

The Impact of Administrative follow-up in accomplishing Work Tasks in the Sudanese Electricity Transmission Company

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Abstract

This study was carried out to identify the impact of administrative follow-up on accomplishment of work tasks. The study draws the attention of specialists in the field of management to the importance of follow-up in accomplishing different work tasks. In this study deductive approach, analytical and descriptive methods were used (questionnaire, observation). The questionnaire was distributed to 99 individuals. Ninety five completed questionnaires were recovered (recovery rate of 95.9%). The data were uploaded into tables especially prepared for this purpose, where the nominal variables (strongly agree, agree, agree to some extent, disagree, strongly disagree) were converted into numerical variable (1, 2, 3, 4, 5), respectively. The percentages of those who agree to (9/12) of the statements were above 80% of the subjects interviewed, while the percentages of those who agree to some extent to (3/12) of the statements were under 50%. Their answers vary significantly ($P=0.004$) influenced by their experience. It is concluded from this study that effective administrative follow-up, correctness of directions and decisions, encouragement of subordinates, and commitment are very essential for proper accomplishment of work tasks.

Keywords: administrative, follow-up, tasks, accomplishment, work, execution, subordinates, proper.

1. Introduction

In some work environments today there is a great negligence and a significant delay in accomplishing many of the work tasks, executing decisions and directions, and even fulfilling obligations and commitments towards third parties and stakeholders in business organizations. This happens because the administrative follow-up given to those work tasks, decisions, directions and commitments is ineffective. The customer may request a service and take an appointment and then revisit in the fixed appointment to be given the service, once more he receives another appointment and so on, procrastination and delay maximizing the number of complaints from customers, services of poor quality that force customers to escape to other organizations.

Therefore administrative follow-up is critically important but relatively neglected in many organizations. Surveillance, monitoring, auditing evaluation and other tools helps in realizing effective administrative follow-up. Those tools are used to identify that work tasks, obligations, directions and duties are properly carried out, ensure that results expected are being achieved, and provide feedback that can be used to improve future administrative processes.

Until recently, relatively little attention was paid to the actual impact resulted from effective administrative follow-up. Without effective administrative follow-up to different tasks, obligations and duties, delay, inconvenience and incompleteness will be the result. Follow-up can be time consuming and expensive but very necessary for all activities. In the area of planning, for example, follow-up ensures the clarity of objectives, policies, procedures and the appropriateness of time frame set for implementing plans; besides determining any difficulties may arise during implementation and prepare corresponding solutions. In the field of organizing, follow-up ensures the evenness of powers and duties and appropriateness of work methods, whether central or any other.

For decision-making, the role of follow-up is to ensure that issued decisions are proper and clear, and the manner in which the administration communicates with the staff is also proper and effective. Therefore, follow-up is a continuous activity that accompanies all stages of administrative processes to ensure that the performance is in accordance with the applied regulatory standards and procedures, and that allocated resources are optimally utilized. Follow-up also enables managers and supervisor to notice and motivate creative and competent employees, to let them effectively interact with the public interest, while it enables officials and leaders to be familiar with the work processes at different levels. Follow-up can also be achieved through close supervision to the workplace, delegation of authorities to deputy managers and senior staff, which will discharge top managers to main tasks of planning and decision-making. One of ways for achieving effective follow-up is management by objectives.

Some business organizations lately realized the importance of follow-up and established units for follow up within their organization structures, because of its considerable direct impact on customer satisfaction, which improve the reputation of organizations, achieve interests and avoid any losses. Follow-up is at the heart of all work activities and specialties whether administrative or non-administrative.

2. The Concept of Administrative Follow-Up:

Administrative follow-up means all activities that take place after missioning employees or issuing orders, directions, decisions and work assignments. The main function of follow-up include; field surveillance and supervision to observe progress and discuss issues, monitoring to collect data and auditing to describe a systematic process of examining that ongoing procedures and outcomes correspond to objectives and requirements. Follow-up is continuous processes that tracks and analyze the progress of the program or project, documenting the process, focusing more on performance and monitors indicators of achievement, answering to any of the activities that have been implemented and planned outputs, alerting the leadership to existing problems, providing immediate options for solutions and providing a strong basis for interim evaluations. It's the responsibility of Leadership of the organization and its members.

3. The Importance of the Study:

The importance of this study stems from the scarcity of studies that have been carried out on administrative follow-up, the extent of the needs of private and public organizations to spread the culture of effective administrative follow-up, and the need to avoid failure or incompleteness of tasks so that companies can gain more reputation in the domestic and external environment in the light of the prevailing economic changes. In addition it provides valuable information for researchers and administrators in both public and private companies.

4. Problem Statement

The following statements sum up the problem of the study:

1. Follow-up to decisions and directions assure their accuracy and clarity.
2. Follow up of work tasks will ensure their achievement according to the applied regulations and procedures.
3. Managers should take care of achievement of tasks to be according to the required quality, specifications and standards.
4. Resources will be optimally utilized if effective follow-up is given to work tasks.
5. Workplace Follow-up encourages subordinates to accomplish work tasks.
6. Workplace Follow-up inspires subordinates.
7. Follow-up enables supervisors to observe creative and competent subordinates.
8. Continuous follow-up reveals deficiencies and defects in performance.
9. Follow up of work tasks ensures their accomplishment according to planned schedules.
10. Follow-up reduces work errors.
11. Follow-up during tasks helps in solving work problems.
12. Follow-up facilitates the identification of aspects that need improvement in performance.

5. Hypothesis:

- 1) There is a positive relationship between administrative follow-up and the correctness and proper implementation of directions, decisions with optimal utilization of resources.

- 2) There is a positive relationship between administrative follow-up and encouragement of subordinates, and observation of creative and/or defaulters.
- 3) There is a positive relationship between administrative follow-up and facilitation of tasks accomplishment in timely manner, prevention of errors and problems and treating of weaknesses.

6. Literature Review:

Several studies have been carried out to identify the impact of follow-up on accomplishing work tasks. Kim Klein (2003) studied the importance of follow-up; this study explained the nature of follow-up. Isto (2008) conducted study about work and work roles: a context of tasks. This study investigated both task-based and work-oriented research approaches have proved their value in information science research. Claude (2008) investigated the work tasks motivation scale for teachers. This study developed and validated a measure of teachers' motivation toward specific work tasks. Eran (2003) conducted study on managerial quality, administrative performance and trust in governance. This study investigated relationship between managerial quality, administrative performance and citizens' trust in government and in public administration systems. Joana Et al (2011) investigated the impact of management control systems on efficiency and quality performance. This study explored the impact of management control system on both quality and productivity. Rachel (2015) conducted study on Employee achievement orientations and personality as predictors of job satisfaction facets, this study examined the incremental value of achievement orientations (Mastery-Approach; Mastery-Avoid; Performance-Approach; Performance-Avoid), above Extraversion and Neuroticism, in predicting two different types of satisfaction outcomes; expectation based job satisfaction (EX-JS) and satisfaction with one's own job performance (P-JS). Anders Gustafson et al (2005) conducted study on the effects of customer satisfaction, relationship commitment dimensions, and triggers on customer retention.

This study examined the potential for situational and reactional trigger conditions to moderate the satisfaction-retention relationship. Amos et al (2011) conducted study on tracking decision makers under uncertainty; this study investigated the procedures that participants employ in choosing between two lotteries. Geoffry et al (2007) conducted study on the management of poor performance by front line managers. This study investigated the consistency in the management of poor performance by a group of experienced managers working at the same level in a service organization which had a formal performance management process. K. Douglas et al (1995) conducted study on tracking service failures and employee recovery efforts, this study examined service failures and recovery strategies in service industries, they found that "minor" failures do occur and may also adversely impact on service organizations and their customers. Divya & Ramya (2015) conducted study on the causes, effects and minimization of delays in construction projects, this study identified the major causes of construction delays, its effects, and minimizing delays in construction projects. Timothy et al (2014) conducted study on service failure severity, customer satisfaction, and market share. The study defended the dogmatism "the greater the severity of a service failure, the greater the resulting impact on customer satisfaction and business outcomes, by examining both minor incidents (i.e., failures that do not result in physical harm) and major incidents (i.e., failures that result in injury or death) in the U.S. airline industry. Abang & Wasilu (2013) analyzed the causes of poor attitude to work. This study examined the causes of poor attitude to work. The past decades have been characterized by unpredictable fluctuations in workers poor attitude. Isaac and Gifty (2015) conducted study on an assessment of service failures and customer complaints management in the delivery of health care in the Municipal Hospitals in Ghana. The general objective of this research was to contribute to the body of knowledge and research work in the area of service failures and Customer Complaints Management in the delivery of Health Care in the Municipal Hospitals in the Ashanti Region of Ghana. Suneet (2014) investigated barriers to effective performance management. This study gave an overview as to why and how the performance of the individual employees is affected.

7. Methodology & Methods

7.1 Population and sample:

The population of the study was the workers of the SETCO Company as a model for the rest of the Sudanese Electricity Companies. Four levels of employees (department managers, sections managers, operational supervisors, and general staff) were surveyed with a survey instrument.

7.2 Context of the study:

The study is primarily based on the descriptive approach. It also depends on a review of literature regarding effect of administrative follow-up in accomplishing work tasks used as secondary sources such as books, references, and records to collect the necessary data for the theoretical part of the study. As for the analytical part of the study, the primary sources such as questionnaires and observations were used.

7.3 Data collection and analysis:

The survey instrument consisted of two parts: Section I: focused on personal data of the study sample (gender, age, educational qualification, specialty, years of experience, & career level). Section II: consisted of 12 questions based on impact of follow-up that influence accomplishment of tasks to be answered according to the Likert 5 scale, which includes five levels (strongly agree, agree, agree to some extent, disagree, strongly disagree). The questionnaire's paragraphs stability was tested according to the methods of Cranach's Alpha. And the consistency was found 0.86. The survey instrument was handed out to the 99 randomly selected managers, unit managers and employees of the study sample and 95 questionnaires were recovered (recovery rate of 95.9%).

The data were evacuated into tables especially prepared for the purpose of data analysis, and probabilities of 0.05 were considered significant. Demographics data (gender, age, educational qualification, specialty, years of experience, and career level) were designated as independent variables. The dependent variables were the statements of the effect of administrative follow-up. Data were analyzed using Pearson's chi-square test of (SPSS) Statistical Package for Social Sciences. To show the nominal relationships/associations between gender, age, educational qualification, specialty, years of experience, & career level) and impact of administrative follow-up.

8. Sample profile

Of the 99 questionnaires distributed, 95 were completed and returned, a response rate of 95.9%. The sample of 95 respondents consisted of 48.4% female and 51.6% male employees, all were full-time employee. When grouped by age 28.4% were <30 years old, 14.7% were from 30 to less than 35 years, 21.1% were from 35 to less than 40 years, 35.8% were from 40 years and above. The subjects of the study sample holds a bachelor (52.6%), 13.7% hold master degree, 13.7% hold postgraduate diploma, 8.4% hold PhD degree, 7.4% hold intermediate diploma, 4.2% holds a secondary certificate. The specialties of respondents surveyed are 55.8% administrative, 15.8% technical, 28.4% are from various disciplines. The experience of most of the respondents (57.9%) is more than 10 years; from 5 to less than 10 years (13.7%) and those with the least experience ≥ 5 years are 28.4%. The supervisors represent the major career (34.2%), followed by directorate managers (25%) department managers (22.4%), unit managers (14.5%) others (3.9%), as detailed in table (1).

9. Results

This part discusses the results of this study and its findings in light of previous relevant research and provides its recommendations for supervisors, managers and employees work in SETCO Company and similar organizations. When reading table (2) we are interested in the results of the "Pearson Chi-Square" columns. We can see in all categories/columns that P: value for most statements >0.05 This tells us that there is no statistically significant association between respondents (gender, age, high school, specialty, experience & position) and their answers to statements and this should not be a cause for concern, except the followings;

In respondent age column we can see that P: value for most statements >0.05 except statement no (1) for which p: value=(0.029) which shows statistically significant association between respondents age and their answers. This statement realized in favor of those who agree, but the significance can be attributed to opinions of both males and females who disagree with the statement and see that some officials don't follow-up decisions and directions to assure their properness and clarity, other methods should be followed to assure the properness and clarity of decisions and directions.

In respondent high school column p: value for all statements >0.05 , except statement no (6) for which p: value=(0.055) which shows statistically significant association between respondents high school and their answers. This statement realized in favor of those who strongly agree, but the significance can be attributed to opinions of both males and females who disagree with the statement and see that field follow-up may not always inspires subordinates, therefore improvement in workplace follow-up might be needed.

In respondent specialty column p: value for all statements >0.05 , except statement no (7) for which p: value=(0.054) which shows statistically significant association between respondents specialty and their answers.

This statement realized in favor of those who strongly agree, but the significance can be attributed to opinions of both males and females who disagree with the statement and see that follow-up doesn't enable supervisors observing competent/defaulters subordinates, those supervisors may depend on performance appraisal reports.

In respondent experience column p: value for all statements >0.05 , except statement no (1) for which p: value=(0.004) which shows statistically significant association between respondents specialty and their answers.

This statement realized in favor of those who agree, but the significance can be attributed to opinions of both males and females who disagree with the statement and see that managers don't follow-up decisions and directions to assure their properness and clarity, see above mentioned recommendation for same statement.

10. Discussion

The findings of this study emphasized the impact of administrative follow-up in accomplishing different work tasks. Furthermore the findings revealed a consensus among the surveyed staff's sample that continuous, closed administrative follow-up has a positive impact on achievement of work tasks and output improvement. There is also an agreement, among the field writers, and as seen from the literature review on the impact of administrative follow-up in accomplishing different duties, executing decisions and fulfilling obligations.

According to this study the administrative follow-up is positively related to work tasks accomplishment. This is due to the fact that effective administrative follow-up lead to good performance. This study empirically established evidence for the existence of positive relationship between the effective administrative follow-up and proper execution of directions and decisions with optimal utilization of resources; including follow-up by officials, consideration of applied regulations and procedures during execution, according to required quality, specifications and standards. This means that managers and employees are well aware of their follow-up roles which are expected to lead to better accomplishment of works in future and be built in the culture of organization. This finding agrees with the results of a study conducted by Joana L. Ho, Cheng-Jen Huang and Anne Wu (2011) on the impact of management control systems on efficiency and quality performance, where their study has revealed that tight control systems can be used to achieve efficiency and quality performance. This finding also agrees with the results of another study conducted by Eran Vigoda-Gadot and Fany Yuval (2003) on Managerial quality, administrative performance and trust in governance, where their study has revealed that managerial quality leads to administrative performance and ultimately to trust in governance.

The study also shows that effective administrative follow-up positively affect the encouragement of subordinates, and observation of creative and/or defaulters. This means that officials must encourage subordinates in the workplace to accomplish work tasks. This finding agrees with the results of Abang Ekhsan Abang Othmana, Wasilu Suleiman (2013) which analyzed the causes of poor attitude to work, where their study has revealed that Malaysian workers widely held view that Poor Motivation, Inadequate Training and Development and Job Insecurity are the possible causes of poor attitude to work. This finding also agrees with the results of Miss. SuneetWalia (2014) on barriers to effective performance management, where her study has revealed that the middle level manager is responsible for generating appropriate performance keeping in mind the available organizational resources, skills, knowledge and organizational objectives.

This study also revealed that effective administrative follow-up facilitates accomplishment of tasks in timely manner, prevent occurrence of errors and problems and treat weaknesses. This means that tasks must be accomplished according to planned schedules to avoid delays or inconveniences. This finding is in agreement with the results of the study conducted by Divya.R, S.Ramya, on the causes, effects and minimization of delays in construction projects (2015) where their study has revealed that the top affecting causes of delays category wise are late in revising and approving design documents by owner, ineffective planning and scheduling by contractor, mistakes and discrepancies in design documents by consultant. This finding also agrees with the results of Isaac Ofori-Okyere and Gifty Kumadey (2015) on an assessment of Service Failures and Customer Complaints Management in the delivery of Health Care in the Municipal Hospitals in Ghana, where their study has revealed that clients in the hospitals complained of poor communication during service failures, and poor attitude of health workers towards duty.

11. Conclusions And Recommendations:

The conclusion to be drawn from this study is that continuous effective field follow-up, is very essential for accomplishing tasks in public organization. Therefore, the quest of the researcher, as indicated in the title of the research, for a relationship between administrative follow-up and accomplishment of tasks is met.

The following recommendations are the contribution of this study:

1. Organizations must give attention to follow-up to keep loyal customers and satisfied stakeholders.
2. The top management of organizations should incite managers, head of departments and supervisors to follow-up their decisions and directions.
3. Resources must optimally be utilized when carrying out work tasks.
4. Regulations and procedures must be considered when carrying out work tasks.
5. Methods like monitoring and auditing beside administrative follow-up must be used to 'close the loop' to reduce work errors.
6. Tasks and obligations must be accomplished on time.
7. Field follow-up must be intensified during all tasks.
8. Managers, head of departments and supervisors must follow-up tasks in the workplace in order to motivate employees.
9. Follow-up tools such as; contact names and telephone numbers of focal points, departments, organizations to provide assistance must be clearly stated.

12. Acknowledgements

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Table (1). Characteristics of the surveyed sample (frequencies)

Category		Frequency	Percent
Gender	male	49	51.6
	female	46	48.4
	Total	95	100.0
	< 30 years old	27	28.4
Age	from 30 to less than 35 years	14	14.7
	from 35 to less than 40 years	20	21.1
	from 40 years and above	34	35.8
	Total	95	100.0
High school attended	secondary certificate	4	4.2
	intermediate diploma	7	7.4
	bachelor degree	50	52.6
	postgraduate diploma	13	13.7
Specialty	master degree	13	13.7
	PhD degree	8	8.4
	Administrative	53	55.8
	Technical	15	15.8
Years of experience	others	27	28.4
	Total	95	100.0
	Equal or less than 5 years	27	28.4

	from 5 to less than 10 years	13	13.7
	10 years and above	55	57.9
	Total	95	100.0
Position	directorate managers	8	8.4
	department managers	17	17.9
	unit managers	5	5.3
	others	65	68.4
	Total		

Graph (1) Assumption of responses on statements (%)

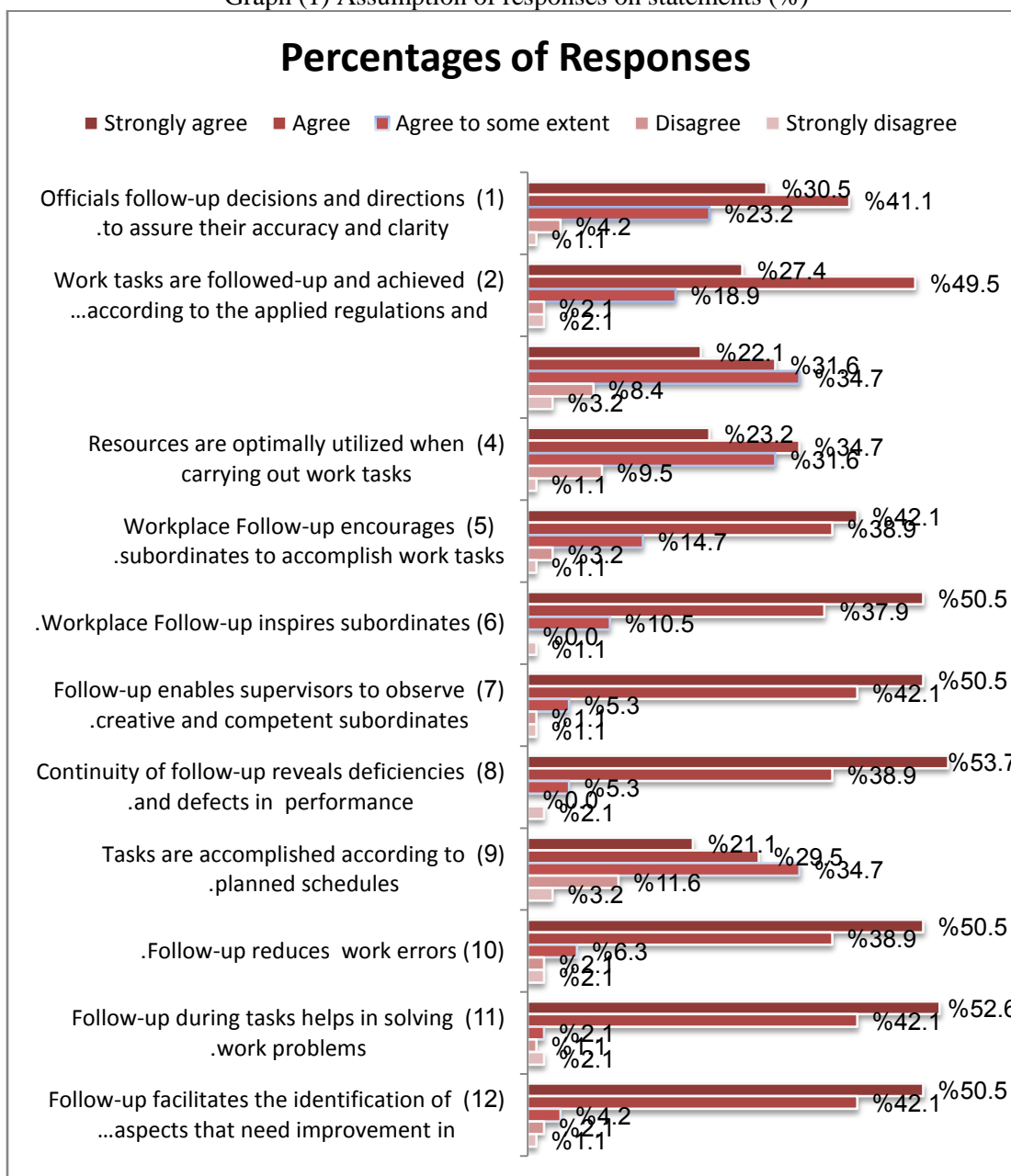


Table (2) Items Statistics:

Statements	N	Median	Interpretation	Pearson Chi- Square (Asymp. Sig. (2-sided))					
				Gender)	Age	H. School	Specialty	Y. Experience	Position
(1) Officials follow-up decisions and directions to assure their accuracy and clarity.	95	2.0	Agree	0.372	0.029	0.091	0.821	0.004	0.911
(2) Work tasks are followed-up and achieved according to the applied regulations and procedures.	95	2.0	Agree	0.306	0.102	0.194	0.759	0.562	0.263
(3) Managers are concerned with the achievement of tasks according to the required quality, specifications and standards.	95	2.0	Agree to some extent	0.169	0.373	0.673	0.445	0.936	0.962
(4) Resources are optimally utilized when carrying out work tasks.	95	2.0	Agree	0.570	0.555	0.524	0.603	0.114	0.694
(5) Workplace Follow-up encourages subordinates to accomplish work tasks.	95	2.0	Strongly agree	0.120	0.612	0.186	0.085	0.481	0.610
(6) Workplace Follow-up inspires subordinates.	95	1.0	Strongly agree	0.280	0.671	0.055	0.336	0.360	0.663
(7) Follow-up enables supervisors to observe creative and competent subordinates.	95	1.0	Strongly agree	0.130	0.526	0.282	0.054	0.095	0.841
(8) Continuity of follow-up reveals deficiencies and defects in performance.	95	1.0	Strongly agree	0.947	0.413	0.466	0.454	0.298	0.764
(9) Tasks are accomplished according to planned schedules.	95	2.0	Agree to some extent	0.461	0.083	0.091	0.565	0.079	0.693
(10) Follow-up reduces work errors.	95	1.0	Strongly agree	0.733	0.491	0.839	0.373	0.253	0.637
(11) Follow-up during tasks helps in solving work problems.	95	1.0	Strongly agree	0.912	0.519	0.277	0.310	0.300	0.275
(12) Follow-up facilitates the identification of aspects that need improvement in performance.	95	1.0	Strongly agree	0.418	0.900	0.121	0.880	0.648	0.818

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