

IMPACT OF ADMINISTRATIVE POLICIES AND PRACTICES ON ORGANIZATIONAL PERFORMANCE: A SELECT LITERATURE REVIEW

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Abstract

The field of administrative practice is undergoing major transformation. However, those developments do not appear to be reflected in the way administrative practice is currently understood. Furthermore, it appears that the structures placed on the research methods used to examine this issue have constrained our understanding of administrative practice. As a result, these developments have prompted the quest for fresh interpretations and meanings related to this topic and made it both conceivable and important to challenge preconceived notions about administrative practice. When administrative practice is conceptualized as an iceberg, it becomes evident that much of this knowledge was obtained through the application of the research method structured observational studies. Understandings of administrative practice do not appear to reflect the current status of administrative practice. This paper looks at select literature discussing impact of administrative policies and practices on organizational performance.

Keywords: Administrative Policies; Administrative Practices; Organizational Performance; Literature Review

Introduction

The state of administrative practice today does not align with existing conceptions about it. The study method observational studies have been used to investigate this issue. Its application has shown that the knowledge of administrative practice may be divided into elements and processes. This research method's structured constraints have been brought to light, as has the growing need for qualitative data, which calls for unstructured observational study research. Upon conceptualizing administrative practice as an iceberg, it became evident that a significant portion of our learning of this field has come from the use of formal observational research. In conclusion, it is stated that there is still much to learn about the vast realm of administrative practice, and using unstructured observational studies as a research method is one way to tackle this task. This paper looks at select literature discussing impact of administrative policies and practices on organizational performance.

Literature Review

1. Murthy and Kumar (2021) identify factors for both administrative practices and organizational effectiveness, along with the extent to which administrative practices affect organizational effectiveness. Data were randomly collected from faculties working in technical colleges around Chennai. Analysis of established compensation data, employee performance appraisals, recruitment and selection, and training practices are important administrative factors. Similarly, employee recognition, development and encouragement, organizational

policies and procedures, and organizational structure are factors found for organizational effectiveness after analyzing the results, which are generally consistent with previous studies. Regression analysis was used to test the impact of Administrative practices on organizational effectiveness and it was found that there is a strong relationship between the two. It emphasizes that compensation is a key element of personnel practices and has a significant impact on organizational effectiveness.

2. Anwar and Abdullah (2021) state that current research studies the impact of administrative policies and practices on the performance of government institutions. In a rapidly changing economic environment, characterized by trends such as globalization, increasing demands from investors and customers, along with increasing products in the market competition, government institutions are constantly striving to improve their performance by minimizing costs, renewing products and processes, and improving quality in order to compete and continue in the environment. Quantitative research method used to analyze the current study. The sample size selected for this study is 240 respondents. The findings revealed that all hypotheses were rejected except for the fifth hypothesis which stated that "decentralization is positively associated with organizational performance". Thus, it is concluded that decentralization has a positive relationship with organizational performance.
3. Al-Khaled and Fenn (2020) explain the role of administrative policies and practices on the

performance of the organization as a whole. The impacts of administrative policies and practices on company or organization performance were also illustrated to meet the objectives of this report. Articles and journals have been used to further support the views in this report. Administrative policies and practices plays a key role in managing an organization because human resources are the heart of any organization. Human resource is basically the study of people. People, known as employees, are the assets of any company and it is absolutely crucial to achieve strategic Administrative practices to keep the organization's performance at its peak. This report emphasizes human resources as well as strategic human resource practices that affect organizational performance. Companies that adopt the right administrative policies and practices will definitely be able to achieve their goals in the long run and keep their company in the industry. Good administrative policies and practices will be a key competitive advantage for the company overall. Several recommendations were given on how to further increase the company's performance through effective administrative policies and practices, especially in human resource planning.

4. Jashari and Kutllavci (2020) examine the impact of administrative policies and practices on organizational performance. In this study, a total of 100 managers of manufacturing firms in Kosovo from both the public and private sectors responded to the survey. The survey questionnaire contained 39 items covering selected administrative practices and organizational performance. Our empirical results show that managers of manufacturing firms in Kosovo recognize the importance of employees in their organization and apply procedures to effectively manage them. The result of the correlation analysis provides evidence that administrative policies and practices positively and significantly affect organizational performance. Recruitment and selection practices show the strongest positive association with organizational performance ($\rho = 0.905$) compared to other practices. In light of our findings, we suggest that good recruitment and selection will fill an organization with a pool of potentially qualified candidates. Companies should also continuously train, develop and engage their employees, as they are considered the most important sources of competitive advantage.
5. El-Ghalayini (2017) state that literature on the relationship between administrative policies and practices and organizational performance has focused on private sector organizations and research on international governmental organizations (IGOs) has been very limited. This article focuses on a relatively little-studied international governmental organization. Based on a large organization-wide survey, this study examines the effects of administrative practices on employee attitudes by reporting the results of an employee survey and follow-up interviews conducted across a cross-section of one of the largest intergovernmental organizations. The organization has a quasi-governmental role, providing basic public services including education, health care, social services and emergency relief. Empirical evidence has shown that the effects of specific administrative practices such as training and development outperform other practices such as staffing and recruitment. The results also showed that administrative practices have synergistic and complementary effects on each of the employee attitudes beyond their individual effects. The paper concludes that although there are significant positive effects of some packages of administrative practices and employee attitudinal outcomes, there are other factors that may positively or negatively moderate the effectiveness of these practices, raising the question of reverse causality.
6. Singh and Kassa (2016) examine the impact of administrative policies and practices on organizational performance. A total of 169 staff from Debre Brehan University, consisting of both academics and support staff, responded to the survey. The survey questionnaire had 58 items covering selected administrative practices and university performance. The study found that administrative practices: recruitment and selection, training and development, performance appraisal and compensation have a significant role relation to university performance. The results are from an exploratory study that was conducted at the request of the researcher. If the university is to raise its performance to higher levels, it should place more emphasis on remuneration, recruitment and selection. Certain improvements need to be made in other performance appraisals and training and development to increase their effectiveness on university performance. Most studies on the impact of administrative practices on organizational performance have focused on private domains sectors in Ethiopia. In other countries, studies focused only on academics as a sample. This study attempted to add to the body of knowledge on the impact of

- administrative practices on university performance in Ethiopia by combining both academics and administrative staff.
7. Ahmad (2015) state that Islam is a unique religion that provides guidance for all areas of life including social and economic aspects. Little research has been done on the application of Islamic principles in business, and what is available is mostly related to finance and accounting. Muslim countries generally show a more cultural and less religious attitude in their business dealings. Comprehensively covering all aspects of human existence, Islam provides us with a complete code of life and we can seek guidance for every aspect of life; it can be social, political or business. In religion we can find suitable and sufficient rules regarding various aspects of administration. There is a need to evaluate existing administrative-related practices in the light of religious guidelines and look for areas requiring improvement. An independent, unprejudiced approach to understanding Islamic values would reveal affinities with business ethics based on the principles of fashion in the world. For the purposes of this study, five broad areas of administrative practices; selection, training, compensation, performance appraisal and employee engagement were considered. The sampling frame consisted of employees of five major mobile telecommunication service providers in Pakistan namely Mobilink, Telenor, Ufone, Zong and Warid. The sample size was determined based on the Bentler & Chou guidelines for an unknown population. Data were collected using a questionnaire based on a five-point Likert scale. Data analysis was performed in MS Excel and SPSS. A regression analysis performed by SPSS found that the impact of Administrative practices on organizational performance is significant and positive. Moderation of the application of Islamic principles was developed by dividing the application into three levels and constructing point graphs. Positive moderation was observed with the interesting fact that moderation is generally best at lower and medium levels of application and decreases at higher levels except for the case of employee participation where it is high at higher levels.
 8. Darwish et al. (2013) respond to the researchers' call and conduct a study in a non-Western context in the country of Jordan. The study contributes to our understanding of the impact of administrative practices on organizational effectiveness. The empirical analysis is based on the theoretical assumptions that motivated employees through good personnel practices stay longer and contribute positively to the overall financial performance of organizations. Consistent statistical testing of financial firm population data shows that careful recruitment and selection, training and internal career opportunities have a positive impact on reducing employee turnover. In particular, training has a strong positive impact on financial performance as measured by return on assets and return on equity. In addition, these findings provide strong support for the direct approach in strategic administrative policies and practices—performance research that a set of best human resource practices will continuously and directly produce superior performance. However, despite these compelling arguments, we did not find evidence to support the view that a set of administrative practices has a better impact on financial performance than individual administrative practices. It is possible that the optimal configuration may not only depend on the national context, but may be caused by the sector and specific characteristics of the firm.
 9. Moideenkutty et al. (2011) test the relationship between high involvement administrative practices and organizational performance in the Sultanate of Oman, a country in the Arabian Gulf. Companies listed on the Muscat Stock Exchange in the Sultanate of Oman were investigated. The final sample consisted of 87 companies. The survey responses were subjected to statistical analysis. For the subset of the sample for which these data were available, financial measures of organizational performance were also used in the analysis. The results of the statistical analysis showed that after controlling for size, firm type (publicly traded or closely held), and industry average price/earnings ratio, high-involvement administrative practices were positively related to subjective organizational performance and objective performance measures. , the ratio of market value to book value. Research limitations include measuring high-involvement administrative practices and subjective organizational performance from the same source, assuming that administrative practices are consistent across organizational levels and using a composite measure of high-involvement administrative practices. Future research should address these limitations. The results of the study suggest that organizations in the Arabian Gulf can increase their performance by implementing highly involved administrative practices despite the region's unique national culture and labor market features. To our

knowledge, this is the first study of high-involvement administrative practices and organizational performance in the Arabian Gulf using both subjective and objective measures of organizational performance. Unlike other studies on administrative practices in Oman, this study was based on data collected from private sector organizations.

10. Vlachos (2008) addresses the central research question: how do administrative practices contribute to organizational performance? We examined the following administrative practices: (1) occupational safety; (2) selective hiring; (3) self-managed teams and decentralization of decision-making; (4) compensation policy; (5) extensive training; and (6) information sharing. We conducted a survey of food managers in Greece and recorded their views on administrative practices and their relationship to company performance. The results provide overall support for all personnel practices except occupational safety. Selective hiring has been found to be a key practice that improves organizational performance. Compensation policy, information sharing, decision-making decentralization, and extensive training were significant predictors for all performance variables. Directions for further research are given.

Conclusion

For many years, the administration has taken into consideration a number of changing ideas about professionalism that aim to solve some of the main issues facing the industry. Researchers assess professionalism's capacity to uphold administration's rightful institutional role in governance, to foster moral and skilled administrative practice, to give practitioners a feeling of cohesion and purpose, and to improve the profession's reputation among the general public and its representatives. They come to the conclusion that administrative practices have a significant on various dimensions of organizational performance.

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