The role of administrative guidance in the organizational development of organizations

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Abstract:

Organizations aim to achieve their sustainability, success, uniqueness, and organizational development by focusing on administrative operations. Administrative direction is considered one of the modern operations that has a close relationship with the human resource and is the key element in achieving high efficiency and effectiveness of the desired goals. This research paper aims to clarify the role of administrative direction in achieving organizational development within the organization through its main elements, which are leadership affecting personal relationships among individuals, motivation creating responsiveness and promoting excellence in work, and communication that helps understand the implementation methods to achieve desired goals.

Keywords: *Administrative communication. Administrative direction. Administrative leadership. Organizational development. Stimulation.*

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I. INTRODUCTION

The function of guidance is one of the essential elements in the administrative process, aimed at achieving the planned goals through directing and coordinating individual and collective efforts. The function of guidance includes several activities such as setting goals, determining appropriate actions to achieve them, analyzingdata and evaluating performance, and making strategic decisions.

Executing the guidance function requires effective leadership skills, including the ability to motivate and guide the team towards achieving goals, the ability to communicate effectively and understand the team's needs and identify what needs to be done to support them. Additionally, the guidance function is closely related to incentives and rewards, which can be used as a tool to motivate the team and enhance performance.

To achieve the best results in the guidance function, the team must work as one unit, encourage teamwork and effective communication among team members, and alsorequire a positive and stimulating work environment that encourages the team to achieve specific goals and contribute to the success of the organization and achieving organizational development in general.

Organizational development is a comprehensive process aimed at improving the organization's performance and enhancing its ability to adapt to the constant changes in the internal and external environment. These goals cannot be achieved through simply applying a specific organizational model or framework, but the development process must be flexible and adaptable to the internal and external variables that affect the organization.

Organizational development includes several aspects, including leadership and management, and human resources. These aspects must be integrated and consistent to ensure positive and effective results **(Labouz, 2016, p. 83)**Additionally, organizational development must be compatible with the values and principles of the organization, and be applied in a participatory and comprehensive manner that includes all members of the organization. Over time, the impact of the development process on the organization should be evaluated, and necessary adjustments made to improve results and achieve desired goals.

In summary, the guidance function is an essential part of the administrative process and is necessary for achieving planned goals through coordinating and directing individual and collective efforts. Effective execution of the guidance function requires strong leadership skills, teamwork, effective communication, and a positive and stimulating work environment. Organizational development is a comprehensive process that aims to improve organizational performance and adaptability and requires the integration and coordination of several aspects.

1. The Problem of Study:

The shift towards a new cognitive economy is nothing but a result of the deep transformation in the nature of the global economy, where knowledge is considered the economic engine and source of competitiveness and advantage **(Aziz & BenSouilah, 2021, p. 1)** In order to achieve sustainability and survival for organizations and gain a competitive edge, it depends on the organization's ability and structured response to the challenges and obstacles, especially those related to management. The management problems began to appear differently with the expansion and complexity of the organization, leading many researchers and scholars to delve into the study of obstacles and problems related to organization and management, according to Henry Fayol, management performs planning, organization, issuing orders, coordination, and supervision. Management is also about knowing what is desired and ensuring that individuals carry it out in the best possible way. Management monitors the problems related to organization across all levels of the organization through a range of administrative tasks. Fayol identified the basic tasks of management and considered them integrated and coordinated tasks between them **(Bouriba, 2014, p. 6)** And among the most prominent of them is the administrative guidance function, which is carried out by the administrative personnel, especially at levels where workers and employees are concentrated, and it has a clear importance due to its connection to all other administrative operations and duties, and the

guidance aims to enhance the capabilities and skills of human resources, according to their personal capacities in light of changes happening within the organization. Its importance and objectives are also achieved by enabling managers to interact with employees and workers who have different personalities and have individual feelings, motivations and goals that may agree or conflict with the organization's goals. The primary task of supervisors is to guide working individuals in a positive manner towards desired goals and achieve organizational development. (**Al-Shar'a, 2012, p. 27**) The researcher (Warren Bernnis) considers this an advanced strategy that aims to change attitudes, values, and organizational structures to adapt to new needs and deal with the challenges imposed by huge changes in the economic, social, and cultural environment. Hence, it is important to understand the role of administrative guidance for human resources in achieving organizational development within organizations by focusing on its elements (leadership, communication, and motivation). Therefore, the problem of the study revolves around the following main question: How does administrative guidance for human resources contribute to organizational development within organizations? And the following questions stem from it:

- How does administrative leadership contribute to the organizational development of human resources?
- How does human resource motivation contribute to the enhancement of organizational development principles and encourage excellence in work?
- How does administrative communication with human resources help to clarify assigned tasks and achieve organizational goals?

2. Importance of the Study:

This study draws its importance from addressing two strategic topics in management and organization, related to the subject of administrative direction which has become a necessity rather than a choice for achieving faster economic growth rates in the face of intense competition among business organizations, advanced technology and a great deal of knowledge that requires new jobs that require high capabilities and skills that are difficult to imitate, which ensures reaching higher levels of competence and efficiency, and the second subject is related to organizational development as a comprehensive administrative system that is based on a future vision and a continuous improvement in quality to meet the challenges facing organizations. This study also holds importance in providing a clear explanation of the role of administrative direction in achieving organizational development, by presenting and analyzing the most important tools used in the process of administrative direction.

3. Goals of the Study:

This research aims to understand the role of administrative direction in achieving organizational development, and to achieve the following sub-goals:

- To identify the role of human resource leadership in achieving organizational development.
- To highlight the importance of motivating human resources and their role in achieving organizational development.
- To uncover the role of administrative communication in relation to human resources and their contribution to clarifying and simplifying tasks assigned to them and achieving the goals of the organization.

4. The methodology of the study:

To address the proposed issue, a descriptive methodology was adopted in this paper to determine the dimensions of the subject, and to explain and analyze it by following an analytical methodology. This was done by focusing on a number of references: books, journals, PhD theses, and Master's theses to provide a theoretical background for the study to help us approach the subject.

II. The first axis:

Study concepts:

Scientific research requires precisely defining the concepts related to the study subject to facilitate subsequent operations, which enables the researcher to control and manage his research to achieve the desired objectives. These concepts of the study are represented in:

First: Administrative guidance

After the organization's plans and structure have been formulated and employees have been hired, the role of administrative tasks is to achieve the goals and plans set. Administrative guidance is the last of the administrative tasks, working to guide leaders in achieving organizational goals by guiding and motivating leaders. Administrative guidance can be described as follows:

1. Definition of Guidance :
1.1. The linguistic meaning of guidance

- The linguistic meaning of guidance is the management of something specific and its transfer from one position to another desired position, and moving it in a specific direction. Visit the website https://www.elmarji3.com/2021/12/guidance.html, date of visit 22/12/2022.

- A person heads towards a direction, became its direction, the face of the command, headed towards it, the apparent intention, what the person is directed towards from work and passion. Visit the website https://www.asjp.cerist.dz/en/downArticle/206/4/2/101048 on 10/12/2022.

1.2. The definition of Guidance :

- It is a process of advising individuals using various and different methods, allowing them to discover their potential and use their personal abilities, allowing them to live and work comfortably within society. Visit the website https://www.elmarji3.com/2021/12/guidance.html visited on 22/12/2022.

- Guidance is the job that specializes in guiding and observing leaders while they perform their work. It is the responsibility of the president, the leader, or the senior management, and the guidance process is a mechanism for reaching the goals of the organization and mainly relies on issuing orders in various forms. Source :https://almerja.net/reading.php?idm=46229, Visited on 10/01/2022.

- Guidance is one of the tasks of management and a component of the administrative process. It involves the ways and foundations that a manager at any level can follow to guide the work of subordinates in a good way, oriented towards goals and making them feel a love for work and commitment to the organization (**Abdullah, 2017, p. 15**).Visited the website on 12/12/2022 http://repository.ush.edu.sd:8080/jspui/bitstream/123456789/573/1.

- The International Institute of Administrative Sciences defined administrative direction as the appropriate organization of relationships between multiple administrative units with the purpose of achieving agreement between several centers each with the authority to make administrative decisions. This agreement aims to achieve integration between several decisions and directs multiple decisions towards a specific goal (**Raslan, 1995, p. 317**).

2. Definition of Management :

Management is the driving force behind the development and growth process within the organization. The success of organizations is tied to the way they are managed, and therefore activating all management units within the organization aims to achieve desired goals, especially in relation to human resources.

There are multiple definitions of management that vary based on the perspectives of different thinkers and scholars. Each researcher defines it based on their perspective, experience, and beliefs. Among these definitions are:

- Definition of Management : "From the Organizational Perspective, Management is the accomplishment of organizational goals through individuals and other resources" (**Alawneh, 2014, pp. 13-14-15**)

- According to the Social Sciences Encyclopedia, management is the process through which a specific goal is achieved and overseen, and it is the result of different types and levels of human effort that are put into this process. (**Idris, 2019, p. 83**)

- According to Henry Fayol, management is the process of anticipating, planning, organizing, issuing orders, coordinating, and controlling. As Frederic Taylor defines it, management is to know exactly what you want, then ensure that individuals carry it out in the best and most economical way possible.

- Frederick Taylor defined management as "knowing exactly what you want, then making sure that individuals carry it out in the best and most economical way possible." (**Idris, 2019, p. 83**)

Social and economic operations and activities make individuals conduct actions to achieve desired goals. These workers differ in their abilities, talents, and intellectual abilities, as well as their educational or environmental experiences. Some individuals within work groups and organizations become leaders, while others follow and comply with them. This reveals the principle of decision-making, which is closely related to management. Effective and decisive decision-making is essential in all managerial operations. The focus of management is on making others perform actions that lead to the achievement of goals. Management has become an independent science that is taught in universities, institutes, and continuously developed through research and experiments by scientists. According to Fayol, management consists of functions such as planning, organizing, leading, coordinating, and controlling. Taylor views management as the knowledge of the goals to be achieved and the proper direction for individuals to carry out what is planned from the start.

3. Definition of Administrative Direction

"The management needs to implement an effective guidance system to ensure that employees perform their assigned tasks in the specified manner. This includes givingclear guidance to employees on what they need to do and how to do it, as well as identifying the necessary standards to evaluate their performance (**Abdullah, 2017, p. 17**) ".

The International Institute of Administrative Sciences defines administrative guidance as "the appropriate organization of relationships between multiple administrative units, meaning the reconciliation between several centers that have the power to issue administrative decisions. This reconciliation aims to achieve integration between several decisions, which may be (**Raslan, 1995, p. 317**) Guidance intended to direct multiple decisions towards a specific goal." is one of the functions of management, and one of the components of the management process, and it includes the methods and principles that a manager at any administrative level can follow in guiding their work effectively and towards the goals, making employees feel love and belonging to the organization". (**Abdullah, 2017, p. 15**)

Secondly: Organizational Development

Organizational development can be considered one of the modern programs that follows and covers organizational developments. It is a new system and considered one of the socio-economic applications in management. It includes all levels and aspects of the organization, increasing its strengths and mitigating all current or future threats.

1. **Concept of Development** (https://www.researchgate.net/publication/338823349, visited on August 22, 2022)

   1.1. **The linguistic concept of development**
   - Development means the transformation from one stage to another, and it means expansion, growth, construction, and discovery of things.
   - Gradual change that occurs in the composition of society, relationships, systems, or prevailing values.Visit the website at https://hrdiscussion.com/hr814.html. Visit date : 01/01/2023
   - Development is defined linguistically based on the root of the verb meaning to develop, evolve, progress and change gradually from one stage to a better stage, and to improve and refine things, moving from one stage to a better stage. Visit the website at https://almerja.com/reading.php?idm=139616. Visit date : 12/12/2022

   1.2. **The technical definition of development** (https://almerja.com/reading.php?idm=139616visited the website on 08/12/2022)
   - Is the state in which the best possible outcome is achieved.
   - It involves fundamental changes in the material environment, accompanied by changes in the economic, social, cultural and political environment.
   - Improving and achieving desired goals in a more efficient manner.

2. **The concept of organization :**

Social scientists have different opinions on finding a unified definition of organization, but they agree on the basic principles on which organization is based.

The origin of the term "organization" (organization) according to (**Labouz, 2016, p. 83**) refers to the Latin language which means the tool through which work is performed, and administratively, organization refers to three meanings:

- Organizing : A skill and science that enables a manager to carry out some administrative operations.
- Organization : It is a structure that houses all human and material resources and has defined organizational functions and roles in accordance with known systems and rules in order to achieve goals.
- Process or function : Organization is a function in the administrative process.

Talcott Parsons defined organization as "the structured social order created to achieve specific goals" (**Akouchi, 2004, p. 17**) Parsons views organization as a set of interrelated relationships that may affect and be affected by one another in order to achieve goals, and that organization is a coordination composed of a group of individuals who want to realize their desires within the organization.

Mohammed Ali Mohammed defined it as "that which is referred to as a democratic organization, which is a type of organization that is based on rules and procedures that control behavior and regulate individual relationships, define tasks, responsibilities, and obligations, and this organization is established in accordance with democratic principles."

(**Bouguera & Wazinaji, 2018, p. 134**) These definitions emphasize that there is no existence of organizations without specific organizational goals, and achieving these goals is related to the presence of organizational rules that control and determine the behavior of individuals affiliated with this organization.

3. The concept of Organizational Development

There is no clear and agreed definition of Organizational Development, but definitions vary among them. For some researchers, Organizational Development means change, while others mean improvement, and others see it as updating and renewal, among other definitions.

- According to Warren Bennis, Organizational Development is an advanced strategy that aims to change the organizational beliefs, attitudes, values, and structures to adapt to new needs and to be able to cope with the challenges posed by massive changes in the economic, social, and cultural environment. (**Hishor, 2017, p. 228**)
- Organizational Development according to Alderfer means "aiming to improve the quality of life of the human side of the organization and increase its organizational efficiency" (**Ammari, 2013, p. 41**)
- Organizational Development is defined by Mansour and Edaadja as "a planned and structured process of change to transform the organization from a static to a dynamic organization, relying in its approach on continuous assessment of its methods through analysis and decision making and exploitation of available opportunities, taking into account the environmental challenges facing the organization" (**Ben Mansour & Al-Da'ja, 2016, p. 149**)Based on what has been said, Organizational Development is about making planned modifications within the organization's life and includes the organization's culture and its ability to solve problems, cooperation policy between the organization and employees, and consideration of internal and external environmental conditions.

III.   The second axis:

Administrative Direction (Importance - Fields - Objectives - Theories)

Administrative direction plays a good role among administrative functions within organizations. Direction works to enhance the abilities and capabilities of human resources according to their personal abilities considering changes occurring within the organization. Its importance and objectives also lie in enabling managers to deal with employees and workers who are a diverse and composite power.

1. The Importance of Administrative Direction :

The importance of administrative direction lies in the following points: (**Abdullah, 2017, p. 17**)

- The importance of direction is revealed in that it deals with complex components of emotions, senses, and aspirations, which have goals and objectives that may agree with the goals of the organization or differ from them. They are the working individuals and are the essential element in the process of development and achieving objectives.
- The importance of direction shows up in the organization through the emphasis on discipline and obedience from the subordinates towards their superiors, creating a type of cooperation, love for work, and satisfaction within the organization.
- The importance of direction appears in that it requires daily work implementation.
- If the work within the organization is good and successful, this organization will attain proper direction.
- The importance of direction lies in the fact that it is the administrative function through which we know the good or bad performance of the entire administrative process.
- Direction is an important function at all levels of management, but it is more important at the lower levels of management.

2. Fields of Administrative Direction

Even though the role of administrative guidance is last in administrative procedures, the fields of specialization of administrative guidance are diverse within the organization and some of the most important fields of administrative guidance are as follows:Visiting the website:https://mawdoo3.comon   01/12/2022

Field of administrative leadership: which is all the guidance issued by the leadership or the president or the top management in the direction of the decision-makers and actors.

- Field of administrative incentives : which encompasses all aspects related to material and moral incentives for employees.
- Field of administrative communications: which is a field that specializes in determining the ways of communication within the organization and how to communicate with the external stakeholders and partners.

3. The goals of administrative direction :

The function of administrative direction is concerned with human resources within the organization, as it, unlike other administrative functions, views the organization as a collection of active individuals and working groups with shared or differing goals and aspirations. The main goals of administrative direction include:

- To generally achieve coordination among the efforts of different administrative units in the organization in order to achieve its goals in the shortest time and at the lowest possible cost (**Raslan, 1995, p. 319**)
- Monitoring the proper implementation of plans in order to achieve the goals
- Evaluating performance and providing all means and suggestions for improvement
- Continuously improving the skills of employees through professional and technical development
- Ensuring that employees perform their duties in the manner specified in order to achieve the planned objectives and desired goals (**Abdullah, 2017, p. 17**) .

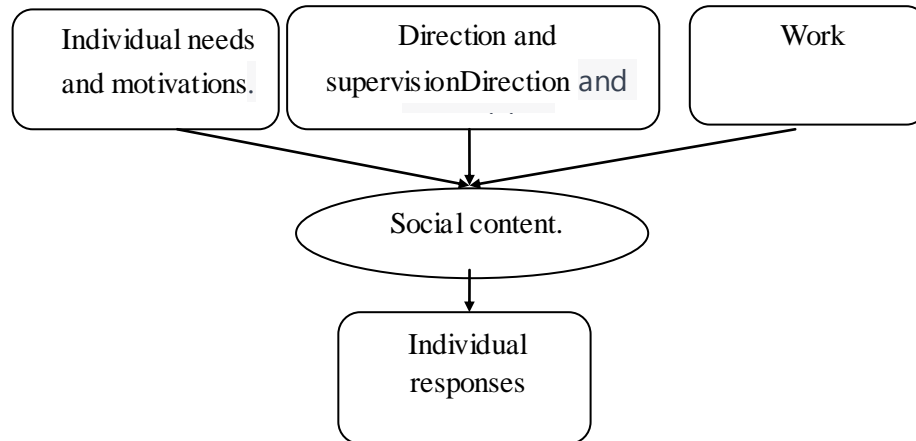## 4. Discrediting some theories on administrative direction

Despite the numerous theories and perspectives that have studied individuals within organizations, the importance of the human element in management has been ignored by many theorists and observers. However, there are those who emphasized the importance of human resources and considered it the main factor in the production and development process, with the theory of human relations being the most concerned with the individual worker, such as the role of administrative direction.

4.1. The theory of human relations

The theory of human relations originated from the behavioral school represented in the Hawthorne studies at Western Electric Company during the years 1923-1932. The Hawthorne studies are known for shifting the focus to the importance of the individual, according to followers of the theory of human relations. The working individuals have their own unique needs and motivations. When the individual is in an organization to perform a designated task, the requirements of that task, the way the supervisor or manager treats the individual, the individual's membership in a work team, and the degree of acceptance by the community all affect their performance and satisfaction with their work. According to the leader Elton Mayo,

workers are more concerned with psychological satisfaction than material incentives. This can be approximated by the following form.

Form (01): Human Relations Perspective

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┌─────────────────┐   ┌─────────────────┐   ┌─────────────────┐
│ Individual needs│   │  Direction and  │   │      Work       │
│ and motivations.│   │supervisionDirec-│   │                 │
│                 │   │   tion and      │   │                 │
└─────────────────┘   └─────────────────┘   └─────────────────┘
          │                   │                     │
          └──────────┐        │        ┌────────────┘
                     ▼        ▼        ▼
                  ╭───────────────────────╮
                  │    Social content.    │
                  ╰───────────────────────╯
                             │
                             ▼
                  ┌──────────────────────┐
                  │      Individual       │
                  │      responses        │
                  └──────────────────────┘
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Source: Mohammed Mendali, Founder of the Theory of Management and Organization / Visit website https://www.asjp.cerist.dz/en/downArticle/432/1/3/64642, Visit date 18/12/2022

IV.   The third axis:

Organizational Development (Characteristics, Objectives, Theories)

There is a set of characteristics and objectives that can reflect in all cases the organization's needs for organizational development.

1. **Organizational Development Characteristics :** (**Younsi & Zouzou, 2019, p. 77**)

Organizational development characteristics can be explained as follows:

- A planned change program
- Great efforts made in the long term
- Its main mission is related to organizational mission
- Oriented towards solving problems within and outside organizations
- Characterized by its operational nature
- Efforts aimed at groups
- Works to change the behavior of individuals towards the organization and manage their attitudes
- Focuses on the concepts of experience-based learning
- An important feature is sustainability, continuity, and participation.
- Dependency on experience-based learning concepts : (**Al-Tajem, 2009, p. 71**)   By confronting employees with the real problems within the organization, and through participation in administrative discussions and presentation of different experiences, appropriate solutions to these obstacles are revealed. Through this, these leaders learn from their real experiences within the organization. Organizational development works to find solutions to problems and crises and maintain what has been achieved.

2. **Organizational development goals,**

According to Lorance and Lorsh, revolve around the following points:

- Providing support to organizations to deal with their surrounding environment
- Encouraging collaboration between groups to achieve the overall goals of the organization
- Focusing on the individual employee to foster a sense of belonging to the organization
- Identifying internal conflict factors within the organization between executive groups or employees and management, and creating conditions to reduce and minimize this conflict. (**Ben Mansour & Al-Da'ja, 2016, p. 149**)
- Assisting the upper level of the organization in resolving their administrative problems
- Developing a system of incentives and rewards
- Providing the organization with all the information about its operations and helping to solve its problems and determine the mechanisms used to overcome obstacles

- Contributing to providing the necessary data, information, and statistical studies for decision-makers without distorting or hiding facts and concepts. (**Bouriba, 2014, p. 74**)

   Other goals of organizational development activities include: (**Boutbina, 2016, p. 382**)
- Striving to find integration between individual goals and organizational goals.
- Preparing a suitable work environment to encourage individual or group creativity and innovation within the organization.
- Working to change the organization's culture to reflect values of cooperation and shared power between managers and employees.
- Working to promote a sense of belonging to the organization among employees in order to create self-regulation that complements other administrative monitoring operations.
- Organizational development is based on consistent principles with democratic and human values rather than purely mechanical bureaucratic values."

3. Theories of Organizational Development

Organizational development theories are classified into traditional theories such as (structural approach, legal approach) and modern theories with different theoretical orientations (human element planning and development, institutional development, scientific approach methodology, systems analysis). We will mention the systems theory as the latest theory.

3.1. The theory of systems

The theory of systems refers to the theory of organization developed by Robert Louis Kahn, a social and behavioral scientist at the University of Michigan, and Daniel Katz, a social psychologist at Syracuse University. According to these theorists, an organization, in the broadest sense, is a system of interrelated and interactive sub-systems. The theory emphasizes the importance of each part of the organization and the need for coordination and interaction among the parts to create a larger system, the organization itself, with goals and outputs that are greater and more comprehensive than those of any individual part. The theory also recognizes the external environment of the organization and the need to maintain a connection with it in order to adapt to changes and progress. The theorists consider the organization as a general system that can be studied through specific elements, inputs, operations or activities, outputs, and feedback. The theory of systems differs from traditional organizational theory by considering the organization as an open system, not a closed one.(**Belkhiri & Chenag, 2019, p. 87**)

V. The fourth axis:

Administrative guidance mechanisms and its role in achieving organizational development.

Guidance is one of the basic components of the administrative process and is considered one of the most complex administrative functions, due to its connection with all other administrative (**Salah Edinne & Karfes, 2018, p. 217**) processes and functions through its elements of leadership communication, and motivation. Guidance is carried out through supervision of those in charge and communicating with them in order to guide them, motivate them, and improve their performance during the execution process. Some consider it a function of human relations, and for this reason, guidance is considered extremely important in places where working individuals are focused (the lowest level of management).

1. Administrative leadership and its role in achieving organizational development

1.1. Definition of administrative leadership :

- Administrative leadership plays a significant role in the policies and techniques of development in organizations, providing them with the elements of success, excellence, and growth. The development policies and techniques of human capabilities in various fields can be achieved through administrative leadership that aims to achieve the elements of success by creating positive changes in the organizational environment to enhance the behavior of individuals, developing team spirit and activating creative initiatives of individuals. (**Bouziane, 2020, p. 331**)
- Hanth and others define leadership as "a type of impact on personal relationships among individuals through which one individual can motivate another towards the achievement and realization of desired goals." (**Ben edinne & Koudid, 2018, p. 44**)

- Brown and Rosen define leadership as "the process of creating positive and good relationships with superiors, with the goal of achieving competition for the benefit of work, not conflict among them. Leadership is an interactive process between a leader and a group of individuals in a specific situation that involves the determination of shared goals and then taking effective actions to achieve those goals." **(Habbi & Guodja, 2021, p. 962)**
- Kuntz and Odonnel define leadership as "the process of influence that a leader has on the personalities of followers, to convince and encourage them to actively contribute with their efforts in performing cooperative activity" **(Abdullah Thani, 2009, p. 27)**

1.2. "Leadership is the soul of general management and is concerned with directing individuals in a way that enables them to earn their obedience, make suggestions, delegate and cooperate in order to achieve a specific goal." **(Ghedbane, Belghoul, Brikki, & hamlaoui, 2014, p. 578)**

1.3. The role of administrative leadership in building a work team and developing human competencies

1.3.1. Introduction

1.3.2. Dimensions of administrative leadership for building a work team Leadership

Process requires a set of dimensions that help in building a work team (**Rehan, 2014, p. 13**) and impacting it, and the most important of these dimensions and elements are:

- **Human dimension**: which relates to the choice of the leader and team members, with compatibility and matching of their personalities with the nature of their jobs and tasks.
- **Technical dimension**: which is the prior knowledge and understanding of the task by the leader and team members, and what it requires and needs in terms of technical skills and experiences.
- **Environmental dimension**: before establishing the work team, consideration of the environmental aspect must be taken into account, that is, the environment surrounding the organization, from the social and regulatory perspectives, so that the members of the team should conform to the external environment, especially if it is a conserving environment or controlled by specific habits and traditions.

1.4. The role of administrative leadership in developing human competencies (**Bouziane, 2020, p. 344**)

1.4.1. Introduction

The role of administrative leadership in developing human competencies is shown through several points:

- Increasing the knowledge and information base of employees
- Improving the skills of individuals, i.e. applying knowledge and skills in practice as knowledge alone is not enough to achieve work efficiently
- Altering and developing orientations
- Monitoring intellectual developments of the human resource within the organization
- Reengineering processes for attracting human resources
- Encouraging employees with professional competency to attend leadership meetings
- Implementing transparent monitoring systems to accurately reflect the performance level of employees to top management within the organization. (**Bro, 2019, pp. 55-56**)

1.4.2. Theories of Leadership

Through studies, experiments, and approaches in the fields of sociology and management, there are three main theories regarding the concept of leadership: the trait theory, situational theory, and interaction theory.

1.4.3. The Interactional Theory of Leadership

According to this theory (**Rehan, 2014, p. 9**), a leader should have the ability to manage the requirements that his/her duties demand in a timely manner, and the leader should possess courage, wisdom, and effective decision making, translating it into reality. According to this theory, a successful leader is one who creates interaction and integration among the members of the group he/she leads and should be aware of the problems and requirements of the group and

work to overcome obstacles in order to achieve desired goals. Hence, according to the interactional theory, leadership is an interactional process involving three dimensions: personal traits, elements and characteristics of the situation, and requirements and characteristics of the group.

2. The stimulation and its role in enhancing organizational development elements.

Success of organizations in achieving their goals depends primarily on the level of attention given to human capital. The human element is the main and essential source for its development. Therefore, it must be stimulated to achieve job satisfaction and stability in work. Given the importance and impact of incentives on employees and job satisfaction, organizations must give significant attention to this process which can contribute to the development of organizations or vice versa.

2.1. Definition of Motivation :

There are many definitions of motivation, one of them is:

- The definition of motivation is "a set of drives that push a person to do something." (**Al-Sheikh, 2008, p. 13**)
- Definition of motivation is "an umbrella term for factors, means, or methods that the administration deliberately chooses with extreme care in order to create or direct human behavior so as to contribute effectively in raising productivity and fulfilling the various needs and motivations of workers." (**Lyazid, 2013, p. 4**)

Based on the previous definitions, it can be said that the employees cannot be directly motivated, but their motivation for work can be influenced. This means that the way this influence is employed can lead to the employees being aware that they are being motivated at higher organizational levels. Motivation is a studied process in the organization, it starts with studying the individuals within it and knowing the needs they want to satisfy through studying their behavior. This behavior has several impacts, including the cause, which is any change in the work environment or the internal or external organization, the second impact is the goal, which refers to the desired objective for every employee within the organization, and the driving factor, which controls the behavior of working individuals and directs them to satisfy their desires. (**Musai & Boualaq, 2020, p. 405**)

2.2. The importance of administrative motivation (Binnaif & Al-Zain, 2011, pp. 132 - 134)

The importance and role of administrative motivation is shown in encouraging employees to excel in their work through the following points:

- Motivation is a fundamental and effective process that has a significant impact on the production process and achieving objectives for organizations as it focuses on the main element in the production elements, which is the human resource, and increasing production is an interactive process between motivation and the employee's capabilities.
- Motivation is an external factor that activates the employee to fulfill their needs, thus the organization's needs.
- The incentive is the outcome that the worker expects after performing excellent and outstanding work during their duties.
- Material or moral motivation is a process of tapping into human capacities and efforts and converting them into productive behavior.
- Creating loyalty among human resources by raising salaries.
- Reducing the negative work rate.
- Creating a sense of belonging among employees by encouraging and raising morale within the organization.

2.3. Theories of Motivation Processes

Human resource within organizations is characterized by motivation, desire and feeling, as well as a sense of stimulation and reward, which are strong driving factors for increasing passion. The employee or worker has a strong desire to work by awakening passion and desire within. This ensures and continues the contribution and develops the level and raises efficiency, and the feeling of psychological security. Therefore, stimulation gives organizations an opportunity to achieve development and differentiation. Many theories and trends have dealt with

administrative stimulation as a performance booster and organizational development. One of them is the skills development and knowledge theory and its key figures, Vanfremeersh and Jeremy. Proponents of this theory see the stimulation process not as a means of moving organizational behavior and interaction with individuals as a driving force for work alone, but as a process that helps the working individual to acquire new behaviors and increase their ability to be creative and innovative, by focusing on developing their knowledge, expanding their perceptions and enhancing their sense of professional responsibility. This is based on some organizational principles, including expanding the delegation of authority, increasing participation in decision-making, and setting organizational goals within the general goals of the organization. (**Al-Nuaimi, 2017, p. 171**)

3. The administrative communication and its contribution to clarifying and facilitating tasks assigned to the human resource.

For the success of economic and administrative organizations and institutions in performing their tasks and duties, improving their internal and external relationships, they must focus on and develop their communication process. Effective administrative communication leads to the organization of individuals and enables them to fulfill their assigned tasks. It plays a crucial role in managing organizations and ensures the management of relationships between all branches and levels. It also allows the administration's decisions and instructions to reach employees and the workers' activities to reach their managers.

3.1. Definition of communication.

* "According to Angell Parkinson, communication is a systematic and impartial process that involves sending and transmitting information from one party to another, with the condition that the information being transmitted is understood by the intended recipients." (**Daghl, BenRegam, & Mansouri, 2019, p. 72**)

* Translation : "Communication is the process through which information and ideas are transferred from one form to another, in a way that achieves the desired goals of an organization or any group of people with social activity, serving as the connecting lines that link the structural framework of any dynamic organization" (**Muslim, 2015, p. 15**)
  Through previous understandings, we see that communication is the linking link between leaders and working individuals, it is a process that transfers information, decisions, and data to the decision-makers in order to understand what is required of them in terms of tasks and activities and how to implement it in order to achieve the goals of the organization."

* The communication is the flow of instructions, directions, and decisions from the management to the stakeholders, and receiving data and information from them in the form of reports, notes, suggestions, or others for the purpose of making a specific decision. (**Abdulaziz, Mazriq, & Bouqasri, 2020, p. 417**)

3.2. The importance of administrative communication.

The importance of administrative communication lies in its role in transferring orders and instructions from upper management to employees, related to their tasks within the organization. This helps employees understand the nature of their different tasks and the organizational goals they are working towards and promotes collaboration between employees and management to achieve clearly defined results for organizational development. Administrative communication also plays a role in developing human relationships within the organization by raising morale and increasing social interaction, leading to positive outcomes for both the organization and its employees. It increases employees' awareness of the organization's activities and goals, and helps in the achievement of the objectives of management through direct involvement in planning, direction, supervision, and decision-making, which helps employees understand their assigned tasks and perform them better. (**Ben Aoun & Zarkat, 2020, pp. 153-154**)

3.3. Theories of communication.

A number of explanatory theories have been proposed for the communication process within an organization.

* One of these is the managerial theory of communication, which holds that the quality of transmitting information and facts to those who need it is one of the most important factors for the success of organizations. This theory views communication as the

sensitive nerve in the lives of individuals and organizations and sees that there is no world without communication, whether between individuals and organizations or among organizations themselves. Therefore, the development of organizations is closely linked to the development of communication within them, with the transmission of information and instructions to individuals, sharing of knowledge, and building trust. Good communication within organizations contributes to many positive aspects, including defining the general goals of the organization, motivating its members, and creating a close relationship with the motivation process. It also stimulates teamwork, directs working individuals, and monitors operations within the organization. (**Al-sarf, 2004, p. 361**)

Table number (01) The contribution of human resource management in the organizational development of organizations**.**

Administrative guidance mechanisms	Achieving Organizational Development
Leadership	• Positive and good relationship building with stakeholders, • Driving others towards the achievement of desired goals within the organization, • Creating positive changes in the organizational environment to enhance team spirit and activate creative initiatives among individuals, • Possessing the ability to manage tasks effectively and efficiently. • Leadership is the essence of management, guiding individuals in a way that encourages obedience, suggestions, loyalty and cooperation. "
Incentives	• Improving organizational performance by enhancing individual performance style. • Positive motivation of individuals towards organizational development." • Helps to master the work and the desire for creativity (**Aziz & BenSouilah, 2021, p. 250**) • Helps to foster job satisfaction and counter burnout. • Creating or directing human behavior to contribute effectively to raising productivity efficiency.
Administrative contact	• Lines connecting the structural elements of any dynamic organization • Determines the general goals of the organization • Creates incentives and achieves them • The quality of information and fact transfer to individuals who need it is one of the most important factors for organizational success • Helps in decision making within the organization • It is the link between the leaders and the working individuals.

The source: Prepared by researchers based on the definitions of the administrative guidance function and its most important components

Based on the definitions and components of administrative direction, as shown in the table above, it becomes clear that administrative direction of the human resource within the organization plays its role in achieving organizational development through the active role of administrative leadership, which acts as the spirit for the management, as well as creating and directing human behavior through the creation of effective administrative incentives, as well as

determining the general goals of the organization and connecting the structural elements of the organization with administrative communication lines.

VI.   Conclusion:

Based on the above, it becomes evident that it is difficult for organizations to achieve their goals and adapt to their surrounding environment and achieve organizational development, unless they are successful in obtaining effective administrative direction, which is considered one of the most important administrative operations and one of the essential components of the organization's internal environment, as it greatly affects the performance and behavior of employees. It is therefore one of the most important determinants of the failure or success of organizations. In order for organizational development to continue and be successful within organizations, it is necessary to create a suitable organizational environment to achieve goals, while considering professional ethics among employees, creating appropriate incentives for human resources, and focusing on developing administrative communication processes and relying on effective, flexible, and positive leadership that guides human resources and develops their creative ideas in order to achieve desired goals.

1. The results

The results of this research paper, which focused on the need to activate administrative supervision within the organization, to achieve higher levels of quality and performance, and to prevent conflict between individual and collective interests, for the purpose of organizational development, can be summarized as follows:

- Focus on modern and effective organizational methods that help human resources increase their qualifications and skills.
- Creation of a positive and good motivation for organizational development by focusing on administrative incentives.
- Good information and data transfer quality is one of the key factors of organizational success. Some researchers believe that administrative communication is a sensitive nerve in the lives of individuals and organizations.
- Strong desire to work through stimulation or transparent communication, or through competent administrative leadership.
- Focus on the role of administrative direction within the organization, especially at the level of human resources (lower level of management), as it contains a higher percentage of working individuals, in order to influence their behavior towards achieving organizational development.

2. Recommendations

Previous conclusions suggest that it is difficult for organizations to achieve their goals and requirements, adjust to external environmental variables, and control their internal environment. Therefore, to improve the role of administrative direction (leadership, incentives, and communication), the following recommendations can be made:

- Building and following a fair incentives system to focus on human resources, ensuring satisfaction and stability.
- Working on developing administrative communication programs that guarantee the achievement of organizational goals.
- Adopting transparent and efficient leadership systems, creating positive relationships with all organizational members.
- Importance of paying attention to administrative direction and developing it, as it interacts with complex components of emotions and perceptions, with aspirations, goals, and objectives that may align with or differ from those of the organization.

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