

A STUDY OF ADMINISTRATIVE PRACTICES FOLLOWED IN AUTOMOBILE UNITS**D.B. Bagul¹ and M.G.Mulla²**Sai Balaji International Institute of Management Sciences, Pune
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babicrab@gmail.com**ABSTRACT**

Administrative procedures are significant because they provide an objective set of rules by which an organization is governed. They additionally help establish the legitimacy of management activity by ensuring the application of management rules and decisions is done in an objective, reasonable, and reliable manner. A study aimed at understanding the administrative practices followed by automobile units from Western Maharashtra including related problems and their impact on the performance of these units was conducted. At the initial stage of the study a literature review was carried. This article presents a summarized version of the literature review along with the synthesis and gap.

Keywords: *Administrative Practices, Automobile units, Literature Review*

Introduction

The term administrative practice is a broad concept. The word administration is often used to mean “management” in practice. However, technically there are differences between the two terms, administration and management as per classical management books (Barnard, 1938; Hoy and Miskel, 2005; Boon et al., 1992). For this study, the terms have been used interchangeably since in the case of automobile units (the context of this research) the difference doesn’t make much of practical sense. Given the vast scope of the concept of administrative/management practices conducting a literature review on the topic is not an easy task. To understand the latest trends in the literature on administrative practices a preliminary review was planned up-front. To get a quick feel of the recent literature on the topic, 10 latest (2019/20) studies were chosen for a short-review.

Collective consideration of the 10 studies shows some major observations and leads to important conclusions about the direction of the review:

1. The studies on administrative practices are carried out in the context of a variety of organizations including manufacturing, educational, health-care, etc. However, there is some kind of concentration in the manufacturing sector.
2. Notwithstanding the relatively smaller number of studies in non-manufacturing organizations, they offer useful insights

into the concept. For example, Sarker et al., (2019) have dealt with a unique term called as administrative resilience while studying public administration. Similarly, Sadq et al., (2019) have dwelled upon the concept of administrative leadership while dealing with an education institution.

3. In light of the above observations, it was agreed by the researcher and the Guide that a general approach to looking into the literature on administrative practices would be a good idea despite the context of this study being automobile units.
4. At the same time to balance out things the review shall have a dedicated section for studying literature dealing exclusively with the automobile sector.
5. Additionally, it was decided to formulate clear objectives for the literature review in line with the objectives of the study along with some self-evolved guidelines to facilitate a proper, balanced, and relevant review.

Objectives of the Literature Review

In the backdrop of the discussion in the introduction section the literature review was carried with the following objectives:

1. To review the literature on *effective administrative practices in organizations,*
2. To review the literature on *problems for effective administrative practices,*
3. To review the literature on *socio-economic factors responsible for problems for effective administrative practices,*

4. To review the literature on *administrative practices in automobile organizations*

Guidance used for the survey of the literature

1. References would be made across nations, periods, etc. to gain a broader understanding of the concepts,
2. A mixed approach to literature review will be used by looking broadly at the concept of administrative practices on one hand and also having a special pocket of reviews that deals with only the automobile sector. Thus a generalist-cum-specialist mixed approach was adopted for the survey of the literature.
3. As far as possible latest literature should be reviewed to understand the current trends and direction in the related research.

Review of the Literature

To review the literature on effective administrative practices in organizations

The evolving optimistic procedure of safety culture is essential for accident prevention in organizations with multifaceted technological systems. The two governments and industries have issued guidelines and documents to require and help companies establish a safety culture in Chinese process industries. Though this has not developed true to form and barriers make procedure safety culture remain in the realm of administration rather than genuine practice. Safety management practices are measured answers to address these barriers. This study recognizes the key safety management practices from prior research and then establishes a model to explore the mediating role of safety management practices in the growth of process safety culture. A collective of 405 members from the oil industry in Shandong province contributed to the survey. The data were treated by SPSS 24.0 and the model was projected by the structural equation model (SEM). Four safety management practices were recognized in academic research and industrial practice including sorting out responsibilities/procedures, correspondence, and coordination, safety training, review, and checking. All the four safety management methods have optimistic intermediating effects on safety culture, with review and seeing

presenting the highest mediating effect. Recommendations for theory and practice are deliberated. An innovative opinion is presented for the oil industry and other method industries in China to recommend that safety management practices can be observed more sincerely (Gao et al., 2019).

This study strategies to make a role to theory, just as to practice by classifying which project management practices are used by most private administrations in general and by area of action. The inspiration of practitioners' features in the choice of project management practices and their use in groups are additionally analyzed. The outcomes present that the most used project management practices are kick-off conferences, movement records, progress meetings, Gantt graphs, and baseline plans; though, changes between action sectors and practitioners' characteristics were observed. The outcomes moreover specify that the most used project management practices are, used as toolsets (Tereso et al., 2019).

To review the literature on problems for effective administrative practices

This qualitative study examines attitudes toward mature workers, and their work situation in varied sectors, and discovers insights, and organizational measures that can permit an extended working life. Earlier age management studies require numerous interrelated measures and important areas of rank, and that there is an overall necessity for strategies to reinforce workable age management at the organizational level. An organized content investigation was used to analyze data from focus group interviews with witnesses from a variety of organizations. The study recognized three themes that describe attitudes, and insights of integrated age management practices: (a) contemporary policies, and practices in the work environment; (b) social backing, and attitudes; (c) experience, and mentorship. These themes can structure the principle of a decent method to a unified age management plan. Such a plan can be accomplished through intervention studies where research on justifiable working life meets the real problems faced by workers, and executives (Blomé et al., 2020).

The increasing pressure towards business excellence among business entities in different industries drives organizations to desire to achieve and provide top-notch standards in the delivery of products, and services to be outstanding in their markets. The demand for quality services by the players in the education sector has compelled directors, and managers to ceaselessly improve their services, and seek innovative approaches to be the best in their niche. The education sector in the entire world is becoming competitive step by step due to technology, and developments. Likewise, in Kenya demand for quality education by parents, and watchmen have driven private entrepreneurs to improve their private grade schools, and to begin new ones that are profoundly competitive, and go beyond the expectations of their customers to delight them. The quest for quality education by parents motivates them to invest heavily in their children by taking them to the best schools that they can bear. Studies have established that when quality management practices are used in organizations, they improve overall performance. Quality management practices have gained prominence in recent years because it directly impacts on the overall performance. These practices have been investigated intensively (Moore,2012). This study, therefore, tried to establish quality management practices and performance of private elementary schools in Ruiru Sub County. The need for this study was motivated by there being no other study done on quality management practices in private elementary schools in Kenya, and specifically in Ruiru Sub County. A descriptive survey research design was used. The targeted populace consisted of 71 private elementary schools in Ruiru Sub County. Questionnaires were used to collect data. Data analysis involved descriptive, and inferential insights, and thematic analysis. The results were presented in the type of frequencies, and percentages, mode, and mean, tables, and figures. The study discovered that quality management practices improve efficiency, and performance consequently increasing profitability, understudies' enrolment, and competitiveness. The study recommends that there's a need for schools to embrace quality management practices to

achieve success in their foundations (Kamau, 2019).

To review the literature on socio-economic factors responsible for problems for effective administrative practices

Free enterprise has emerged as the best vehicle for creating wealth, and addressing deficits with regards to fundamental human needs, and improving efficiency. The ideology has (reasonably) been criticized for disregarding social, and environmental degradation as externalities or costs that are not bore by conventional free-market profit models. The time for business to embrace sustainability as an integral component of since quite a while ago run economic sustainability of operations, has never been more relevant, and more amplified in the competitive universe of business. Sustainability in the food and beverage industry (and indeed most industries) has now developed into a source of strategic, and competitive advantage. The concept has enjoyed huge focus over the previous two decades, with creating shared value (CSV) drawing meaningful attention as the sustainable answer for the sustainability question. Through an integrated, and scaled CSV approach, the better the exchanging conditions the more value that is created. All-encompassing stakeholder value creation and dispersion is key to future-proofing business without an ideological change. The CSV approach is neatly compatible with crude material supply chains of the food, and beverage industry, however, effective implementation and systematization have received mixed results. The challenge of integrating, and systematizing sustainable business practices is that it involves fundamental root change at an organizational level. Senior managers in this large global food, and beverage firms have spent as much as two decades attempting to convince internal, and external stakeholders that there was a direct connection between the firm's drawn-out prospects, and CSV, integration of CSV has been met with resistance and has subsequently staggered progress. This study hopes to better understand accepted, and established antecedents, enablers, and barriers to the integration, and scaling of sustainable business practices. The study hopes to isolate the

different factors and crystallize the components that are urgent to the effective integration, and scaling of CSV in the food, and beverage industry. Qualitative, exploratory research methods were harnessed to refine and extend current theory on the subject. Data was gathered from 14 members across eight organizations, with the study utilizing triangulation, and thematic analysis to establish areas of shared trait and difference between the three organizational categories. The key findings from the study culminate into a framework titled "The CSV Integration Framework", and consolidates the established, and emergent antecedents, enablers, and barriers (internal, and external) to integrating CSV to achieve scale (Hirst, 2019).

The study aims at the effects of the demographic aspects on growth employees' safety insights. It initially started a hypothetical outline describing the effects of demographic aspects (i.e., education level, gender, and age) on employee's insights towards pre-defined site fears just as their general safety insight. A later site questionnaire survey approach was adopted in nine development job sites in southeastern China followed by a statistical examination. The study discovered that development employees' education level, even though not affecting their insights towards safety perils/accidents, could generate differences in other general safety insights between management staff, and workers. Gender variances were seen in security understandings of risk/accident acts, and overall safety insights, on behalf of that gender problem in security insights applied consistently crossing varied industries. Employees between 37 and 46 years old tended to underrate safety jeopardies from usually encountered perils, signifying the requirements of sustained safety refreshers for employees in the middle of their careers. This study contributed to the assembly of knowledge in safety insights by investigating the effect of three important subgroups or demographic factors, with education level, gender, and age, which had not been sufficiently addressed in the growth security subgroup or sub-climate (Han et al., 2019).

To review literature on administrative practices in automobile organizations

Lean assembling practices (LMPs), and commercial environmental sustainability are becoming inseparably linked. All through the lean, and green debate, abundant organizations have recognized that LMPs have suggestions for their sustainable growth, and competitive positioning leading to better administrative practices. LMPs are multifaceted all alone, yet when perceived from an environmental sustainability perspective, the decision to implement an LMP can become even more complicated. Albeit general tools exist, the lack of actual decision-making strategies to help in the execution of LMPs with an environmental sustainability dimension is tangible. Later, this study blocks the above-mentioned decision problem by joining environmental, and operational performance result expectations as these expectations are viewed seeing the comfort of implementation of different LMPs. A novel multi-criteria decision-making (MCDM) model for evaluation of LMPs is developed in this reverence. The model integrates a three-parameter interval dimension with disagreeable set theory, and the TODIM technique. The model is run applying experiential data from six assembling establishments. The conclusions facilitate the identification of a 'locus of investments' for a better selection of LMPs for better growth, and smoothly executing all the administrative practices. The heftiness of the decision support model developed is evaluated through sensitivity investigation (Bai et al., 2019).

The supply chain delivers continuous turmoil with random disturbances potential for enterprises with complex network infrastructure affecting its administration. Supply chain in enterprises requires to be robust, and supportable to offer an effective reply, eradicating susceptibilities, and preventing the effect of negative disturbances. This review study is based on assessing the role of supply chain management in the automobile sector of India. The overall conclusions resultant from a review of refined studies state that, in countries like India, the automobile industry wants to have apt administrative management commitment for

sustainability, and flexibility of supply chain rather than rules, and regulations of government. The review study examined 914 articles related to assessing supply chain management methods in the automobile sector of India. Through the analysis of the collected studies, it is proof that DEMATEL is an operative method for giving inter-relationship and improved administration in the automobile industry in India. Rather than economic impact in the automobile sector, executive action is a vital worry for effective workable, and flexibility practices in the automobile industry of India (Khot, and Thiagarajan, 2019).

Key observations and research gap

- Current administrative practice literature shows some special consideration to issues like sustainability, environmental aspects, green practices (Saeed et al., 2019), CSR (Zhang et al., 2019), etc.
- At the center of the administrative practice is the employee. A good number of articles surrounding employees were observed. For instance, aspects like employee well-being (Cooper et al., 2019; Froese et al., 2019), and employee creativity (Chaubey, and Sahoo, 2019) have been studied. This shows that administrative practices have an important responsibility towards employees of the organizations.
- The importance of stakeholder management abilities among public, private, and non-profit organizations in quest for improved public value, and consistent help from thankful stakeholders.
- The requirement of Total Quality Management (TQM) training is very vital for the employees in the organization to get into the TQM implementation procedure.

- The vital role of managers' personality in determining the strategic direction of the firm, and so the performance of the organization.
- Moderating effect of organizational culture is enhancing organizational development in the Indian automobile industry.
- The automobile industry needs to receive sustainable lean assembling for achieving economic, social, and environmental development.
- Indian automobile industry focuses on business development through profitability enhancement just as environmental development through sustainable lean gathering, and beneficial administrative practices.

Research Gap

A contextual gap is a clear motivation for the study. Not much of research is visible on administrative practices in the context of automobile units from Western Maharashtra is seen. This region however holds a sizable share in the automobile sector of not only Maharashtra but also India. With major auto clusters like Pune, Chakan, etc., Western Maharashtra is home to several auto majors like Tata, Bajaj, Mercedes-Benz, General Motors, Volkswagen, Mahindra & Mahindra, and others. It can be reasonably expected that outcome of this study would apply to automobile units elsewhere in Maharashtra, and also in other states of the country. Another prominent gap area is thin research in the field of consideration of socio-economic factors of the entrepreneurs, and employees in influencing the effectiveness of the administrative practices. To understand key aspects like motivation, it is important to study the role of socio-economic factors that has strong repercussions on the personality of the entrepreneurs, and employees.

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