RIVERS STATE UNIVERSITY
PORT HARCOURT

21st CENTURY ADMINISTRATION: LEVERAGING THE INFORMATION GAVEL

AN INAUGURAL LECTURE

BY

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DEDICATION

To my parents; Mr. Cletus Nwinyokpugi & Madam Lydia Koabaa Nwinyokpugi. Mrs Omotunde Idayat Patrick, my wife and my daughter, Pharm Lekiabari Dasola Patrick.

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Members of the University Governing Council
Former Vice-Chancellors
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Former Registrars
Provost, Colleges of Medical Sciences
Heads of Campuses
Dean of Post Graduate School
Deans of Faculties and Directors of Institutes and Centres
Heads of Departments and Units
Distinguished Professors and Members of Senate
Academic, Administrative and Technical staff
Graduates and Undergraduate Students
Ministers of God
Royal Majesties and Highnesses
All invited Dignitaries
Distinguished Ladies and Gentlemen,

1.0 MY JOURNEY; MY DRIVES

My academic journey to this height of a professor is not a reflexive one but has been nurtured by industry experience from 1993 as an Industrial attaché with SPDC, Port Harcourt. I was fortunate to have met higher education when public opinion placed value on merit and the corporate world saw it as a feeder for efficient enterprising. On Friday 27th September, 1992, we had our last National Diploma examination at the Rivers State Polytechnic, Bori. I was invited after my examination by the Head of Department, Mr. Zakari for a reason I did not know. As usual, I thought the invitation was to discuss the affairs of the Department Student's Union as the president at the time. But that was not the case, it was to seek for my consent on a request by some companies that came to scout for best students. He introduced me to a tall, handsome man who I later confirmed as the MD, Vikens Oil Services Ltd, a Bakana born Rivers man, Engr Iyalla, now late. I started with the company as an Industrial attache' on the 30th of September, 1992.

On the 4th of December of the same year, while on official duty to Shell Petroleum Development Company, Port Harcourt, Rumuobiakani office (IA), I met an employment opportunity and I was absorbed. A new phase of my journey evolved, working with SPDC and deployed to the senior Manager, FJVE (Finance and Joint Venture, East) - Stephen Carter, a Briton. My computer skills set got a boom as I was nominated for windows application software training. My exposure to industry information-based administration tools was enriched by the shift from the old application software of Word Perfect, Lotus 123 and All-In-One to now, Microsoft Words, Excel and Internet-Intramail respectively. In one of the management meetings, I met the Legal Adviser-East, Barr Ahize who shared fun with me at tea time. A day after, I got posting to the Legal

Department and behold, the man who held me in that short intimate discussion was the legal Adviser and my manager. It was another experience for me as I was drafted to represent SPDC's legal unit in court on litigation matters. These two first level mentors gave me the push and pull factoras postulated by an American Scholar, Everest S Lee in 1990. I got admitted into this Knowledge Reservoir University, the Rivers State University of Science and Technology now Rivers State University in 1993, but held onto SPDC due to the 1993 to 1995 nation-wide strike. Barr Ahize dangled a contract job offer at me and my rejection gave him a surprise. My friends who I worked with had Bachelor's degree and I challenged myself to earn a BSc degree before I seek for any job.

I remember during my department students' union presidential contest; I told all the students of the department in my manifesto that I was going to change the programme from this traditional secretarial status to a computer based programme. Though, I lost by a 7 votes margin to my classmate - Dr Albert Okere, who today is one of the beneficiaries of the prophesy of that manifesto but I got hope because he reminded me that the dream is here.

Another phase of my journey started as I graduated in the first-class category, 1997 set, and was an awardee of the Military Administrator of Rivers State - Col Musa Sheik Shehu's Best Graduating Students' Award. The award earned me a huge sum of N50,000.00 that could build a house for any man then.

National Youth Service Corps took me to Enugu where I was deployed to serve in UBA, Ogui Road. As a footballer then, who held sway in 5 and 6 of the Enugu NYSC football team, I could not work in the banking environment because of training time. I left the banking job and went to IMT Enugu where I met Barr Nick Obodo who was the Head of Department, Secretarial Studies. When he sighted my certificate, he asked me if I have requested for redeployment, I said no. He asked me to join him in his Mercedes Benz-230, we drove to Abakaliki road, NYSC zonal office where he influenced my redeployment against the wish of the ZI to IMT. I stayed with the Institute and was made chairman of the 1998 NBTE Programmes Accreditation Committee of the Department. I played dominant role in the success of the accreditation. The Rector then offered me accommodation of a 2-bed room duplex at the New Haven's IMT Lecturers' quarters, a city cluster that had the ambience of Government Reserved Area. Hatred and envy ensued from my colleagues and the reason was why a corps member and a Rivers boy should be given New Haven quarters while some of the indigenous lecturers were yet to be given. The Rector also offered me employment but the Administration of Dr Chimaroke Nnamani in 1999 introduced the popular Indigene policy that stopped all non-indigenous staff of IMTand name was forwarded with ease.

Before the expiration of year 2000 deadline, I got employment with Standard Trust Bank. Because the desire to advance my education was foremost, I came back to RSUST for my MBA degree in management. I later left STB for Oceanic Bank, influenced by the desire for higher pay. In 2003, I got a call from Dr Mrs E. I. Ugoji who encouraged me to come back and join the academic team. The decent banking environment could not let me leave for any other industry, but her persistence came and in 2005, after studying the Soludo's Bank Consolidation and Capitalization policy, I saw reason that swayed my acceptance of the offer. I later took an MSc degree in Personnel Management and Industrial Relations with the University of

Port Harcourt, and immediately enrolled into the PhD Management degree and specialized in Industrial Relations. Dr Mrs Ugoji gave me the platform to put in my whole life for the service of the Department - Department of Secretarial Administration. I saw that opportunity and threw in my harboured vision – To produce Administrators with ICT savvy (*Office and Information Management*).

Today, the story is different. I have accomplished two great life feats. (1) Changed the career life of the graduates of Secretarial Administration and (2) I am a professor, not just a professor but the 102ndDistinguished Professor of this University. 'A great WHALE'.

1.1 CONCEPTUAL CLARIFICATION

It is very important to clarify most of the very relevant constructs that are used in the course of this conversation to enhance easy understanding of the message and its import on the audience.

Administrative Psychomotor is a term that relates to the connections between the consciousness of a leader and the social relationship he or she has with the environment. In this conversation it depicts the natural component of a person that determines the behavioural manifestation in terms of performance or non-performance. It is also success or failure determinant.

Cloud is the term used to describe the digital collaboration platforms that allow members of an organisation or group to virtually connect with one another in the course of work without necessarily meeting physically. Some cloud solutions that are common for mention here are: Skype, Zoom, Cisco Webex etc.

Crisis is the disagreement in society or organisation that results to disorder. In administration, it is the loss in functional relationship at work that hinders or disrupt workplace processes. It denotes a singular moment or situation characterized by instability or danger. It is seen when employees have social and functional disconnect amongst themselves at work; when employees demonstrate distancing behaviour with the administrative arm of the organisation; when an organisation have issues with another organisation, especially through negative competition to for market share and when organisation's activity falls short of public expectations.

Fluid is the connector or web that keeps every member of an organisation or society together through effective communication. Communication is described as the fluid that smoothens the bonding of people and society daily for social and functional cohesion. This means that without communication as the connector, the network that brings all actors in an organisation for efficient administrative bonding is removed.

Gavel is the regulatory instrument that influences and direct the behaviour of events or entity to be in conformity with desire expectation. In this case, it is used as the information instrument that changes the behaviour of administrative practices in the new world order.

Model – Model is the conceptual representation of reality. A conscious picture painted to create a path or pattern that can be adopted for real life behaviour. **It is the conceived** behavioural pattern or activity diagram expected to translate to real life situation. It concentrates on the operations or activities which are nothing but the intermediate steps in a process rather than actors. It is used in this conversation for decision and relationship patterns especially in the Nwinyokpugi's *Dual-Nature Personality Leadership* manifestation.

Moral Dwarf – This is the relegation of positive values to the extent that it becomes dysfunctional in the affairs of society. The annotation of dwarf to moral means that corruption as accepted in a systemic level has become a norm and the finesse of a healthy and moral society is jettisoned. Pursuit for morality is seen as a negative instrument that does not allow for growth in this new world. It is a central problem for efficient administration both in practice and principle. When society and organisation accept the strength of corruption, it renders moral values invalid.

Labour Union Metaphor is a term used to describe the labour union side of issues and crises in organisations. It exists as a constant distraction to smooth work processes and targeted at the administrative arm of organisations and society.

1.2 Administration: The Nucleus of Society

Before our experience of imperialism, an indigenous traditional administration system existed in the different regions of Nigeria but with their variations in method, they shared the same objective of directing a social structure for the organization of the people (Asimeng-Boahene, 2017). Early history had shown that the Hausa/Fulani people in the northern part of Nigeria embraced a highly centralized administration where the monarch, called Emir, held authority and served as Head of governance of the region. The west had their own Obas who administered the western region alongside their Baales, who oversaw towns and villages and provided feedback to the Obas. The story was not similar in the east where there was no monarch but administrative chiefs who governed the people with the help of the age-grade structures. Theirs was a republican system driven on egalitarian ideals. Importantly they supported the Ezes who constituted the council of elders by enforcing discipline amongst the people. They protected them against invasion, performed civil works of building and maintenance of roads, and prevented elders' council abuse of authority (Umar,2022).

All these were done with administrative authority derived from the people. The traditional institutions during the colonial era also were recognised and they provided an administrative structure that organized and coordinated individuals and maintained law and order in society (Zimbalist, 2021).Traditional authority was valued and depended upon for the advancement of moral ideals in society, in addition to being significant in mobilization. This was partly because these authorities were considered the guardians of the people's customs and traditions, which gave them legitimacy. This brief retrospective review of early days public governance has released the contextual maze on our understanding of administration and thus connects us to what we should expect in the present conversion. It is proper to situate administration as the organization of enterprise or public interest and the efficient exertion of supervisory thrust for the satisfaction of stakeholders. It embraces setting the path for actualizing the common good of the people as a community, and as well, satisfying the socio-economic needs of stakeholders. This use of stakeholders interests here include the internal employees, for their wage needs; customers, for their product or service needs; investors, for their profit needs and the society, for socio-economic needs. As a practice, it is an activity for senior personnel of the executive arm of organisation or government. It exists when people act together to achieve the goals of their groups through *planning, organizing, directing, collaboration and control* (Falola, 2021). This involves the deployment of men and material resources to achieve set goals. Administration is not new, it is dated from the ancient times, through the medieval to modern age and it thrives virtually through all human organizations such as the family, association, schools, government agencies, communities, local, state and national governments. Ezema, (2020) explained that the main function of administration is the formation of plans, policies, procedures, setting up of goals and objectives, and enforcing rules and regulations, etc. Administration lays down the fundamental framework of an organization within which the management of the resources function. The nature of administration is bureaucratic. It is a broader term that embrace forecasting, planning, organizing and decision-making functions at the highest level of the enterprise or organisation. Administration represents the top layer of the hierarchy of the organization. Henry Fayol developed treatise in administrative science that provided the principles upon which administrative practice can be driven. The principles of equity, division of work, authority and responsibility, discipline, unity of command, unity of direction, order, stability of tenure, initiatives, renumeration, centralisation and impersonality are all the tenets that enrich our understanding and practice of administration.

For some reasons, there has been an affective dissonance about the semantics of administrative locus and management connect. The clarifying discourse here presents a pivotal recognition of management as the implementation mechanics of administrative vision. This can be better understood from the historical perspective of Koont, O'Donnel and Weihrich (1980) which details saw management from the understanding of the 'Doer' - getting policies and strategies implemented. There is a complimentary relationship between administration and management such that none can exist without the other.

1.3 Perspectives of Administration

Administration can be viewed from two perspectives. The public sector perspective otherwise known as public administration and private sector perspective, known as private administration. The former focuses on the utilitarian delivery of comfort base services to the society in a non-profit schema. Public sector administration looks at the society in the context of process optimization, taking cognizance of efficient processes that reduce wastages, cost, time, money and material resources. (Nwinyokpugi, 2017). It is therefore the pursuit of efficient service for the people and formulation of policies that regulate compliance to service delivery. Administrative actors in this arena are known as permanent secretaries who ensure that visions are targeted along the established paths of administration's mission. Vison is simply where the organisation wants to be, while mission sets out what the organisation wants to do and how to do it. The private sector perspective focuses on investors' interest, profit maximization which reflects their economic self-worth (Nabatchi, 2012). The actors are interested in the Taylorian philosophy of increased production for investors and high wages for the work force. This is the major rationale behind the predominant use of management/manager in the private sector organisations. This position is more obvious when one understands the expectations of actors in the private sector organisations. Shareholders expect high dividends on equity; employees expect higher pay pack on labour; customers expect better goods and services at reduced cost, and administration strives to meet all the respective interests. Thus, the activities of administration embrace:

Planning: Planning is the foundational function that sets the direction for an organization. It involves defining goals, outlining strategies, and identifying resources needed to achieve objectives.

Organising: Organizing is about structuring resources and tasks to facilitate the implementation of plans. This function encompasses designing roles, establishing relationships, and creating hierarchies. It emphasizes the network of structures that promotes efficiency, coordination, and a clear distribution of responsibilities within the organization.

Directing: Directing involves leadership and the guidance of individuals toward the attainment of organizational goals. This explores the role of leadership in inspiring and influencing teams, fostering positive organizational culture, and ensuring alignment with the overall mission and objectives.

Controlling: Control is the function that ensures that plans are being implemented effectively. It involves monitoring performance, comparing it with established standards, and taking corrective actions when necessary. It underscores the importance of system regulation, maintenance, adaptation to changes, and fostering continuous improvement.

Information: Administration assembles, stores and disseminates relevant information that provides knowledge for work processes and strategies. It also ensures that there is a proper network of information flow for decision making within organisation. It focuses on establishing communication channel where there is a free flow of information in all directions between leaders and followership (Henry, 2010).

1.4 Administrative Mechanics

The mechanics of administration are the functional elements that facilitate the practice of administration at every area of its application, especially as processes change with time. They include: people, knowledge, technology and resources. Every level of administrative activity is ordinarily subjected through the interplay of these critical elements. ***People*** is the thinking element that understands the culture of the society, needs, and challenges which administrative solutions are tailored to solve.
It is the individual who carries the skill sets and willingness to provide knowledge and determines how administrative practices are applied. ***Knowledge*** is the accumulation of tacit or implicit and explicit contents which form the repository from where organisations or institutions draw their strategies. Organizational knowledge is the sum of all relevant contents that an organization relies on to provide business value. It may be gained from intellectual property, product knowledge, lessons from failures and successes, experiences, conferences, and customer communications, etc. Knowledge is always learned, preserved, and transmitted by people, so it is the key responsibility of organization to help manage this knowledge (Nwinyokpugi & John 2020). ***Technology*** is the methods with which enterprises implement work flow processes. Scholarly literature about technology in organizations predominate the application of information and communication technology - ICT, generally known as the use of technology in organizations, and they also include database management, e-government, and geographic information systems (GIS), and others such as machines, artificial intelligence etc (Nwinyokpugi & Kpakol,

2020). Thus, Technology is seen as the application of science to industrial and commercial objectives or the entire body of methods and resources used to achieve such objectives. Administration and all its functions are driven by technology. ***Resources*** are the material and non-material items available to organisation which are used in the production of goods and services. They can be in the form of money, physical and non-physical assets such as network, raw material supplies, office equipment, infrastructure made available to ease human efforts. Administrative practice sees to the efficient allocation of these resources with a view to optimising usability and achieving organisational goals (Lavertu, 2015). Below is Figure 1, showing the administrative mechanics:

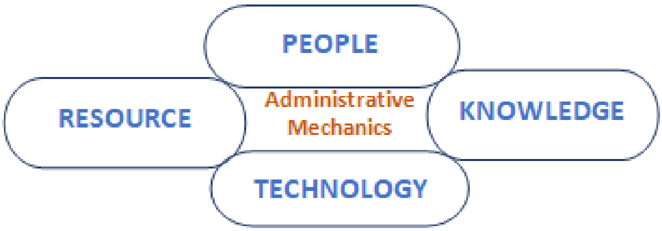

Fig 1: Administrative Mechanics

2.0. 21ST CENTURY ADMINISTRATION CONCERNS

The context and content of administration in the 21st century cannot be compared to what obtained in the earlier era as briefly presented in the domesticated historical administrative offering. Our concern is about the environment in which businesses are operating in today's world. There are images of the emergent new world order in popular discourse, which have, for example, announced the arrival of a borderless society and organisation. Ideological shifts in knowledge and knowledge transfer, deep transformations have occurred in global politics since the closing decades of the last century. The business world has experienced a gradual end to traditional work practices and governance, which has provided supports for the advancement of globalization across national boundaries with attendant shift in technology (Li & Feeny, 2014). This is the era of severe competition amongst nations and organisations striving to lead the wealth chase. The growth of knowledge and technology also have witnessed conflicts in the affairs of the workplace and that of global business communities. These conflicts are caused by new awareness, variations in development among countries and their nationals, new challenges from the environment, cultural and economic issues and new governance regulations. A new thinking on behaviour and policy becomes necessary for an organisation to remain in business. This is the administrative conundrum that this discussion is poised to provide answers. New attitudes, new roles governed by technology, new leadership driven by change in norms and values and changes in environment of business. All these, demand new knowledge for use and also hold to zero degree, the impact of the law of entropy on enterprising (Luna-Reyes & Gil-Garcia, 2014).

2.1 *Issues and Crisis Index*

Organisation is the environment where humans and machines meet. The interrelationships that frequently exists in the business meeting place are complex and most times generate issues. These issues internally evolve between two persons on the same job scenario, persons in hierarchy, employees and employers and sometimes externally generated between two organisations as well as an organisation and the public. At the level of employees to employees; employees and supervisors; and employees and employers, they are seen as issues still within internal resolution capability of an organisation's administration (Nwinyokpugi and Ezeukwu, 2022). When these issues remain unresolved and are escalated beyond the internal organization stage, and outside influence acknowledges their existence, they become crisis. Crisis is known at the public domain and it attracts public attention. Crises are characterized by a real or perceived threat to central social values, high-time pressure on decision-makers, and high level of uncertainty concerning the appropriate responses. Business and social values are at the crossroads in this era. The depth of competition has provided improvised options in organisations for employees and organisation actors. They are triggered mostly by personal or group interest as well as organisation, and internal or external stakeholders' interests. The new-found love for ends, the jettisoning of means and resultant deliberate celebrations of ends from whatever mode in the new generation gives a crisis concern for new age administration. Administrative practice is procedural. It follows a regulated pathway to executing planned actions and making decisions. What used to be positive values has been compromised and improvised values have become the new normal. This value dissonance reflects our relationships with one another, organisation and society and they are the reasons for issues and crises frequency in organizations. Below is *Figure 2*, showing the issues -Crisis gradient that explains the different stages of issues before it morphed into crisis:

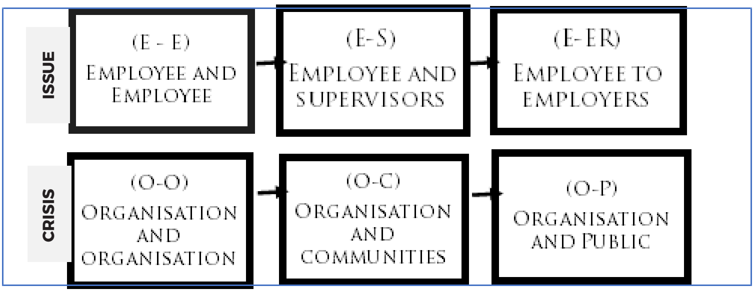

Fig. 2: Issues - Crisis Gradient

The resolution of issues is within the purview of the administrative arm of the organisation and it is more advisable to resolve issues before it morphs into a crisis situation which to a greater extent, is more expensive. Managing the crisis is more economically preventive than corrective through the setting up of proactive programmes, and enforcing CBAs, MOU and other synergy prone engagements. However, there are strategies for managing issues and crisis (Nwinyokpugi & Bristol, 2021).These strategies include:

(i) Environmental scanning – All organisations exist in a complex commercial, economic, social, technological and cultural context. The changes in this respective context affect the behaviour of organisations and their actors. It is the task of administration to scan these contexts with a view to unravelling the immediate cause of the issues and eventual crisis. Because the issues which morphed into crisis were not addressed at their emerging stage, the debate as to resolving them must be based on the administrative system understanding of the environmental influences such as power politics, new technology and strategies and its public acceptability. Cultural influence differences that are likely to threaten the survival of the business and pressure groups such as unions are environment-bound. Changes in the environment from these respective domains have a spiral influence on the crisis nature of the organisation. It is therefore very expedient to apply two issues and crisis analytical tools which are: DESTEP analysis and SWOT analysis. DESTEP is a broad analysis of the demographic, economic, social, technological, ecological and political developments that have the potential of threatening the life of the organisation. These include government regulations (political) that affect the industry where the organisation operates; changing societal values especially as it reflects

corporate social demand (social); the effect of economic slump or recession and pricing strategies (economic) etc. Understanding these volatile scenarios helps in the identification of areas of crisis and can be proactively addressed. SWOT analysis presents the strategic strength that gives the organisation an edge in tackling emerging issues and crisis and a review of the weakness so as to enhance improvement action. The opportunities available to the organisation should be utilised, especially market opportunities, technology and strategic information that put an organisation ahead of competition. The threats from environment are critical in issues and crisis management because identifying the threats provide an option for adaptation or avoidance (Moynihan, 2009).

(ii) *Issues Identification and Analysis:* The process of environmental scanning was to search for areas of challenge and the sources. It is very important to identify and analyse the scanned issues. This can be done by defining the issues using the Position Importance Matrix. Position importance matrix categorises issues into *Problematic and Antagonistic* on the one hand and *Priority and Support* on the other. The first is the problematic and antagonistic frame which is described as opposing and dicey, and attention should be directed at addressing them before they cause havoc on the public image of the organisation. The last two are the *low priority* and s*upport* which are not expected to pose a much serious concern to the operation of the business. In this case, little effort is exerted as it can be handled with minimal effect on administration.

(iii) *Issues Specific Response Strategies:* Our analysis of the issues helps to search for appropriate response strategies. The repertoire of issues response strategies include: Buffering,

Bridging, Advocacy and Thought Leadership Strategies. The choice of a response strategy depends on the intensity of the issues in question. *Buffering* is the stonewalling of the issues and delay to act. This approach is more of keeping calm and pretending as if the issues do not matter. It is simply a displacement tactic with the assumption that it will defrost as time advances. It is advisable to ascertain the frivolous nature of the issues before adopting buffering. *Bridging* involves adapting the demand of the issues or crisis by accommodating the warring factors in the organisation's programmes. This is a harmony targeted administrative approach and its adoption is critical when the issues are unavoidable. The *advocacy* approach of issues response strategies is simply corporate evangelism to appeal to all concerns on good record and responsiveness of the organisation by providing instance where several efforts have been made in that direction. Campaign and lobbying are more appropriate in advocacy. And finally, the *Thought leadership* approach which is a proactive means of settling issues before they emerge. Thought leadership strategy does not wait until the issues emerged and turns into crisis, it sees through by providing mechanisms that address issues before hand. It is a preventive and economic approach to managing issues (Cornelissen, 2020).

2.2 The Labour Union Metaphor

Labour union issues side of administration concern is a very critical one that poses challenge for efficient administration in this era. Its impact can cause a temporary halt on production and business operation, and its negative impact on stakeholders' interest is better imagined (Ratman, 2001). There are four diverse approaches to labour issues that are available for use depending on the issues and situation, however, the application by our labour union has been a one-way approach over time in

Nigeria. They are: Adversarial Approach, Traditional Approach, Partnership Approach and Power Sharing. **The *adversarial approach*** which was inherited from the colonial ancestry of our nationhood sees labour as an opponent of administration. Thus, the relationship is situated in the Marxist ideals of revolution and overthrow; the oppressed and oppressors; win or lose and further ideological skirmishes to dominate. In an adversarial relationship, there is little trust or support between parties. Labour relationship here manifests in opposition, low level of support, and a lack of cooperation. An adversarial colleague erodes trust and introduces personalized enmity into the work relationship (Heery, 2009). Adversarial behaviour can change the character of a relationship, making it more guarded and less open. These relationships often focus on short-term gains and are transactional in nature. **The *Partnership approach*** otherwise collaborative in nature is based on mutual understanding and engagement pioneered by union. Union as professional pressure group initiate supports to administration in the collective spirit of building a healthy organisation and pursuing collective economic and social interests. The global convergency approach tilts towards partnership and it is the ongoing advocacy for union-organisation issues-crisis resolution strategy. Partnership as a relationship is not solely based on power and rights, but on the satisfaction of mutual as well as separate interests. This might be contentious in practice, as the recognition of both mutual and separate interests suggests a classic pluralist analysis of employment relations. Kelly, (2004), in his Marxist, radical perspective, viewed partnership as operating on three central themes:(i) Labour concession on flexibility, (ii) Union's rights on information and consultation over strategic decisions and (iii) Commitment to enhance job security. These provide clear indication of the sheer scale of ambition in the partnership project, particularly with regards to job security. The acceptable view of partnership is the emphasis on(i) Shared commitment to the success of the enterprise (ii) recognition of legitimate interests. (iii) Commitment to employment security (iv) Focus on the quality of working life and (v) Openness. ***Power-Sharing Approach*** - There are three levels of **power**-sharing: voice, vote and view. Voice is when leadership listens to the voices of employees and use their input to influence decisions. Vote is when employees have active involvement in decision making and the outcome is expected. It is a normative proposal that is aimed to provide democratic stability in divided societies through the accommodation and inclusion of political elites as well as incentives for the promotion of moderation and restraint. It is a set of principles which, when carried out through practices and institutions, provide each significant group in a society with representation and decision-making capacities in general affairs and a degree of autonomy on matters of particular importance to their group(Nwinyokpugi, 2015).

2.3 Value-Based Society; Value-Based Leadership

Values are a shorthand method of describing what is important to us individually or collectively either as an organisation, community or nation. They are “shorthand”because the concepts that values represent can usually be captured in one word or a short phrase. For example, honesty, openness, compassion, and human rights can all be considered as values. Behaviours, which are the outward manifestation of our values, are context-dependent (Turkkahraman, 2014)). Values can be positive or potentially limiting. Positive values such as friendship, trust and creativity, help us to connect with others and make a positive contribution to society. Potentially limiting values such as blame, and status-seeking, negate the essence of value trust relationship. They may enable us to meet our immediate needs, but in the long term, they are counter-productive, often divisive, and frequently result in a breakdown of connection, thereby affecting our relationships and undermining any positive contributions we may have been able to make (James, 2014). The frequentutilisation of potentially limiting values as a basis for conscious or subconscious decision-making leads to isolation, separation and failure. Potentially limiting values are sourced from the fears of the ego and support the ego's self-interest.

Value Based Leadership: The role of leadership is to add value to a group or people in organisation. The true measure of leadership is influence, and a good leader must have the ability to change the attitude or behaviour of others positively (Reese, 2017). In organizations where leaders lead, the leadership values must be communicated by actions, mostly in the ways in which activities or actions are conducted on a day-to-day basis, and not so much in words directly spoken or written. Values based leadership evolved as a bi-product of the time and culture. The emergence of the twenty-first century is plagued with extensive, evasive and disheartening ethical leadership failures. Neither the public nor private sectors are immune as many leaders are exposed for immoral or unethical behaviours. Values based society is that where there are people who have clear principles, they are honest and congruent in their deeds, they truly inspire those around them, and they feel a greater sense of gratitude towards others than they expect to receive in return.

Our understanding of leadership can be explained using the two constructs: *Leadership Values and Values Based Leadership*. The essence of this theoretical value-based literature review is to provide insights on administrative leadership. Leadership values should influence the values of organization.

Organizations can be mature only when leaders infuse them with values (Healthfield,2018). This brings to the fore the concept of responsible leadership which is described as a blend of commitment, understanding, and determination. Values are the guiding principles in our people's lives. Leaders guide and facilitate others to make positive difference in their own lives and as well contribute to a greater good. Values influence the application of leadership qualities and activate the competencies of leadership as they are learnt, developed, and practice (Keyser,2011). It is necessary to appreciate people's beliefs and values, and positively build on such understanding, we have broad base impactive potential than if our perspective of leadership development is that of a problem-solving activity. We should try and live them visibly every day at work. Living one's values is one of the most powerful tools available to leadership as it assists the understanding of leading and influencing (Nwinyokpugi & Ordu, 2019).Leadership values are relatively crested in personal and organizational mission statements and it is critical to appreciate how these perspectives fit together for each individual. Organizations that are effective, customer-centric, and people-oriented, develop a clear, concise and shared meaning of values, beliefs, priorities, and direction within their organizations. This helps every employee to understand the values, contribute to the values, and live the values. These values are:

Respect- Self-respect and respecting others regardless of differences; treating others with dignity, empathy and compassion; and the ability to earn the respect of others. Clark (2011) identified three types of respect. (i) appraisal- This involves, saying it when things go well.(ii) recognition- Pick the best effort and show appreciation, and (iii) identification- Maintain close relationship with good efforts. Respect is at the core of high functioning teams and the lack of respect between team members is often times the cause of poor performance. It is about respecting persons, their abilities, their ideas, and their contributions to the team. Self-respect and respect for others is learnable. It is not learnt or encouraged by putting a group of values on a wall plaque or on a sheet of paper. It is learnt and encouraged by the team members getting to know another better. Self-respect is also encouraged by leaders who mentor and coach. Respecting others is implemented through showing support, encouraging participation, giving positive feedback, honesty and active listening before speaking.

Making difference - Making a positive impact on individuals, systems, and/or organizations or positively affecting outcomes is critical attribute that leaders should have. This manifests more in integrity, moral, ethical strength, trustworthiness, keeping promises and fulfilling expectations.

Courage - Possessing a strength of self to act with intention on behalf of the common good. It is about taking a stand in the face of adversity, acting boldly in the service of inclusion and justice. Service commitment extends beyond one's own self-interest but personal determination for the sake of a greater good (Bourne, 2016).

Humility - A sense of humbleness, dignity and an awareness of one's own limitations; open to perspectives that are different from one's own, give one a sense of collaboration and shrinks one's dark margin. Wisdom comes from learning from others and enriches ones understanding of human dynamics. It is the ability to balance the interests of multiple stakeholders when making decisions (Higginbottom, 2018).

Value based leadership- Organizations are facing change challenges and, values-based performance evaluation systems need to be put in place. One can become an effective leader when they are rooted in who they are and what matters most to them (Clarke, 2018). Becoming the best kind of leader is not about emulating a role model or hero/heroine, a historic figure rather, the leadership must be rooted in who the leader is and what matters most him/her. Once a leader truly knows oneself and what one values and believes, it is much easier to know what to do in any situation. The demands on Value based Leadership are:

Institutional Ethos–Value-based leadership within the organization manifests the institutional ethos. Institutional ethos clearly articulates values and culture. Everything member of an organisation is guided by the institutional ethos. It means that leaders have come together to ensure alignment on what the organization stands for and the long-term vision. It guides decision-making,recruiting and selecting, how the organization trains its members and, how the regulatory institutions fight non-compliance as well as the overall expectations.

Stewardship – Value-based leaders are those with an underlying moral, ethical foundation. The value-based leadership is not about realizing leader's personal needs for status, fame, or ego satisfaction; it is about helping their followers realize their true needs. They consistently act on behalf of their followers, seeking to provide the conditions and resources those constituencies could not provide for themselves. The importance of this servant leadership quality is identified, but what is most unusual is the consistency of that behaviour. Thus, they are averse to imposing their personal agenda on their followers; they do have a complete and predictable integrity to all their actions; they are not just transformational, they do not only seek to change their opponents but their every action demonstrates respect for their followers and enemies alike, and they each display a high degree of selflessness. That does not mean they are without ambition, but rather their ambition is of an unusual sort: they find personal satisfaction and fulfilment by providing the opportunity for others to realize their goals and potentials (O' Toole, 2008).

Influence – This is art of attracting good followership, building bond amongst members of the organisation, and capacity to change existing behaviour for a new demand on organisation, It is about seeing the success of the organisation as a function of the success of members.

2.4 *Change and Resistance*

Change is the process of shifting a company's structure or other significant elements to improve operations and meet new challenges. **Change** involves a process shift in a person, group and organisation. It is targeted at strategic alteration in operational methods, technologies, and structure to maximise change benefits and accommodate change consequences either by adaptation or avoidance. Organizational change usually happens in response to, or as a result of external or internal pressures (Hon, Bloom & Crant, 2011). Such transformations require a strategic approach to ensure alignment with long-term objectives and maximize the positive impact on the organization's performance. It is all about reviewing and modifying structures – specifically, organisation structures and business processes.

Enterprise desire to survive against larger competitors must evolve a change in strategy, product and skill sets. Large rival organisations must adapt rapidly when a smaller, innovative competitor comes onto the scene. To avoid falling behind and maintain a steady lead ahead of business rivals, organisations must seek out ways to operate more efficiently. In this modern era, every organisation is experiencing different levels of change and it is a tasking challenge to remain in business in the midst of the changing environment. Change is necessary to be sustainable, while at the same time, improving organizational processes and enhance employee's performance. It also entails adapting to the environment as well as altering behaviour patterns in the workplace (Nwinyokpugi, 2017). This confirms that organizations that relatively alter performance behaviour to align with change trends are organizations that want to survive. Change is defined as a process of rebranding the direction of history or development and influencing systems functionality of an organization. Change evolves in two contexts: The *human* and *organisational context of change.* The Human context embraces the willingness, capacity and acceptance attitude of the people whose roles are to drive the change process. Change response behaviour determines the willingness or rejection of change initiative. Fear of the unknown confronts change, and change champions must allay the potential fear factors that are assumed to constitute resistance from employees who should ordinarily own the change initiative. The organisational context is the enterprise clear understanding and capabilities of the change essentials. Change emerges for the following considerations: *New Technology, new leadership, new environment, market trend, new culture, new value, new business, and new team structure.* Change therefore can be adaptive and transformational. Adaptive change involves getting some subsets of a total systems reviewed, rebranded or re-engineered. Transformational change is the wholesome redesign of total systems based on brand's off-market status, or faulty foundation.

Resistance – This is the deliberate refusal to accept, embrace and act change. The common maxim that change is constant is real; however, it is not easy to implement change in persons or organisations because some persons are inorganic in nature due to fear or orientation which has internal or external triggers (Dent, & Goldberg, 1999). Cummings, Bridgman, & Brown, (2016) explored strategic change and change resistance steps which are presented below:

2.4.1 Managing Change Resistance

Stage 1 - ***Unfreeze***

This stage involves creating awareness of the need for change and creating a sense of urgency. It's also essential to make sure that people feel supported during the change. This stage is about getting ready to change. It involves getting to a point of understanding that change is necessary. It's also about preparing to move away from our current comfort zone. To unfreeze, administrators should:

(i) Create Awareness of the Need for Change

Explain the reasons behind the need for change. Speak to individuals and the whole organization. Highlight the problems or challenges in the current situation. Explain why it's no longer effective or sustainable. Share evidence, information, or examples that support the need for change. Help everyone understand why it's urgent.

(ii) Reduce Resistance

Be ready to address any resistance to change. Start by acknowledging people's concerns or fears. Create a safe environment where people can express their opinions without consequences. Engage in open and honest conversations. Listen to people and validate their feelings.

(iii) Encourage an Open Mindset

Promote a culture of openness and curiosity. Allow people to explore new ideas and perspectives. Emphasize the benefits of change. Focus on benefits such as personal growth, improved processes, or new opportunities. Share success stories or examples of others who have made similar changes.

(iv) Establish a Sense of Urgency

Communicate the consequences of not changing. Highlight the positive outcomes and benefits of the change. Reinforce the message and create a sense of urgency using different communication methods.

(v) Engage Key Stakeholders

Identify and involve key people who will play a role in supporting the change. Included them in the change process. Address concerns and involve them in shaping the vision and strategy for the change.

(vi) Provide Support and Resources

Offer support, resources, and training that people will need to adapt to the change.

Keep everyone informed and engaged by providing ongoing communication and feedback channels. Establish mentoring or coaching programs. Support people to navigate the change and overcome any challenges they may face.

Stage 2: ***Change or Transition***

Change is not an event, it is rather a process., therefore this stage is called process of transition. Transition is the inner movement or journey that one makes in reaction to a change. People are 'unfrozen' and moving towards a new way of being. This stage is often the hardest decision as people are unsure or even fearful. This is not an easy time as people are learning about the changes and need to be given time to understand and work with them. Transition is a process that occurs within each of us. There is no set time limit as each of us is different. Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions will help the change process. It is really useful to keep communicating a clear picture of the desired change and the benefits so that people do not lose sight of where they are heading.

Stage 3: ***Freezing (or Refreezing)***

This stage is referred to as freezing, although a lot of people refer to it as 'refreezing'. As the name suggests, this stage is about establishing stability once the changes have been made. The changes are accepted and they become the new norm. People form new relationships and become comfortable with their routines. It is the stage for sustaining the change itself. There is the absence of fear, no resistance as the change is known and accepted.

2. 4.2 Members of a Change Team – It is better to understand the actors in the change movement in every organisation. Nwinyokpugi, (2018)identifies three members of a change team that can help or mar the change mission. They are: Loafers, Drivers and Changers. ***Loafers*** see change and events pass by but are not inclined to be part of them. They are not bothered about what goes on around them and they also are eager to benefit from the positive consequence of the change. For them, all things happen by nature, therefore whatever happens cannot be changed. They often go down or outlive the organisation when change sweeps through. The ***Drivers*** are determined support elements that appreciate change and are always ready to be part of the change movement. They take risk and ensure that change is appreciated. No organisation can succeed without Drivers. They form the team base for any successful change endeavour. The ***Changers*** are those who identify the need for change and introduce it for adoption. They are visioners who own change and the process. The task of educating and communicating change and change benefits are done by Changers. The failure or success of the initiative rests on the Changer's ability to communicate and act the change. Organisation that are blessed to have changers are at better advantage to face competition and enjoy innovation because changers are the enterprise champions and are always abreast of trends. They are innovative and are always looking for novelty. For them, barriers are the motivation for good thinking and risk taking an integral part of successful enterprising.

2.5 Administrative Leadership Psychomotor

Understanding administration as a leadership activity places one in a complex situation as to the context of influence and authority that is expected. One major trigger that shapes the climate at work is the character personality of the leader. The concept of psychomotor defines the natural pillars of our consciousness which innately influence our behaviour and relationship within ourselves and to others (Bourne, 2016).That personality is the consciousness that controls the mental context of the human called leader in the performance of lead roles. This consciousness is not seen but felt by the actor and transferred on the leads. It is of essence to unravel that hidden string that binds the mental components of every human and its action. According to Nwinyokpugi & Ugoji, (2018), Leadership is a crucial factor in enterprise sustainability and has been the subject of several research efforts in the fields of psychology and behavioural sciences. One area of increasing interest is the character position of leadership. Much has been discussed and researched on the personality traits of leadership. This conversation takes into cognizance the nature of the person(s) who holds positions of authority over others. Crisis in leadership has not been only that of traits but of the sale of the nature of man. The nature in mankind is expressed in twos. This is why we are male and female with two hands, two legs, two eyes, two ears and two souls. etc, Everything God created has its dual nature. This model ***-Dual Nature leadership Model*** is an expression of the natural components of human consciousness. Every leader has two nature components. The first nature is the 'Ideal You' and the second nature is the 'Ulter You'.Every living mortal is wired in two nature components and we display them at will in circumstances for either our personal advantage or group advantage. This typology of the 'Ideal you' and 'ulter you' identifies a leader in given circumstances especially in decision making, communication and relationship patterns. The *ideal you* is one's natural self that is unique and devoid of external manipulation. It evaluates our actions and always trigger a sense of judgement or right and wrong. Someone can say, it is the God in us which cannot be manipulated. The *ulter you* is one's secondary personality that roams within the environment in an attempt to be relevant. It is manipulative, and to some extent manifests self-adaptiveness.This nature is prone to false dilemma in choice and provincial in assumption. Most times when one is about taking a wrong action, or has made grievous mistakes, the *ideal you* in man raises the caveat, 'This is wrong, don't do it'. When a leader refuses to listen to the 'ideal you' because the strength of 'ulter you' has been highly nurtured, he/she proceeds to do that which is wrong and the remnant of the 'ideal you' questions. This is where the phrase 'Had I known' comes in when decision is taken and negative consequence is experienced. Leaders who nurture their *ideal you* positively are seen and labelled as disciplined personality. They succeed in all they do because they maintain positive consciousness. Others grow their *ulter you* and are seen in deceitful publics, taking actions that are directed at getting unearned publicity and are more sychophantic in nature. When the *Ideal you* in one is higher, the administrative leadership intuition is positive and when the *ulter you* in one is higher, the person manifests in self-praise and greed. This is a challenge in administration. And leaders at all level are encouraged to develop their *ideal you* components and reduces their *ulter you*. Let us review our personal lives experience when we are taking decision or actions. Our *ideal you* is always first at work advising on the right or wrong in our actions. It tells us 'this is wrong, do not do it' and we called it 'instinct'. It is the first nature in you and has control on you depending on how you nurture its manifestation. The mathematical representation of this model is as follows:

$$IY < UY = IE; IY > UY = EF$$

My postulation of the *Dual nature Leadership Model* expresses the leadership character of persons in positions of authority. Thus, when the *ideal-you* nature component is less than the *ulter-you* nature component, there is evident leadership inefficiency; while when there is excess or equivalence of i*deal-you* component to *ulter-you*, there is a high tendency of efficient administrative leadership. This administrative leadership nature typology determines the socio-cultural matrix that either keeps genuine followership and enhances workplace bonding or unbundle the established team spirit. This model of leadership presents the personality framework that administration leverages on for positive work climate. You have all experienced this model in your respective work environment. Persons who see truth and speak to truth have more dosage of the *ideal you*. They are concerned about the effects of their actions of others, listen to public views and are controlled by public image they attract to themselves. They guide their hard-earned personality brand with such care that depicts discipline and responsiveness and will do everything to secure and nurture them. They are not influenced by either material gain or peer group socio-economic competition gains. They are the stewards of organisations. The leaders that have high dosage of the *ulter you* are more inclined to short cuts, they see cutting corners as tenets of smartness and their desire for praise is of high note. They relish praise more than values and market their self-brand to attract artificial praise. They are common with the I-factor label. They are bosses who prioritise their own growth at the expense of followership growth. Because of their excessive desire for artificial greatness, they see their growth as a function of the growth of others and the organisation. The two frames of administration are presently enmeshed in this model and it is viciously the bane of good governance (Nwinyokpugi, 2017).

3.0 IDEAL BUREACRACY: THE DUD CHEQUE PARADOX

Coming back from the later part of the 19th and early 20th centuries, there has been rapid industrialization, urbanization, and the expansion of formal organizations from across the European enclave of the globe. In other words, the 'spirit of capitalism' started to evolve and traditional processes and structures could not cope with the astronomical strides in demand for better organisation. Cities were expanding in crazy and fast speed and factories buzzing with commercial activities. Max Weber, a German scholar, born 1864 in Erfurt, Germany, witnessed the transformative changes that were sweeping through Europe. Notably, the emergence of big corporations influenced his thought for efficient organisation. In a context to be argued, Weber was normative in his offering, given the observed administrative deviation from norms, mores and the immoral behaviour which dominated and have become integral part of bureau pathology, he postulated an administrative solution known as Bureaucracy(Pires, 2011). The world around him was evolving, and traditional administrative mechanics were proving methodically redundant. There was a need for a more systematic approach. Weber's Bureaucracy was an administrative movement responding to the challenges of complex organisations. His theory is presently handed down as a *Dud Cheque* that should be dishonoured by giving it some negative annotations such as: red tapism, rigidity and inhuman. The tenets of Weber's postulation revolve around efficient governance which is seen from the perspective of rational organisation. Below are the major dialectics against the adumbrated criticism:(Weber, 1946).

Hierarchical Structure: Imagine a pyramid. At the top, there is the boss or the leader of a bureaucratic organization. As you move downwards, there are various levels with different roles and responsibilities. In bureaucracy, this well-defined hierarchy ensures that everyone knows their place and there is a clear chain of command.

Division of Labour: Consider when you and your friends tackled a big project together. Each of you took on a specific task matching your skills. In the same way, bureaucratic organizations divide tasks among their members based on expertise. This makes sure things are done efficiently. People with technical skills will be in a different department from someone with human resource management skills. In an ideal bureaucracy, everyone knows exactly the area of his or her work responsibility.

Formal Selection: This is process that allows for exactitude in selection, not that it should be rigid but should take cognizance of global best practice. It is a formal selection process in action as positions in bureaucratic organizations are filled based on technical qualifications and performance which are earlier standardised and documented. They are not based on favoritism or personal relationships. These formal rules and regulations guide both selection and promotion. Bureaucracy is about fit not fix. Just as a surgeon specializes in surgery and a chef excels in cooking, members of a bureaucratic system are trained and skilled in their specific roles. It is all about putting the right person in the right job at the right time.

Rule-based Conduct: Established rules and procedures guide actions in bureaucratic systems, ensuring consistency and fairness. Just as traffic laws apply to everyone on the road, rules are the same for everyone in a bureaucracy and are applied consistently without bias. An entity without rule is disorder. No human relationship can function without the influence of regulatory guidelines, otherwise, it is heading to extinction.

Impersonal Relationships: Personal feelings or relationships do not interfere with work. Decisions are based on facts and rules, not emotions or personal biases. The practice of nepotism and presence of discrimination otherwise practised here as

'Imamadu' are not prospected in bureaucratic settings. Identifying your kinsmen at work and placing them in important work roles without taking cognizance of their fit index is called fix. The bane of institutional growth and innovation is fixing.

Career Orientation: People are encouraged to grow, get promoted, and achieve higher ranks based on merit. The workman should have right not privilege to choose his future in job specialisation. Employees grow in the course of their chosen field of expertise It is a process that encourage innovation and one can grow higher when a pathway unique to the individual is identified and followed spiritedly. The reason for poor performance in organisation is traced to poor career choice. All these attributes credited to Bureaucracy are seen to be challenges for deviants who are always looking for opportunities to circumvent defined legitimate processes. This where the dud cheque paradox comes in. It is the contradiction attached to a genuine instrument for maintaining social cohesion and balance in work process and attitudes and presenting it as fake and irrelevant. Wrong label to genuine intent and purpose of an efficient apparatus as dysfunctional so as to access undue advantage over others (Ferreira & Serpa, 2019).

3.1 Corruption: A Moral Dwarf

The abuse of legitimate process has become deliberate among the power elites as the desire to get more from organisations and government is not corresponding with expectations. Actors do the building of artificial gangplanks that allows them access to the common wealth of a group. Corruption is simply the abuse of official authority for personal gain. It is a betrayal of public trust for personal interest. It has become a universal phenomenon. The use of the concept moral dwarf simply described the shortening of high moral standard and reducing it to nothingness (Nwinyokpugi & Etete, 2019). When administration that is appraised as the nucleus of society is abused, the pivot upon which society revolves becomes decrepit. Corruption manifests in three gradients. The *individual level* is the first level manifestation of corruption which is minute and when traced it is easily removed because when the individual is apprehended and removed, the spread is truncated. The second is expressed in corporate or business milieu, the business or *corporate corruption*. Business persons improvised smart means to deceive suspecting customers through fake goods or service offering. It operates in large scale because one corrupt seller stains the others like oil. The level that our nation Nigeria is in now is the *systemic* level of corruption. This level becomes a national phenomenon. If you are not corrupt, you are a misfit. It is more universal that the regulatory and repressive apparatuses of the state are active participants.

3.1.1 Comfort Zones for Systemic Corruption

Mystification - The corrupt individuals make everyone believe that it cannot be stopped by giving the continuous act legal backing. State power is used to protect the corrupt to show that they are above the state. Fear is created around the icons of corruption such that the apparatuses of the state are also loyal to their supremacy.

Distancing is a strategy of keeping subordinates at a distance and creating a relationship disconnect between the leaders and the led. It is assumed that if one shares a closed relationship to a corrupt leader, the secret of incompetence will be revealed. It means excluding society and the people from operational structures of state and depriving them of participatory right to governance. They create fear around themselves using the supposed moral enforcement institution. Corrupt icons of organisations hide behind distancing by keeping subjects away from prying into their hidden incompetence.

Folklore –Justification of the pervasiveness of corrupt tendency spreads like wild fire. It thus induces people to accept corruption given that others are safe and benefiting. It generates a sense of despondency among the people and gives the corrupts free ride. Such maxim as 'if you cannot beat them, join them' is one of those negative axioms that are handed down for the procreation of fraud.

Imperial orientation – Our colonial ancestry of master-servant relationship between the leaders and the led keeps subjects in permanent obedience to corrupt leaders and they enjoy praise from ignorant followership. They gather all resources and collective wealth of the group, and in Machiavellian style, releases droplets from their largesse for their beggared followers. The corrupt icons are seen as lords and are being worshiped by the impoverished. Colonial mindset is a curse on the people. The fear created around political elites and persons in administrative positions of authority in organisations makes the corrupts untouchable and the common parlance of respect for persons in authority provides them social immunity.

Pacification– Persons in authority weakens the possibility of challenge or resistance by making deceitful promises and claims which present them as helpers who should be given respect and followership. They do this to encourage acceptance by the unsuspecting citizenry or subordinates.

3.1.2 Strategies for breeding corruption

(i) Collusive Strategy – This strategy gives the corrupts active participation and deliberate brandishing of the benefits of fraudulently aggregated resources to entice potential inductees. They collude with helpless citizens by dropping baits to perpetrate fraud. They jump the queue and access targets while onlookers innocently get emotionally committed. This strategy becomes an unconscious trap for creating more believers.

(ii) *Coercive strategy* is used by power elites and opportunists to subdue queries and opposition. This, they do by getting accepted by the power base in the society or organisations which provide them cover and they become sacred cows. The authority to punish opposing view is kept for them for use by the closed connects to the repressive apparatuses of the State.

(iii) *Non-conjunctive strategy* is different from the earlier two in the sense that the corrupt gives toone self all the benefits of the system and has no conjunction with any authority. The amassing of the collective wealth gives him or her the charismatic freedom and recognition at the expense of the people (Nwinyokpugi, 2015).

3.1.3 Mitigation of Corruptive Consciousness

(i) *Functional Institutions*: Strong regulatory and repressive State apparatuses such as Military, Police force and other formal para-military organisations which business is to restore order and enforce deviance. When these rules enforcement tools of administration are functional, the tendencies for deviation are curbed.

(ii) *Evangelization of dignity as a virtue for labour*: Virtue is

an attribute a devoted citizen that is passed from generation to generation. Organisation's discipline maintenance unit or department communicates dignity in labour for growth. Parents, churches, mosque and other centres of religious worship must transfer this message of virtue to their household and followers, and be seen to practise the dictates of that evangelization. Virtue is learnt.

(iii) *Equity and fairness*: Transparency in management of the affairs of society must reflects equality and fair treatment of the people. This begets a free and fair society.

(iv) *Fostering democratic ethos*: The encouragement of participation, consultation and involvement in decisions create organisation citizenship behaviour amongst the employees and members of society. Organisations that give followership right of involvement encourage acceptance of rules and instil human systems bonding.

(v) *Education as a religion:* When the people are informed but not certificated, the knowledge acquired is itself a belief. Education instil discipline in man and regulate our sense of positive behaviour.

(iv) *Strong Laws and Rules*: The beauty of a developed nation is its adherent to rules and the strength of its functionality. The consequences of deviance are lessons for potential offenders. This mechanics of the State influences family lives. It creates a general platform for both poor and healthy parenting.

3.2 Work Process Analysis

Work process analysis is a method organisations' administrators use to deconstruct each work process in a project or task and determine where they can make improvements. By defining each step, tool and method in a work process, the team can make processes more efficient. Nwinyokpugi, (2022) defined work process analysis as the evaluation of work and processes, taking cognisance of work force skills, numbers and their work roles with a view to achieving efficiency and curb role poaching. Defining your organization's work processes can be a great way to learn and understand how employees create value. Work processes can vary from minor tasks to major processes that require specific skills and knowledge. Three levels activities are crucial in work process analysis and they include:

- Proper documentation of every stage of the work or task assigned and analysis of every necessary document for each process.
- Measurement of each process to determine where there is need to divide strategic processes so as to optimise the load strength of each workman.
- Analysis of each work effort to determine errors and challenges by proffering corrections or improvements.

3.2.1 Tools of Work Process Analysis: Work Process analysis tools are evaluative kits that assist in determining the success or failure of work done. They are strategic decision measurement instruments because they measure performance and relationships in work process. These tools include but are not limited to:

3.2.2 Theory of Constraint: Every process has a constraint (bottleneck) and focusing improvement efforts on that constraint is the fastest and most effective path to improve profitability. Eliyahu Goldratt, in his book, 'The Goal' in 1984, postulated this theory (TOC) as a performance improvement tool. The core concept of the Theory of Constraints is that every process has a single constraint and that total process throughput can only be improved when the constraint is improved. A very important corollary to this is that spending time optimizing non-constraints will not provide significant benefits; only improvements to the constraint will further the goal (achieving more profit). Lewin, (1946) explored five steps process that indicate the application the of TOC. *Figure 3* below shows the five-step process:

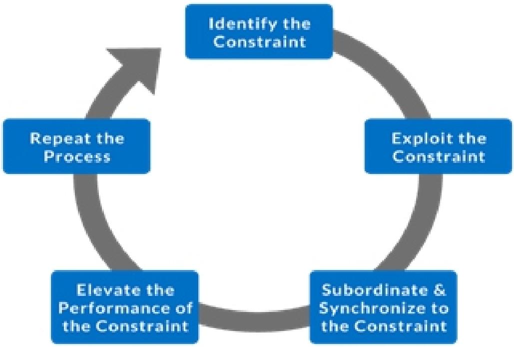

Fig 3: The Five Focusing Steps of TOC.

The Theory of Constraints provides a specific methodology for identifying and eliminating constraints, referred to as the Five Focusing Steps.

Value Stream Mapping is a work process decision tool that places expectation on every worker about what value one has brought to the growth of the organisation. Value Stream Mapping (VSM) is an excellent tool for improving process and workflow and for eliminating waste. VSM is a method through which a team maps out the flow of value for repeating processes, forcing the team members to analyze where value is being added and where it is not.

3.2.3 Gap Analysis as postulated by Igor Ansoff dictates that in the course of work, there are expectations and there are also deliverables. One should at all times find the difference which is called, the 'gap' between achievement and expectation. Knowing that, helps you identify the reasons for the difference for readjustment or maintenance of current effort. Gap analysis looks for the reasons you are not achieving certain business goals. It considers where you are, where you want to be and looks for the reasons preventing your success. With that information, you are able to create an action plan that closes the gap. It manifests in *Market Gap* in terms of budgeted sales and actual sales; *Strategy Gap* is the difference in expected result from strategy implementation and actuals. *Profit Gap* is a common gap analysis that looks at the profit goal compared to the actual profits. *Skill Gap* is sometimes called the HR gap analysis because it looks at the organisation's personnel resources to determine whether or not it has enough people with the right skills to meet the goals of the organisation. *Technology Gap* is the difference between the present state of technology and the actual state that an organisation possesses.

3.2.4 Force Field Analysis - The tenet of this analysis is that circumstances are sustained by a balance between forces that promote decision and change, and those that oppose them. Kurt Lewin in 1946 propounded this strategic decision tool to understand what is needed for change in both corporate and personal environments. In every decision or change need, there are the driving force and the restraining force. It is profitable to focus on the restraining force as you hold the driving constant so that a balance is achieved for better decision (Lewin, 1946). *Figure 4* below shows the description of the forces that exist during the course of decision making:

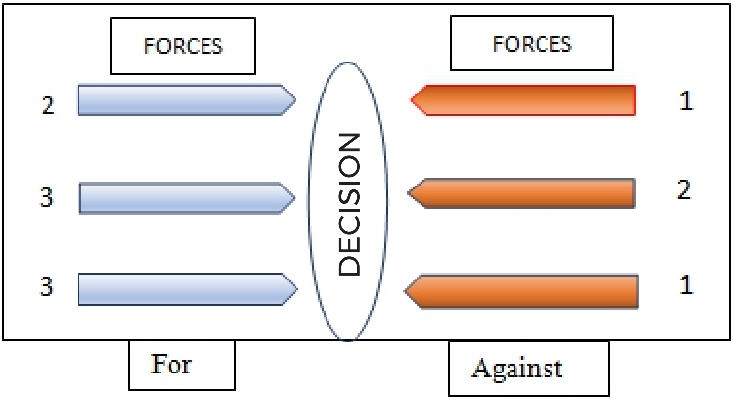

Fig 4: Force field analysis tool.

3.3 Policy and Compliance

Policy is a deliberate Statement of action expressed as guidelines to direct employees' behaviour and decisions for the achievement of rational outcomes. A policy is a statement of intent and is implemented as a procedure or protocol. Policies are generally a product of administration directed at best practice and compliance to rules as well as performance of strategic actions. It is a set of general guidelines that is expressed as plan to tackling a problem in organisation. A statement of principles, rules and regulations that an organisation and its members follow to achieve desired outcomes and avoid legal risk. It is usually accompanied by a procedure that explains a specific action plan for implementation.

Policy Compliance is the process of creating, communicating, implementing, and maintaining policies in organisation so as to enhance acceptance to rules and administrative directions. This involves developing an overall framework that outlines the rules and procedures that govern different aspects of the business, such as compliance, employee conduct, privacy, data security, and operational practices. Employees most times do not obey policies in the organisation and the reasons for such negative behaviour are traced to policy formulation process and intent. According to Nwinyokpugi and Modey, (2019), for policy to attract voluntary acceptance as well as mandatory compliance, such policy must:

- address specific areas of organisation goal, values, legal requirements, and industry best practices.
- get all parties consulted so that collective input renders the policy acceptable.
- adequately communicate the policy benefits to allay the fears.
- Adequately communicate and distribute to the employees through relevant channels, such as email, employee portals, or intranet platforms.
- adhoc training to discuss the purpose of policy.
- address the consequence of violation.
- conduct periodic evaluation to assess compliance status.

Policy formulation and implementation as administrative core function should be managed in an impersonal fashion to avoid selective compliance which at the end, defeats collective compliance for efficient organisation.

3.4 Communication as An Administrative Fluid

Communication is a critical problem that administration faces daily and it is one basic cause of conflicts and disorder. The ability to influence and be influenced through message transfer of message is the true meaning of communication. Communication is the deliberate exchange of meaningful message which must attract positive feedback. Unless one's message is understood and complied with, speaking only exist. Most persons in authority boast about their power to communicate. It is one of the most complex activities that humans have to live with. Communication appears in different models. It manifests in the Linear model, Interactional and Transactional models. However, our conversion focusses on the Linear and Transactional models because of their applications in the business of communicating (Nwinyokpugi, & Udoh, 2018).

Linear model is a one-way flow that does not attract feedback. It is mandatory that it is understood and obeyed. It is very popular in military and paramilitary organisations. The common slogan that identifies this model is 'obey before complain'. It is otherwise called the *Steam Shovel* approach to communication. It is very useful to the audience who are unwilling to act by reason of incompetence or negligence. *Figure:5* below showing the flow of message in a typical linear model.

Fig 5: Linear Model

Transactional model is a two-way flow of communication where parties have liberty to exchange meaning and expect feedback response. It is an organised model of communication because it takes cognizance of the usage, context, channel, situation, perception and influence. Figure: 6 shows the flow of message in a transactional model.

Fig 6: Transactional Model

Eric Berne published in his work;'the games people play' in 1961.The concept of (TA) – *Transactional Analysis* form the thesis of his discourse as the background for Transactional model of communication. In this work, he identified human ego states as a person's perception of oneself and how others are perceived. For Berne, three types of ego states manifest in human lives at all times while communicating. The *Child ego*, the *Adult ego* and *Parent ego*. When one is helpless and always asking for assistance even for things that one knows and lack of self-confidence characterises the *Child ego state* and is consciously govern by Xenocentrism. Thomas Harris labelled them, the 'I am not okay; You are Okay' cluster and it manifests in low self-esteem and a feeling of inferiority. *Adult Ego State* manifests in collaboration, acceptance, team spirit and tolerance. A person who is accommodating, tolerant and observed in the 'We factor' social disposition operates in an adult ego realm and are seen in the '*I am okay; you are okay*' cluster. And finally, individuals who operate in the parent ego state manifest in the consciousness of authority and power. They know all, and for them, nobody is an equal. They use punitive tools at all times, and are labelled Ethnocentrists in the '*I am okay; you are not Okay*' cluster. Based on these respective premises, Berne(1961) in his analysis postulated three communications transactions. (a) Complementary Transactions, (b) Crossed Transaction and (c) Ulterior Transaction as reported by Murray, (2023).*Figure7*, below is the different transactions presented by Murry, (2023).

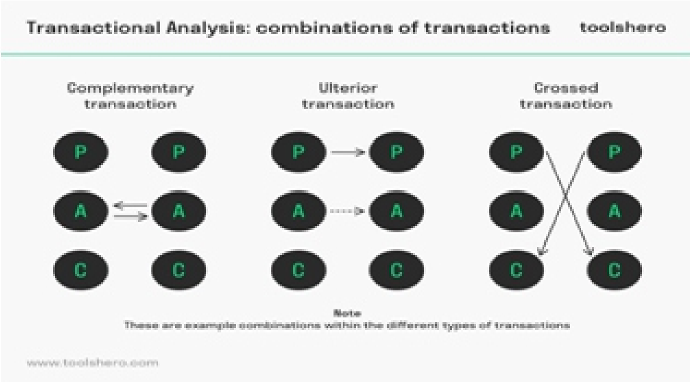

Fig 7. Types of Communication Transactions

The PAC shows the different ego states at work during communication. (**P**) represents the Parent ego state, **A** represents the adult ego state and the **C** represents the child ego state. When sender X releases a message coated in the Parent ego state, the sender X sees the audience/receiver Yin the child ego state. Parent messages are mostly instructions and commands to perceived child and it is compelling for the child to obey. When the audience/receiver Y knows that X is qualified to release a (P) and he or she obeys, transaction becomes *complementary* because there is no conflict. A crossed communication transaction occurs when the audience/receiver Y perceives that the sender X does not have the right to release a (P) Parent ego state message, the audience/receiver Y releases back a (P) Parent ego state message in counter. Communication transactions are complementary, crossed and ulterior in nature. Each has its importance depending on the users understanding and intent. Organisations that have the culture of complementary transaction are prone to healthy workplace as messages are easily understood and corresponding feedback and compliance action are relished.

3.5 Decision Making as a Competency Attribute

Decision Making according to Nwinyokpugi & Ejiowhor, (2018) is an administration's human and social process function that are intelligent based which requires discretion and judgement at given situations.

(i) Personal and Organizational Decisions

Decisions to watch television, to study, or retire early are examples of personal decisions. Such decisions, pertain to managers as individuals. They affect the organisation, in an indirect way. Personal decisions cannot be delegated and have a limited impact. Organisational decisions are made by managers, in their official or formal capacity. These decisions are aimed at furthering the interests of the organisation and can be delegated. While trying to deliver value to the organisation, one is expected to keep the interests of all stakeholders also in mind, such as employees, customers, suppliers, the general public etc. they need to take decisions carefully so that all stakeholders benefit by what they do.

(ii) Individual and Group Decisions

Individual decisions are taken by a single individual. They are mostly routine decisions. Group decisions, on the other hand are decisions taken by a group of individuals constituted for this purpose (for example, Admission Committee of a College, Board of Directors in a company). Group decisions, compared to individual decisions, have far reaching consequences and impact a number of persons and departments. They require serious discussion, deliberation and debate.

(iii) Programmed and Non-Programmed Decisions:

A programmed decision is one that is routine and repetitive. Rules and policies are established well in advance to solve recurring problems quickly. A programme decision embraces setting standards and requirements for admission of students. Admission officer's business is to follow the requirements and standards laid down judiciously in taking admission decision and there is no room for discretion. Non-programmed decisions deal with unique/unusual problems. Such problems crop up suddenly and there is no established procedure or formula to resolve them. Deciding whether to adopt a virtual or remote work model during the Covid endemic was not a procedural decision, it was a sudden choice made to close the gap.

(iv) Strategic, Administrative and Routine Decisions:

Strategic decision-making is a top management responsibility. These are key important and most vital decisions affecting many parts of an organisation. They require sizeable allocation of resources. They are future-oriented with long-term ramifications. They can either take an organisation to commanding heights or make it a 'bottomless pit'. Administrative decisions deal with operational issues, especially on how to get various aspects of strategic decisions implemented smoothly at various levels in an organisation. They are mostly handled by middle level managers. Routine decisions, on the other hand, are repetitive in nature. They require little deliberation and are generally concerned with short-term commitments. They tend to have only minor effects on the welfare of the organisation. Generally, lower-level personnel look after such mechanical or operating decisions (Kase, 2010).

3.5.1 Organisational Decisions Making Models

Whether the decision to be made is individual or group, personal or organisational, programme or non-programme etc, certain strategic models must come into play. These models are: ***Rational decision-making model -*** The rational decision-making model involves identifying the criteria that will have the biggest impact on your decision's outcome and then evaluating possible alternatives against those criteria. The rational decision-making model is best employed when there are numerous alternatives available for selection and the decision maker has ample time at his or her disposal. ***Bounded rationality decision-making model*** - Decisions that are time bound, do not need to follow standardised steps as in the case of rational decision model. It is sometimes good to take quick decision that are good enough ft the moment to save situation. It is used when time is not on the side of the decision maker and action is imminent to save organisation ad people. ***Vroom-Yetton decision-making model -*** This decision type of model is appropriate when there is list of decision questions to answer in arriving at priority. It is in a way very complex model because options of priority are critical and a group of persons would help out in establishing the priority setting. In fact, one of the main objectives of this model is to determine how much weight should be given to the input from a leader's subordinates. The Vroom-Yetton decision-making model is specifically designed for collaborative decision-making and is best employed when it involves multiple team members in the decision-making process. ***Intuitive decision making model*** – This decision model is instinct based. There are situations where taking decision based on your strength of intuition. Taking decisions based only on instinct may not seem like the best idea to those who prefer a more careful and logical approach, there are lots of instances when going with your gut is the best way forward.

Most specially when time of essence and not much information is available for rethinking. The ***recognition primed model*** – This model relies mostly on decision taker's experience. It is similar to the intuitive decision-making model in that it relies heavily on the decision-maker's experience and instinct. However, the recognition primed model is a little more structured than intuitive decision-making and includes the certainty nature of the decision maker (Eisenführ, Weber, & Langer, 2010).

3.5.2 Biases in Decision Making

Anytime you are faced with an important decision, it is essential not to let biases get in your way. Biases might be rooted in one's prior experiences, but that doesn't inherently mean that they are grounded in facts. In many cases, avoiding biases is also key to making an ethical decision since biases can sometimes cause you to undo and hurt targeted individuals. Preventing biases from getting in the way of your decision-making skills starts with identifying the types of biases you need to be aware of. According to Nwinyokpugi and Taribo, (2020), This includes:

Confirmation bias: Confirmation bias entails favouring or focusing on information that confirms your pre-existing beliefs and ignoring information that runs counter to those beliefs. While it's important to trust your own experience and beliefs, you don't want to subconsciously favour information just because it aligns with what you already believe is valid truth.

Availability bias: Information that is easily accessible in your memory often gets undue weight, and this is known as availability bias. One example of availability bias is overestimating the likelihood of an event just because you can remember a similar event happening to you in the past.

Survivorship bias: Survivorship bias entails focusing only on the solutions that have generated success in the past. While it is important to consider past results, ignoring possible solutions just because they are unproven will place unnecessary constraints on your decision-making process.

Anchoring bias: Anchoring bias is the tendency to "anchor" yourself to the first piece of information you learn. Information should not get extra weight just because you have known about it for longer, and new information can be equally important to consider.

Halo effect: The halo effect occurs when positive experiences or impressions of one aspect of a possible solution influence you to view the entire solution positively. Rather than being blinded by the positives, seek out and consider the negatives as well.

3.6 The Effectiveness and Efficiency Matrix

New age administration is no more driven on the wheel of organisational existence but that of growth and sustainability. Sustainability is the capacity and willingness for enterprise to thrive in the face of threatening competition. The business of administration is the pursuit for efficient work process that brings greater value, reduces risk and cost while adding value to stakeholders(Nwinyokpugi & Zincware, 2019). The effectiveness index addresses the ability to do things right at the right time and place. In light of the varied interpretations of efficiency, one can roughly divide it into two categories: (1) The *value-based approach*, which focuses on the results achieved for employees, employers, the local community, and society in general, for the cost of the product or service, and (2) The *resource-oriented approach*, an activity's contribution to achieving its goal while minimizing resource consumption. In this sense, the conversation focuses on the need to optimize resources and streamline processes. It includes a wide range of activities to ensure the efficient operation of day-to-day operations of an enterprise, including facilities management, procurement, finance, human resources management are optimised. Efficiency is the pivot upon which organisations survival revolved seeks for zero tolerance to wastage in all forms including money, human wellbeing, facilities and tacit knowledge. There is a connect between effectiveness and efficiency. None can do without the other, hence, the matrix in *Figure 8*, below shows how they relate. However, effectiveness precedes efficiency in that, it appropriates getting things done in the right way. What is the right way most times may have some degree of marginal returns on cost, therefore, contemporary administration is focussed on not just doing things right but emphatically interested on how much cost can be avoided while achieving same results - The right way. *Figure 8*, below is the effectiveness- efficiency continuum.

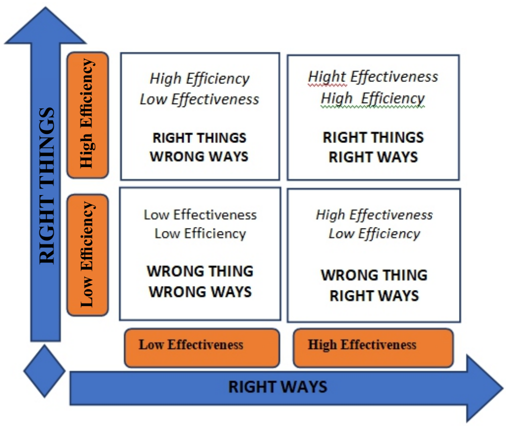

Fig 8: The Effectiveness and Efficiency Matrix

This represents the respective directions that informed actors about the pathway to comparatively apply the tenets of effectiveness-efficiency continuum in administrative practices. It thus prescribes that doing the right thing leads to effectiveness while doing the right thing in the rights way is efficiency. Efficiency then cannot be achieved unless the effectiveness index has been satisfied (Brockett, & Golany, 1996).

3.7 Administrative Convergence

Different assumptions seem to locate principles and practice of administration across industries, government and geographic spheres. The need for aggregation of these diverse assumptions leads us to the convergency question. However, convergence does not mean co-existence (Al-Shami,2010). The nature of administrative institutions, procedures and norms may itself determine in a large measure the prevailing modes of adaptation to the institutional development of different cultures, ideologies and beliefs and the evolution of new age industry requirements influenced by global best practices. It may determine the temporary sequence through which the adaptation modes are developed, and especially the manner in which the basic adjustment problems of the development process will be faced by each administrative system. According to Burnham & Maor, (1995) Administrative convergence means that administrative systems are converging to the degree that they are becoming more similar to one another, developing similarities in structures, processes, role conceptions and performances. It is true that administrative practices have their varieties and senses, each of which may require its own explanation, and have its own consequences. Convergency can be macro-level, especially when it is associated with the range of administrative forces that evolves from industrialisation, bureaucratisation, democratisation, integration and other systemic variables. This type can be referred to as *cross-system convergence*. The new concern is traced to the continuum of effectiveness to efficiency in quality-of-service delivery and product offering (Al-Toukhi,(2009). This approach encompasses:

- Policy standardisation
- Accommodating ideologies.
- Increasing the transparency of operations and decision making
- Responsive approach to issues.
- Technology standardisation
- Diversity tolerance

4.0 THE INFORMATION GAVEL

Information is a collection of data that are analysed to provide meaningful value for business processes and decision making. It is information that makes administration the nucleus of organisation. For ease of coordination and governance, relevant information about the business of the enterprise should be warehoused and adequately utilised. The management of this information for enterprise productivity is the governance regulation that administration provides for organisation. Without information, there is no organisation. A gavel in this instance is the decision capacity that administration derives from management of information. Information management begins with the creation and collection of data that is processed and analysed for decision making by administrators. Information management is the activity of acquiring, processing, and governance of useful information and disposition of irrelevant information. The exactitude with which this activity is conducted gives administration the capacity and willingness to deliver on business decision and achieve enterprise goals.

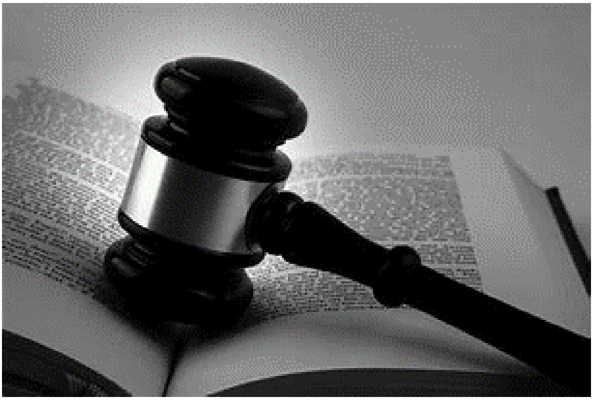

Figure 9: THE GAVEL

4.1 Electronic Administration: The Digital Way

Technological advances in administration and its adoption in organisations today have changed the way people go about their daily activities by transforming the traditional paper and pen office into an information and communication technology-based organisation. Whether we are checking our e-mails or texting or sending messages with our phones, mobile communication is growing, and our ability to navigate the World Wide Web is improving dramatically. We use the internet to shop online, do banking transactions, book our flight tickets and make payments online, check the weather, do research on any subject and connect with the network. As internet usage grows, and the use of technology in general grows, so does the use of technology and the internet by the organisations and government. The observed constant development of new IT technologies, the internet, and ICT networks have contributed to a new approach to communication between the state (office) and citizens(employees).This is becoming more challenging and difficult due to the uncertain nature of the corporate environment (Reis, Amorim, & Melao, 2018). E-administration refers to the electronic mechanism which converts what is in a traditional work environment into smooth and seamless activity and still achieves better results than expected. In the current economic circumstances, a significant process that affects the efficiency and functionality of the operations of every organisation, even in public administrations, is the communication process. The correct information flows as well as mechanisms for sharing knowledge, have become key areas in the life of every organisation. The information and communication technology, which is currently a key factor supporting social integration and increasing possibilities for cooperation and collaboration, is becoming more and more helpful in the inter-communication process (Heman, (2010). The changing role and the large amount of information prepared by organisations make it necessary to apply tools which allow quick and efficient processing and use of such data. E-administration is a helpful tool for better task management. Recognition of these administration strategies can leverage on the possibilities offered by modern ICT solutions in the process of improving their functionalities. For a couple of years now, innovative IT technologies have been dynamically implemented in organisations. The changes made it necessary to adapt the new solutions to the new activities of both the private and public sector organisations. The stress on staff during the distribution of letters, memos as well as manual arrangements of files has been a challenge to the administration in the civil service sector and private sector but is more prevalent in the public sector organisations. The absence of efficient database system is also another challenge for efficient administration in the civil service sector (Nwinyokpugi & Dornanu, 2022).

Nigeria as a developing country believes that building a knowledge-based workforce is imperative, particularly in the education sector. This is because education contributes significantly to the development of any nation physically, morally, socially, politically and economically. Electronic administration is a form of administration that uses information and communication technology (ICT) to carry out its activities, focusing on three fronts: relations with the employees, internal functioning and relations with customers as well as other business organisations. The term e-administrationrefers to the method of automating key administrative functions using electronic and computer-based technologies. The main objective of e-administration is to cut down on wasted paper and space by converting important documents and files to electronic files. This strategy has become popular with many industries where heavy paperwork is a major part of conducting business, such as health care, legal, education, and government agencies. E-Administration has helped in the following areas:

- E-Document Management
- E-Record Management
- E-Communication system
- Employee Wellbeing
- E-Transactions

4.2 Cloud-Base Collaboration

Many business applications are moving to the cloud -- especially, with the proliferation of remote work -- and ECM software is no exception. A true **cloud**-based application provides an organization access to ECM solutions without any need for server maintenance. _Cloud enterprise content management is a solution that enables enterprise to take full advantage of company knowledge and customer information embedded in its content using cloud**.** The solution automates, analyses, activates, stores, and captures business content, providing new values from unstructured data. An enterprise content management system is what companies use to store, access, share, and send files related to key business processes. Cloud-based content management systems leverage cloud services, which allow users and teams to access files from anywhere, on any device, without firewalls or access to local servers getting in the way (Ikromasoma, Chinyere & Nwinyokpugi, 2021). Cloud-based collaborative platforms include:

Virtual cloud plat forms such are Zoom, Skype, Cisco Webex and the Whatsapp platforms. These platforms allow for virtual collaboration in meetings and workgroup connect as well as chats. However, Zoom, Microsoft Team, Goggle meet and Cisco Webex are more of the formal organisation friendly because of their security and accessibility.

Document cloud platforms are Google Slack for ease of file sharing. Google Dots, File syncing and storage services, also called cloud storage services provide seamless access to all your data -Word docs, PDFs, spreadsheets, photos, and any other digital assets wherever you are. The best cloud storage services also add safety and security to your online life because when you sync files via the cloud, you create a backup of them by default.

4.3 Enterprise Content Management Solutions

Enterprise content management, or ECM, is a set of defined processes, strategies and technologies that allow a business to effectively acquire, organize, store and deliver critical information to its business stakeholders both inside and outside of the organization. Enterprise content management (ECM) is a set of processes, tools, and strategies that enable organizations to collect, manage, and organize content. Businesses adopt ECM to increase efficiency, improve information control, and reduce the overall cost of information management. ECM streamlines access to records with keyword and full-text searching, allowing employees to quickly obtain needed information from their desktops. ECM is not just a tool, it uses eco-friendly system, no more manila folders and trees now having a sigh of relief (Nwinyokpugi, & Alikornwo, 2015). ECM facilitates organizational efficiency through the following capabilities:

i. *Data/Document Capture* – Capture, digitize, and index documents and data at their ingestion point, whether via email, invoice, paper form, or other.
ii. *Secure Content Repository* – Hold documents and data in a central access point for easy retrieval, use, and version control.
iii. *Assign security and compliance controls* — Protect sensitive data with user-assigned access controls and retention policy procedures.
iv. *Automated workflow delivery* – Keep processes moving with automated approvals and document/data routing to workflow touch points.
v. *Collaboration*– Enhance document sharing and access at any given time seamlessly as well as communication.

ECM extends the concept of content management by adding a timeline for each content item and, possibly, enforcing processes for its creation, approval, and distribution ECM eliminates paper documents and the related filing systems. It takes your Everest-sized mountain of printed content—

everything from invoices, resumes and contracts to correspondence and research reports— digitizes it, and stores it in a secure repository. And it helps keep your electronic files organized, enhancing collaboration and sharing. No more manila folders. No more paper cuts. More trees sighing with relief. But ECM is not just a cool, eco-friendly filing system. It's a process that spans the lifecycle of content, from capturing information to publishing and archiving it. This is achieved using the ECM key dimensions such as: *People* – Individual with skill sets that does the interface with computer, identify information need and process them. *Process* – As the network of activities that convert unstructured data into structure data and deliver to end users. *Technology* – as the tools, techniques that capture, distribute and warehouse information for future use. *Infrastructure* - as the facilities that are provided to drive the installation of information management processes such as network providers. According to AIIM, (2024), The diagram in *Figure* 9 shows the subsets of Enterprise Content Management and the flow of processes otherwise called the Corporate Brain of an Organisation.

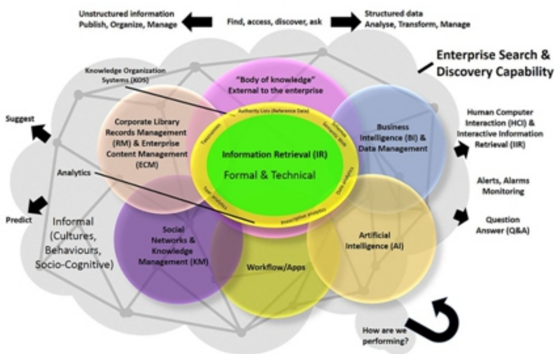

Fig 10: ECM – The Corporate Brain of Organization

4.3.1 Components of ECM

ECM can be broken down into five major components of activities: Capture, Manage, Store, Preserve and Deliver. Below in *Figure 10* is the different components of ECM. The purpose of each component, as defined by the Association for Intelligent Information Management AIIM, (2016), is as follows:

- The **capture** component involves creating information by converting paper documents into electronic formats, obtaining and collecting electronic files into a cohesive structure, and organizing information. Information can include content like invoices, contracts and research reports.
- The **manage** component connects, modifies and apply information through means such as document management, collaborative software, web content management and records management.
- The **store** component temporarily backs up frequently changing information in the short term within flexible folder structures to allow users to view or edit information.
- The **preserve** component backs up infrequently changing information in the medium and long term, and is usually accomplished through records management. It is commonly used to help organizations comply with government and other regulations.

The **deliver** component provides clients and end users with requested information.

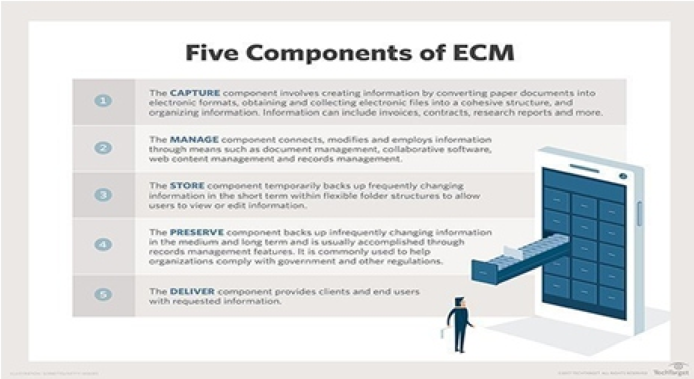

Fig 11: Component of ECM

The following are the contents that ECM manages:

(i). Web Content Management (WCM)

WCM puts control over the look and feel of a website in the hands of specific, key people. It is used by organizations with relatively complex websites and strict brand guidelines, giving those key personnel the means to easily update, modify and publish content for the sites while adhering to the guidelines.

(ii). Collaborative Content Management (CCM)

CCM enables multiple people to access and modify a single document, such as a legal document. It is ideal for organizations that must manage projects involving multiple stakeholders. CCM makes it easy to work together while keeping track of, and updating, the most-current version of the document.

(iii). *Transactional Content Management (TCM)*

TCM is designed for organizations that repeatedly use varied types of content, including records, paper documents, and digital files. TCM solutions capture content from various channels, classify it, store it, create an automated workflow to ensure the right user receives the content at the right time, and even deletes documents when they are no longer needed. While working seamlessly with other apps and databases, ensuring all of that content is available throughout the organisation.(Nwinyokpugi & Fiito, 2019).

4.4 Document Management System (DMC)

Today, technological know-how is at the best possible top of popularity; improvements occur as time passes and make all things possible through the assistance of the structures of information and communication technology. Information sharing in the industry is made using many kinds of technology bases, but the most reliable form to evidence base business transaction, internal or external in offices, are documents. A document is everything content that has been stored in an accessible source (Eleoranta, Hameri & Lati,2001). Information Technology and networks are changing the way professionals face many business processes, and the use of electronic documents and office automation systems makes us think about how to evaluate enterprise content management problems. It has also been observed that using the Document Management System leads to better output, lower costs of operation and the transmission of information in a useful and time saving manner. Using DMS systems effectively ensures that data and knowledge are safe, accurate, and accessible. It is one important step for the efficiency of work in an organisation. The control offered by an EDMS also ensures document integrity. With what the modern world has witnessed, tremendous growth in the volume of information produced or published only benefited from it by conventional means and useless due to the widening distance between the source of this information and its beneficiaries. One of the most important challenges facing modern-day administration is the conservation and retrieval of information from the vast number of documents and paper files, which are increasing daily. With the emergence of e-administration, the need for digital preservation of the archive has evolved and even become a necessity which is inevitable. Infrastructure is needed as facility that provide the base for the operation of e-governance. Platforms available for E-document management include: Google drive, Drop box etc.(Nwinyokpugi, 2015). The impressive areas of DMS are:

Processing: A personnel sits on a desk and type a one paragraph document for one hour and would be forwarded to a supervisor for proof-reading before mistakes, corrections are done, man hours and time have been spent. Every member of an organisation now becomes his or her own secretary. The new information process world order.

Document Distribution: The movement of a piece of document from office A to office B reduces the strength of the personnel called messenger and life mortality increases day-in day-outdue to frequent movement to and from different offices. This causes abuse on the muscles and aging creeps in quickly. The use of cloud base technology seamlessly brings everyone together and remove the logistics of movement from the human member. Intramail driven on secured IP addresses and password enhance the ownership of document and its source. Postal services have been short-changed.

Accessibility: The ease with which parties to business get documents transferred is alarming with the aid of different file share software. Source identity is top-notch by this technology.

Storage: Outstanding e-storage is seamlessly fascinating as organisations with large document registry warehouse large number of documents with secured encryption and security in the systems repository.

4.5 *Workflow Management System*

The workflow concept has evolved from the notion of process in manufacturing and the office. Such processes have existed since industrialization and are products of a search to increase efficiency by concentrating on the routine aspects of work activities. They typically separate work activities into well-defined tasks, roles, rules, and procedures which regulate most of the work in manufacturing and the office. Initially, processes were carried out entirely by humans who manipulated physical objects. (Nwinyokpugi, 2015). With the introduction of information technology, processes in the work place are partially or totally automated by information systems, i.e., computer programs performing tasks and enforcing rules which were previously implemented by humans. Workflow management (WFM) is a technology supporting the reengineering of business and information processes. It involves:

1. Defining workflows, i.e., describing those aspects of a process that are relevant to controlling and coordinating the execution of its tasks (and possibly the skills of individuals or information systems required to perform each task),

2. Providing for fast (re)design and (re)implementation of the processes as business needs and information systems change.

Workflow Management System categorises processes in an organization into material processes, information processes, and business processes (Abdul *et al*., 2019). The scope of a *material process* is to assemble physical components and deliver physical products. That is, material processes relate human tasks that are rooted in the physical world. Such tasks include, moving, storing, transforming, measuring, and assembling physical objects. This path of workflow is enjoying the AI tech in Robotics. *Information processes* relate to automated tasks (i.e., tasks performed by programs) and partially automated tasks (i.e., tasks performed by humans interacting with computers)that create, process, manage, and provide information. Typically an information process is rooted in an organization's structure and/or the existing environment of information systems. Database, transaction processing, and distributed systems technologies provide the basic infrastructure for supporting information processes. *Business processes* - are market-centered descriptions of an organization's activities, implemented as information processes and/or material processes. That is, a business process is engineered to fulfil a business contract or satisfy a specific customer need. Thus, the notion of a business process is conceptually at a higher level than the notion of information or material process. It is the interest of the lecture to focus on business processes that are primarily implemented as information processes. It can re-engineer each process to improve it or adapt it to changing requirements. Business process redesign is triggered by increasing customer satisfaction, improving efficiency of business operations, increasing quality of products, reducing cost, and meeting new business challenges and opportunities by changing existing services or introducing new ones. Business process reengineering involves explicit reconsideration and redesign of the business process. It is performed before information systems and computers are used for automating these processes. Information process reengineering is a complementary activity of business process reengineering. It involves determining how to use legacy and new information systems and computers to automate the re-engineered business processes. The two activities can be performed iteratively to provide mutual feedback. While business process redesign can explicitly address the issues of customer satisfaction, the information process re-engineering can address the issues of information system efficiency and cost, and take advantage of advancements in technology. Workflow can also be characterised into along a continuum from human-oriented to system-oriented.

Human-oriented workflow involves humans collaborating in performing tasks and coordinating tasks. The requirements for workflow Management System in this environment are to support the coordination and collaboration of humans and to improve human throughput. Humans, however, must ensure the consistency of documents and workflow results.

System-oriented workflow involves computer systems that perform computation-intensive operations and specialized software tasks. In addition to being highly automated, system-oriented workflows access information systems. While human-oriented workflow implementations often control and coordinate human tasks, system-oriented workflow implementations control and coordinate software tasks (typically with little or no human intervention). Consequently, system-oriented workflow implementations must include software for various concurrency control and recovery techniques to ensure consistency and reliability. This is not required and cannot be provided by On the other hand, system-oriented workflows have more knowledge of information semantics (e.g., built-into the various applications involved and the information systems that synchronize application access to shared databases). Examples of workflow system in practice are: meetings log-in process for attendants – information process, recruitment to employment are decision base or business process. Purchases and inventory system are captured in the material process.

5.0 ADMINISTRATIVE CONTROL

This control focuses on altering or managing tasks and processes rather than changing physical conditions or relying on protective equipment. It often involves creating policies, procedures, or training programme to ensure a safer environment. Administrative control is the cornerstone of efficient administration, as well as the main pillars of modern organisations (Peters & Nwinyokpugi, 2021). The importance of control to the organisation has grown due to expansion of activities in the company, multiplicity of functions and the magnitude of funds invested in projects and programmes. This is done in order to: reduce the chances of fraud; embezzlement; protection of assets, and funds; ensure the safety of resources; provide information and data required by the department on a regular basis; facilitate decision-making; planning and performance evaluation in order to achieve its objectives in the most efficient and effective way. Also, development process is closely linked to financial and administrative control, as development is the process of optimizing the use of available resources with sound planning(Bateekh, 2014). Administrative control is an ongoing, systematic efforts and activities carried out to obtain accurate and precise information on the progress of work and implementation in the various areas of activities(Tawfeeq (2012). It is the function of the administration to compare the implementation rates and the rate at which level targeted in the plan is reached and identify any default and correct it, and work to prevent it if possible. Equally, these three steps are followed: standard-setting and bench marking performance, correcting differences between actual results and achieved plans, determining what has been done by assessing performance and taking remedial action if necessary to ensure performance is in line with established plans. Administrative strategies include:

Training Programmes: Training programmes are foundational to workplace safety. They equip employees with the knowledge and skills to execute their tasks without harm. Continuous training ensures that employees and enterprise resources are maintained and updated.

Work Rotation: Work rotation involves periodically moving employees from one task to another. This minimizes prolonged exposure to specific repetitive tasks or environmental conditions, which can lead to issues like repetitive strain injuries or heat-related illnesses. By rotating duties, workers get a reprieve from repetitive tasks, reducing wear and tear on specific muscle groups or minimizing mental fatigue.

Vacations and Break: Mandated breaks are critical in professions that demand intense physical labor or high concentration. Regular rest intervals can prevent fatigue, which significantly contributes to workplace accidents. Breaks also allow workers to hydrate, rest their eyes, or stretch, promoting overall well-being.

Workplace ethics. Ethics prescribe the way of life of the workforce towards work and people. It dictates what we do and what should not do.

Resource Management Transparency is moral organisation of resources including finance, employees, assets and facilities.

Competency Tree: Administration is interested in the values that an employee brings to the fore. These values are represented in achievement milestones that an employee has made over time in a given organisation.

Evaluation: Analysis of performance outcomes, using appraisal, MBO, Comparison etc.

5.1 Discipline

No organisation exists without some standard of discipline. Discipline is the control activity of administration that provides guide for adherence to rules and ethics as well as maintaining a positive work attitude on all parties. It is a two-sided activity. The coin, discipline has the *reward side* and the *punishment side* (Nwinyuokpugi & Ejiowhor, 2019).

Reward side gives recognition for compliance and obedience to task rules and achievements. It is more of a motivational tool that drive extra effort. Douglas Mcgregor labelled it the *'carrot'* for good behaviour and it is effective only when it is:

i. Appropriate for the rewarded action or achievement.
ii. It is motivational in context
iii. Unbiased and fair in adoption
iv. Instrumental or psychological

The *Punishment* side of discipline is the consequence for deviance. Its function is to reduce the degree of deviation to norms and foster high work and social moral. Douglas Mcgregor label it the '*Stick'* for deviance or poor performance and it is effective only when it is:

i. Commensurate with deviant action(s)
ii. Corrective in context
iii. Standardised for every member of the organisation
iv. Witten down for ease of communication
v. Not selective in practice.

6.0 CONCLUSION

This lecture has thrown more clarity to the knowledge of administration and its application to both public and private sector organisations. Administration is not a laboratory instrument but the deliberate abuse of its application is damaging on the success of organisations and society at large. When you neglect efficient administration, you are prepared for failure. This, therefore is evident to the pivotal role it plays in the affairs of organisation and society.

It became very important for me to explore the 21st century administration and provide insight into the concepts of issues and crisis that the century has to contend with, which are influenced by leadership. This discourse threw emphasis on administrative tools such as communication, work process analysis, policy formulation and compliance, administrative control mechanics and electronic administration infrastructure that leverage on the information management thrust otherwise known as the information gavel. This is more deliberate because of the fall of positive values and the acceptance of immorality as a norm in our society and organisations. Administration is one fundamental tool that sits at the centre of all these.

My journey and my drives which has taken me to this height is also of note for all concerned and it is also unique to say that the content of my message is a reflexion of my person. As one who relishes good education without sentiment, not an apostle of clique and what my friends called organisational politics, I enjoy the business of knowledge offering as I consciously understand that educational institution should be an environment only for the 'called' according to present day religious entrepreneurs and not traders.

Notably, the possession of PhD, MSc or BSc is not a mandatory requirement for compulsory conscripting into academia, but the identified desire and capacity backed by a strong will to act as foster parents to the society. I make this more emphatic because education is my religion as I do not get absorbed by the new dictate of religion-based Christianity but an adept crusader of faith-based Christianity.

My love for efficient administration and the resolve to free society of fraud, using the instruments of new age administration and governed by contemporary information management tools are recommended to forestall leakages and control workplace behaviour for the central pursuit for a better society.

I sincerely thank you, the Vice Chancellor, distinguished ladies and gentlemen for providing me this opportunity to share my thoughts in my area of learning with you.

6.1 Recommendations

1. The success or failure of organisation is a function of efficient administration. It is on this premise that Leadership which drives administrative practices, policies and procedures must reinvent its nature and influence on the way organisations are governed especially in the 21st century where new

challenges are evolving. These challenges are observed from within the organisation operational processes, the values system abuses, Labour union approaches, and the technology discordance. Thus, a new shift to positive value system that embraces uprightness, empathy, and scientific humanism which is anchored on people as the strength in leadership must be appreciated.

2. Ideal bureaucracy should be respected and observed as strong administrative tools for efficient organisation. Challenges to its practice and operation is the bane of poor organisation.

3. Corruption is identified as the central cancer that confronts our progressive survival as organisation, and as a nation. Strong rules and institutions should be upheld as mitigants while impersonal repressive approaches should be utilised to curb its spread. This can be done when effective policies are formulated and used as tools of behaviour maintenance, and administrative discipline re-enforced in our institutions to control abnormal manifestations in functions and behaviours.

4. Administration succeeds from the point of better decisions. This lecture has outlined efficient decision models that can be used in situations where they are suitable. Care must be taken that decision-making is a relatively rational action, thus context is expedient.

5. The 21st century administration successes can be achieved when organisations and society leverages on appropriate Information, Communication and Technology (ICT) savvy and it enabling tools. These tools are:

- E-Administration mechanics driven by Enterprise Content Management (ECM) solutions.
- Cloud-based Platforms that provide the digital technologies for collaboration in administration roles and operations.
- Business intelligent tools that enhance virtual organisation and seamless work processes defined by workflow management system and artificial intelligence tools.

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On behalf of the staff, students and graduates of Department of Office & Information, I appreciate Professor B. B. Fakae, because his administration pioneered the recognition of this State-of-the-Art discipline, globally known today as *Office and Information Management*. The programme was approved by University Senate in 2006, but could not commence due to the will and financial capacity at the time. In 2007, I forwarded the copy of the programme to his office, and just by the mention of the name and my description of the vision, he said, 'This is where the world is going to, Patrick'. This is an achievement for us all.

Today I have, seated in this audience my father, Dr Christian Moni Nwinia and his amiable Wife, Dr Mrs Asa-Moni Nwinia, they have been the pillars of my new life. Barrister Ahize and his legal team at SPDC, East Port Harcourt which include Sir OCJ Sir Okocha (SAN), Barr John Kpakol, late Barrister Paul Kabari and Professor Nick Obodo of the Institute of Management Technology Enugu. These are those who sharpened my earlier work life.

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