous development (Maher, 2019: 256). The impact of public administration on the organization is also evident through its ability to balance material criteria and human criteria, as organizational success also depends on achieving "job satisfaction," which is a criterion reflecting the happiness and belonging of employees, positively

---

reflecting on productivity sustainability (Jad al-Rabb, 2021: 378). "Total Quality Management" serves as an administrative framework to enhance success criteria, aiming to embed the concept of mastery in all work stages, thereby reducing error rates and raising the level of operational efficiency, making institutional excellence an ingrained culture in the behavior of all employees (Badr, 2018: 289).

Measuring success in public organizations is linked to their ability to achieve "social return," a criterion that goes beyond material profit, reflecting the improvement in the quality of citizens' lives and their satisfaction with the services provided, imposing additional challenges on public administration to achieve balance between cost and impact (Al-Rashid, 2019: 298). The shift toward "management by results" has led to a reformulation of effectiveness criteria, as focus has shifted to the ultimate impact that the organization leaves on society, not just on the number of tasks accomplished, prompting organizations to adopt deeper and more comprehensive evaluation models (Al-Sayrafi, 2022: 211). Digital technology and artificial intelligence radically affect efficiency criteria, as automation reduces human intervention in routine processes, decreasing the probability of human error and providing valuable time that can be invested in development and administrative creativity (Al-Otaibi, 2021: 245). The organization is considered "successful" when it possesses the ability to adapt to environmental changes without losing its efficiency, known as "organizational flexibility," which measures the organization's ability to rapidly redesign its resources to face crises or seize new opportunities in the market (Amer, 2020: 167). Accountability and transparency represent ethical criteria for public administration success. Without a control system governing the integrity of resource use, figures on efficiency and productivity lack credibility, requiring periodic reports that highlight actual performance publicly before stakeholders (Al-Qahtani, 2021: 312). In conclusion, integration among efficiency, effectiveness, and productivity criteria remains the true test of the strength of public administration, as the organization that succeeds in continuously improving these indicators is the one that can leave a lasting positive impact and ensure its survival at the forefront of leading institutions (Morsi, 2022: 198).

### **Third: The Impact of Administrative Processes on Organizational Productivity**

Administrative processes represent the dynamic engine that converts static resources into valuable outputs, as the impact of public administration is clearly evident in its ability to formulate a harmonious combination of material and human elements, which inevitably leads to raising the overall productivity efficiency of the organization and achieving its sustainable excellence (Al-Asaf, 2020: 215). The first rings of influence begin with the "planning process," where precise planning contributes to reducing waste of time and resources by setting priorities, allowing the organization to direct its energy toward activities with the highest return, which in turn directly reflects on increasing productivity rates and avoiding marginal processes (Darwish, 2019: 287). The impact of the "organizing process" appears through building flexible structures that ensure the rapid flow of information and orders. The more sound and free from bureaucratic complexities the organization is, the greater the speed of task completion, meaning higher productivity per unit of time and reduced costs resulting from delays or functional duplication (Al-Otaibi, 2021: 245).

Administrative leadership has a substantial impact on motivating the workforce. Management that adopts supportive leadership styles succeeds in raising employee morale, generating in them the desire to exert maximum possible effort, which is known as "psychological productivity," surpassing formal commitment to creativity in performance (Badr, 2018: 202). The "directing

---

process" also plays a decisive role in reducing professional errors. Through continuous guidance and effective communication, employees can understand the required tasks precisely, raising the quality of outputs and reducing waste rates or rework, which enhances the qualitative productivity of the organization (Kan'an, 2022: 345). The "control process" is the ensuring tool for productivity sustainability, as it contributes to detecting performance deviations and correcting them immediately, preventing the accumulation of errors that could lead to the collapse of productive efficiency in the long term, and ensuring that operations remain within planned standards (Al-Hawari, 2020: 243).

The impact of administrative processes extends to include "human resource development." Management that invests in training and development as a continuous administrative process raises the efficiency and skill of its workers, automatically leading to an increase in their ability to produce quantitatively and qualitatively using more advanced techniques (Maher, 2019: 288). The "decision-making process" enhances productivity by selecting the most effective and least costly alternatives. The more administrative decisions are based on accurate data and objective analysis, the greater the organization's ability to exploit available environmental opportunities and convert them into tangible productive gains (Jad al-Rabb, 2021: 412). The impact of "administrative communication" emerges in creating an atmosphere of transparency and cooperation between different units, as the rapid flow of information leads to solving technical and administrative problems that could hinder production lines or disrupt service delivery, thereby maintaining the stability of the work pace (Badr, 2018: 315).

Under "e-management," the impact of administrative processes on productivity has increased due to automation. Paperwork and routine processes have been reduced, allowing employees to focus on strategic and innovative tasks, which brought about a qualitative leap in job performance rates (Al-Otaibi, 2021: 289). The "coordination process" plays a pivotal role in preventing the clash of efforts between departments. Management that succeeds in creating integration between marketing, production, and human resources ensures a continuous flow of operations without interruption, raising the efficiency of using the organization's fixed and current assets (Al-Rashid, 2019: 322). "Administrative motivation" as a continuous process affects productivity by linking performance to rewards, creating a healthy competitive environment within the organization that drives individuals to develop their own work methods to increase their outputs, which ultimately serves the overall productivity (Al-Sayrafi, 2022: 245).

"Time management" as a sub-administrative process contributes to raising productivity by eliminating "time thieves" and unproductive meetings, ensuring that every minute is invested in activity of real value to the organization and beneficiaries of its services (Amer, 2020: 198). The impact of administrative processes also appears in "quality management," as adherence to quality standards in every administrative process reduces defects and complaints, improving the organization's reputation and increasing demand for its outputs, thereby increasing its immediate and financial profitability (Al-Qahtani, 2021: 356). In conclusion, it can be said that productivity is not an end in itself, but the ultimate result of the soundness and strength of the executed administrative processes. Successful public administration is that which makes these processes a bridge to cross toward institutional excellence and leadership in the business sector (Morsi, 2022: 432).

---

### 3. CONCLUSION

This study has revealed the painful fact that public administration is not merely an organizational framework or a set of written instructions, but rather the soul that brings life to the body of the organization. When administrative practices are sound, work transforms into a harmonious system capable of achieving accomplishment and excellence. But when weakness or stagnation afflicts them, they become a heavy burden that exhausts resources and kills ambition. The gap between theoretical planning and actual application, highlighted by the research problem, represents a deep administrative wound, as it leads to waste of human energies and a decline in the level of trust between leadership and employees, which negatively reflects on overall performance and threatens the sustainability of the organization in a highly competitive and changing environment.

The study also showed that the four administrative functions (planning, organizing, directing, controlling) cannot operate in isolation, as the absence of integration between them leads to an imbalance in organizational balance. Planning without control becomes an illusion, organization without direction becomes a rigid structure, and control without clear goals loses its meaning. The real impact of public administration is embodied in its ability to create harmony among these functions to ensure raising efficiency, effectiveness, and productivity together. The painful truth, however, is that many organizations still deal with administration as a formal procedure, not a strategic tool capable of bringing about a qualitative transformation in institutional performance. In light of the above, it can be said that the future of the organization is organically linked to its ability to modernize its administrative systems and keep pace with digital and environmental transformations. Modern public administration is required to be more flexible, more responsive, and more committed to principles of governance and transparency. Any laxity in developing leadership or neglect in building a supportive organizational culture will inevitably lead to a competitive decline that is difficult to compensate. Hence, administrative impact is not an option that can be postponed, but an existential necessity imposed by the challenges of the era, where there is no place except for organizations that master the art of management with scientific awareness and ethical responsibility.

### REFERENCES

1. Al-Asaf, S. H. (2020). *Modern Public Administration*. Riyadh: Dar Al-Zahraa for Publishing and Distribution.
2. Darwish, A. K. (2019). *Principles of Public Administration*. Amman: Dar Al-Maseera for Publishing, Distribution and Printing.
3. Al-Otaibi, M. F. (2021). *Management and Development of Contemporary Organizations*. Jeddah: King Fahd National Library for Publishing.
4. Badr, A. I. (2018). *Organizational Behavior and Contemporary Management*. Cairo: Dar Al-Fikr Al-Arabi.
5. Kan'an, N. A. (2022). *Strategic Management and Modern Administrative Leadership*. Amman: Dar Wael for Publishing and Distribution.
6. Al-Hawari, S. M. (2020). *Organizations and Institutional Performance Management*. Cairo: Ain Shams Library for Publishing.
7. Maher, A. (2019). *Contemporary Business Administration*. Alexandria: University House for Printing and Publishing.

- 
8. Jad al-Rabb, S. M. (2021). *Organizational Development and Administrative Leadership*. Cairo: Dar Al-Nahda Al-Arabiya.
  9. Harim, H. (2018). *Human Resource Management and Organizational Behavior*. Amman: Dar Al-Hamed for Publishing and Distribution.
  10. Al-Rashid, S. A. (2019). *Administrative Systems and Institutional Governance*. Riyadh: Al-Rushd Library for Publishing and Distribution.
  11. Al-Sayrafi, M. A. (2022). *Modern Management and Challenges of the Digital Age*. Cairo: University Education House.
  12. Al-Samarrai, F. M. (2021). *Electronic Management and Digital Transformation in Organizations*. Baghdad: Dar Al-Doctor for Administrative and Economic Sciences.
  13. Amer, T. A. (2020). *New Public Management and Public Sector Reform*. Cairo: Arab Group for Training and Publishing.
  14. Al-Qahtani, A. S. (2021). *Governance and Smart Management in Contemporary Organizations*. Riyadh: Dar Al-Obeikan for Publishing.
  15. Morsi, M. A. (2022). *Institutional Excellence and Sustainability of Organizational Performance*. Alexandria: New University House for Publishing.