

Administrative management and its impact on the company's productivity, training plan

La gestión administrativa y su incidencia en la productividad de la empresa, plan de capacitación

Elizabeth Juliana Núñez Bartolomé*

Oscar Fabián Moncayo Carreño*

Enry Gutember Medina López*

Cesar Enrique Muñoz Heredia*

ABSTRACT

The objective of the research is to evaluate the incidence of the Administrative-Operational Management in the productivity of the Company "Repuestos Jhon" year 2020, under this background, the theoretical framework was made based on the conceptual, theoretical and legal foundation. Inductive, deductive and descriptive methods were used. The development of this research project was based on determining the level of quality of service and customer service demanded by the products in the company under study, also the comparison of compliance with procedures and compliance with sales goals was made, this methodology allowed to make a matrix of assessment of internal problems evidenced in Repuestos Jhon, however, survey forms were applied to clarify the administrative and operational needs to measure the level of growth of the company.

* MBA Universidad Técnica Estatal de Quevedo, enunez@uteq.edu.ec
<https://orcid.org/0000-0002-5508-6003>

* MBA Universidad Técnica Estatal de Quevedo, omoncayo@uteq.edu.ec
<https://orcid.org/0000-0003-3189-8151>

* Msc. Universidad Técnica Estatal de Quevedo, eduardo.cabrera7195@utc.edu.ec
<https://orcid.org/0000-0002-8795-9198>

* MBA, Universidad Técnica Estatal de Quevedo, cmunoz@uteq.edu.ec
<https://orcid.org/0000-0002-4067-6692>

JOURNAL OF BUSINESS
and entrepreneurial
studies

ISSN: 2576-0971



Atribución/Reconocimiento-NoComercial- CompartirIgual 4.0 Licencia Pública Internacional — CC

BY-NC-SA 4.0

<https://creativecommons.org/licenses/by-nc-sa/4.0/legalcode.es>

Journal of Business and entrepreneurial
July - September Vol. 6 - 3 - 2022
<http://journalbusinesses.com/index.php/revista>
e-ISSN: 2576-0971
journalbusinessentrepreneurial@gmail.com
Receipt: 09 July 2021
Approval: 12 May 2022
Page 83-96

Keywords: Administrative - Operational Management-Productivity-Customer Service

RESUMEN

El objetivo de la investigación es evaluar la incidencia de la Gestión Administrativa-Operativa en la productividad de la Empresa “Repuestos Jhon” año 2020, bajo estos antecedentes se realizó el marco teórico en base a la fundamentación conceptual, teórica y legal. Se implantaron los métodos inductivos, deductivo, y descriptivo. El desarrollo de este proyecto de investigación se basó en determinar el nivel de la calidad del servicio y atención al cliente que demanda los productos en la empresa objeto de estudio, también se efectuó la comparación del cumplimiento de los procedimientos y cumplimiento de las metas de ventas, esta metodología permitió realizar una matriz de valoración de los problemas internos evidenciados en Repuestos Jhon, no obstante se aplicaron formulario de encuestas para esclarecer las necesidades administrativas y operativas para medir el nivel de crecimiento de la empresa.

Palabras clave: Gestión Administrativa-Operativa-Productividad-Servicio al Cliente

INTRODUCTION

Administrative Management has become, globally, a daily task of companies of all types, likewise, the search for specific strategies for the improvement of operability has become a point of great importance in the development of processes and customer service. Administrative management is the implementation of actions to achieve business objectives. It is customary to give the term administration management a more technical content based on financial or analytical accounting, if elsewhere a more relational content is assigned to the term management (Villalva, 2019).

According to (Marcial, 2019), the concept of administrative management concerns several professions: accountant, administrative secretary, administrative management assistant, social action advisor, activity coordinator, etc. Management and administration exist practically everywhere, both in small structures and in multinationals. They use multi-purpose profiles, generally at level IV. Administrative management: is the name

given to a set of activities by which a manager performs an activity by completing the steps of an administrative process (Alcaide, 2019).

The concept or meaning of Administrative Management refers to the action, organization and activity carried out by a certain company. This word is also used to describe a public authority, as in the case of a government or the management of a private company. The word Administration, derives from the Latin ad-ministrare "to serve" or ad manustrahere, "to manage" or "unit" (Gaither& Frazier, 2019). According to Robbins & Coulter (2019), Administrative Management is the process of coordinating and integrating work activities to carry them out efficiently and effectively with the help of important resources such as people and equipment. Management is responsible for making the best use of the company's resources, which can be human or material, in order to achieve the objectives set in the company, to be more efficient and effective; at the same time more competitive in the market by the efficient delivery of goods and / or products marketed by the company. The Constitution of the Republic in Art. 276, establishes the construction of "an economic, fair, democratic, productive, solidary and sustainable system based on the equitable distribution of the benefits of development"; therefore, the productive transformation must support national production, productivity and competitiveness, the accumulation of knowledge, the strategic entry to the world and the complementary production in regional integration. Likewise, Art. 33 establishes that work is a social right and duty, as well as an economic law, source of self-realization and foundation of the economy. The State guarantees workers full respect for their dignity, a dignified life, decent wages and salaries, and the performance of healthy and voluntarily chosen or accepted work.

The Vehicle Parts Company "REPUESTOS JHON", located in the city of Quevedo, created as a vehicle parts company on July 07, 2014, with the Registry of the Superintendence of Companies No. - 2064-07-07, counts as Legal Representative Mr. Espinoza Jhon; it is obliged to keep accounting and report to the Superintendence of Companies of Ecuador. This company has allowed to strengthen the economic dynamics at the level of business dedicated to the marketing and distribution of automotive parts which strengthens the logistics and operational management based on sales, this displacement of the commercial activity of Repuestos Jhon has allowed the management to have recognized suppliers in this activity, to supply modern products in what corresponds to automotive parts, this organization has an organizational structure: the responsibility of management, a sales department, an accountant, inventory managers, as well as internal staff in the form of salesmen and cashiers. On this basis, the objective of this research is to evaluate the administrative management and its impact on the operability of the company Repuestos Jhon, in the city of Quevedo, in the year 2020.

MATERIALS AND METHODS

A quali-quantitative study was carried out to study in a scientific manner a reduced sample of the object of research. Field research was applied to answer specific questions aimed at solving practical problems. Descriptive research was used to describe the

characteristics of a population or phenomenon under study. The characteristics used to describe the situation or population of the present research were based on the descriptive category of the type of problems presented at the point of study. Likewise, specialized literature was searched and analyzed (Escobar, 2021). The inductive method allowed a general conclusion to be drawn from a set of specific observations. In this case, according to the information gathered from the company "Repuestos John", about the type of administrative management performed in that organization (Escobar, 2021). The Deductive Method is a method of reasoning that was used in this research project on Administrative Management, through which, it referred to the concrete applications or consequences of the problem.(Castellanos, 2017)

The analytical method, allows basing the findings of the research in order to evidence the level of effective communication inherent to the sales requirements and internal processes based on the administrative management of the company. (Ramirez, 2017) . Within those involved in the present research, the number of internal collaborators, the general manager of the company, the customers with greater permanence in the purchasing processes having a total of 185 people is evidenced.

Table 1. Population

REFERENCE	POPULATION
Employees	
Management	1
Customers	
TOTAL	

Source: Own elaboration

A survey was conducted among 164 employees who benefit from long-term assets in the institution's operational work.

RESULTS

After formulating the questions, we proceeded to the application of control forms, assessment matrix and management interview to evaluate the impact of the operational administrative management of Repuestos Jhon in order to extend the conclusions and recommendations based on the variables of the subject, on the other hand, these results allowed to extend the improvement proposal to the problems found in the research project.

In order to clarify the findings of the research under this approach, a diagnosis was carried out based on the evaluation matrix of the research problems detected in the processes inherent to the activity of the company Repuestos Jhon, based on administrative and operational management indicators.

Table 2. *Diagnosis*

Requirement	High stock	Little Existence	Medium Existence
Training plan adapted to the company's reality		X	
Vision and Mission			X
Operational Management			X
Operational work		X	

Source: Own elaboration

The assessment matrix for the diagnosis allowed clarifying the verification and measurement mechanisms based on the verification of the specific objectives of the research, which are based on the research variables of both administrative management and operational management, seeking to strengthen the problematizing questions that show the need to streamline internal processes based on the comprehensive training system, as the basis of a requirement to improve the efficient and effective communication of employees with customers as well as to strengthen customer service in order to expand the market to offer products related to vehicle spare parts. One of the important participations that made it possible to carry out these inquiries was the information provided by internal collaborators of the company, as well as relevant and pertinent information from the owner manager.

The following indicator is presented to measure the percentage of the existence of a training plan that strengthens administrative management in order to establish strategies for continuous improvement in the company's internal processes.

Table 3. *Existence of a comprehensive training plan to improve administrative management.*

Improvement plan	=	Those who said that if they know about it	*100
		Those who stated that they are not aware of such a plan	

Source: Own elaboration

According to the results, only 75% of the employees are not aware of the existence of a comprehensive training plan to improve the level of compliance with the company's goals. This makes it possible to conduct focus groups to strengthen Repuestos Jhon's strategic direction.

These procedures allow to comply with the operational efficiency according to the level of customer satisfaction, therefore one of the important variables considered in the organizational structures is the operational management that enables the control of work environments, as well as the effective communication of internal collaborators and customers in order to strengthen the quality of service.

This indicator is applied in order to verify compliance with the company's physical operational findings and to establish new procedures for control and compliance with the functions assigned to personnel:

Table 4. *Operational management*

Operational physical findings	=	Operational management	*100
		No operational management	

Source: Own elaboration

25% of the personnel acknowledged that they do not carry out physical inspections of the company's operations and 75% answered that they do, i.e. that they are not carried out in a manner identified as such.

This procedure is of utmost importance because it is expected to improve the level of administrative management, which influences customer service and increase sales obtained for this reason. In order to be effective, compliance with the company's physical operational findings must be customized. It must take into account the needs and objectives of the organization. In fact, the way to manage the physical evidence of operability depends on several parameters such as: the sector of activity, the type of organization, the number of employees and the type of customers.

The following indicator is applied in order to know the compliance of reports executed in the process of goods in and goods out that have given way to process compliance. According to the results obtained from the questionnaire application, 67% of them admit that the person in charge of incoming and outgoing goods is different from the person who dispatches them, while 13% say no, because they also perform dispatching activities. According to the information gathered, the same person in charge of incoming and outgoing merchandise also dispatches, so it is necessary to establish operational guidelines for the functions of the company's employees. It is necessary that this process is executed as a priority, since, by having an efficient system for recording the entry and exit of goods, control becomes an effective process, which leads to daily reports of the records of the same, including the hours or days that are developed, as well as the variations that are recorded for any reason, whether it is related to their position or outside it.

By means of this indicator, it will be possible to show whether the operational tasks are in line with the company's administrative management and to verify compliance with the programs established for the period, as follows:

62% of the employees affirm that their operational tasks are not in line with the administrative management at Repuestos Jhon; however, it was found that only 38% stated the opposite. Based on these results, it is necessary to carry out a motivational training plan that seeks to integrate the company's collaborators in operational processes that will allow them to achieve the goals proposed by management. In order to know the level of comprehensive training of the company's employees in domain competencies such as: sales, customer service, inventory management, and marketing channels applied by the company's employees, it was possible to know the level of involvement and mastery of the processes.

From all the employees we were able to obtain information based on the level of comprehensive training in the management of the variables inherent to the sales process, which is reflected in a high weighting as evidenced in the matrix, there is also a weak management in customer service, inventory management, since at the time of generating anticipated sales it is not possible to verify the available inventory in the company's stock, There is also a need to expand the distribution channels because it is only based on direct sales at the company's premises and a better delivery of merchandise through new virtual means is not exploited. Another variant that was clarified is the need to expand the level of credit to customers because it is only extended empirically by the recognition of the manager to the customer but not because a structure based on formalized credit policies is applied as a company dedicated to the sale of automotive answers.

The achievement of these objectives requires a sustained commitment to business innovation achieved through the mastery of the skills inherent to the internal sales processes, articulating strategies that allow to meet the objectives set based on improving the level of inventory turnover, as well as the personalized attention given to customers allowing to obtain a high level of customer satisfaction by the service provided by the employees of Repuestos Jhon, allowing the company to continue improving the supply of its products in the market for vehicle parts.

Table 5. Questionnaire addressed to the personnel working in "Repuestos John".

COMPANY "REPUESTOS JOHN".				
QUESTIONNAIRE APPLIED TO INTERNAL COLLABORATORS				
No.	QUESTIONS	YES	NO	OBSERVATION
1	Do you know if there is any comprehensive training plan on inventory management by the company?		1	The company needs to innovate sales management, as it is carried out by employees in an empirical manner.
	Do you know the company's main distribution channels?		1	
	Are there physical operational checks carried out in the company?		1	Losses have been recorded as a result of
	Do you consider that inventory turnover allows you to measure the level of operability of the company's internal processes?		1	No strict inventory control, making it difficult to generate anticipated sales.
5	Is the person in charge of incoming and outgoing goods different from the person who dispatches?		1	The person who performs the work also acts as a salesperson.
	Do you consider that your operational tasks are in line with the administrative management of your company?		1	
	Do you think it is necessary to adopt an improvement plan for Administrative Management in the company's operations?	1		
	Is there a predisposition on the part of the superiors to speed up the training process?		1	
	SUMAN	1		

Source: Own elaboration

Once the questionnaire was applied to the personnel working in "Repuestos John" and the Rating Matrix of the Level of Trust and Risk, it was determined that with regard to compliance with the execution of the Administrative Management Process and its impact on the company's operations, there is a low level of trust with 12.50% and a high level of risk corresponding to 87.50%.

Through analysis, it is determined the existence of errors in the process of operation, since, despite having catalogs of recognition of automotive parts products, there are weaknesses in the management of timely and quality care to ensure customer satisfaction and proper management of stocks in the inventory as it requires trained personnel in these skills inherent in the process of administrative and operational management of the company under study, Another variable that is evidenced is the lack of support from management to update knowledge regarding the management of teamwork, which will allow the fulfillment of the goals assigned to each of the collaborators. Therefore, it is necessary to develop strategies to improve the level of operation of the company by having trained personnel in the mastery of their skills according to the assigned responsibility, it is also necessary to improve the level of comprehensive training to achieve a level of satisfaction of both internal employees and customers which would show the efficient management of the operational management of Repuestos Jhon.

Once the questionnaire was applied to customers who require the services of the company "Repuestos John", it was determined that with regard to compliance with Customer Service Management, there is a low level of confidence, which is reflected with a participation of 12.50%, while the level of risk of non-compliance with the management of service and comprehensive operation is high, which is reflected in 87.50%. According to the organizational diagnosis, it is evident that there are difficulties in the fulfillment and management of the institutional objectives of the company "Repuestos John", since the supply chain management process, which represents the face of the company before the customer, presents shortcomings in its development. The objective is to provide a single source of customer information, such as product availability, shipping dates and order status, from the evidence extended in the questionnaire applied to customers can be considered the urgency of implementing strategies tailored to the nature of the company in order to improve customer service and the fulfillment of sales goals by applying customer service strategies.

According to what is stated (Bourrow, 2017) the strategies in the sales area will not only maintain a level of satisfaction with customers, they also allow strengthening the level of personalized service to the beneficiaries who demand the product.

A matrix was established to determine the level of knowledge of internal collaborators in the management and mastery of sales strategies, teamwork and goal management.

According to the results obtained in the matrix applied to the Management, it is necessary to strengthen the company's progress, which makes it possible to consider the design of a proposal to improve the integral knowledge regarding teamwork, management of efficiency indicators in response to the processes inherent to the sale of the product, which is reflected in customer service, timely delivery of products, making early sales ensuring the existence of inventories, which allows the generation of economic returns in the company "Repuestos Jhon".

Based on the results achieved, it is considered necessary:

- Strengthen administrative and operational management through the application of valuation matrices, which allows timely decisions to be made in the face of difficulties inherent to inventory management, as well as the care of the company's objectives.
- Apply permanent measurement indicators regarding the level of performance and fulfillment of the goals assigned to internal collaborators in order to improve sales.
- Establish new marketing channels based on the use of technologies to boost sales of automotive spare parts.
- Design a comprehensive training plan to strengthen customer service strategies, as well as to guarantee timely delivery of products based on inventory management that meets customer requirements.

Thus, a comprehensive training plan is proposed based on administrative and operational management strategies of the company "Repuestos John" considering that the company has a great potential for development in the market, however, at present it has presented deficiencies in terms of compliance levels both at the level of administration and in the operational part, as well as in customer service and attention. One of the important strategies to develop in this proposal is the incorporation of activities linked to integral improvement based on a training plan that contains business strategies for customer service, articulated to operate optimally taking care of the sales and supply processes in accordance with the outputs of the inventories, with highly qualified personnel for these processes, enhancing the achievement of the company's objectives. The general objective is: To design a comprehensive training plan based on business strategies that will allow to meet the proposed goals and improve customer service of the company Repuestos Jhon.

Within the specific are located:

- Enhance internal communication of internal collaborators through the use of technological tools to meet customer requirements.
- Determine strategies that contribute to the improvement of strategies to improve personalized customer service.
- Generate a sense of ownership of the company's internal processes.

This project is aimed at the owner manager of the company "Repuestos Jhon" which is operating in the streets Mexico between Guayaquil and Juan Montalvo avenues, in the city of Quevedo, dedicated to the purchase and sale of spare parts for vehicles offering

these services since 2014, has internal staff in the administrative and sales areas, improving the economic dynamics of the commercial market. The implementation of a comprehensive training plan based on business strategies in order to meet the proposed goals and improve customer service of the company "Repuestos Jhon", seeks to maintain a level of effective communication based on labor relations that will allow to operate efficiently, responsibly promoting quality customer service.

The use of technology is an important and rapid factor that contributes positively to the management of information in order to improve marketing channels; the implementation of effective communication and sales channels via the Internet allows for efficient management of sales goals. Internal communication is a key mechanism that will allow the development of the company's objectives through the evaluation of the level of performance and fulfillment of the responsibilities assigned to the collaborators. For the development of this proposal the objectives were established, in this section the target population of the proposal is developed, the strategies that respond to the specific objectives, techniques and activities for the execution, resources to be used with the corresponding budget. This plan is aimed at the internal collaborators of "Repuestos Jhon". In this way, the objectives, strategies to be followed and activities are determined.

Communication is a very important axis to maintain a constant dialogue between departments that allows the different members of the institution to interact. They indicate that what is relevant in the communication strategies is that the employees remain informed and that their workers know about the tasks so that in this way both the administrative and operative personnel carry out the goals of the company and above all that they cooperate and contribute with the organization.

To enhance internal communication through the visualization of information.

Strategy. To optimize the information media in general

Table 6. Strategy to enhance communication through the visualization of information

Technique	Activities	Responsible	Target audience	Material Resources	Budget
Develop activities that allow the permanent communication between customers and partners	Implement customer bank to offer products through mobile technology applications to advertise	Management of Department of Sales	Collaborators	Application of technological tools for sales service	600,000

the
company's
products.

Source: Own elaboration

Development of activities

Activity 1.- Implement bulletin boards with product availability information.

This means of communication contributes to keep informed in an integral way according to the varied products that the company offers.

To determine actions that contribute to administrative and operational management to strengthen work performance.

Strategy. Improve communication channels to optimize operational flow.

Table 7. *Strategies that contribute to operational administrative management*

Technique	Activities	Responsible	Target audience	Material Resources	Budget
Use of technological resources	Utilization of customer contacts from technological applications to strengthen marketing channels	Sales Department	Customers	Internet	300.00

Source: Own elaboration

Development of activities

Activity 1. Create institutional mailings

Communication through e-mails is very important and fast and powerful, this way you will keep in touch with the personnel you need to deal with or require information.

Activity 2.

Provide each employee with an e-mail address and password so that he/she can access the institution's web page, develop this communication system where interested parties

can give their opinions or contribute with ideas that will help improve the service provided by the institution.

Develop motivational strategies based on effective communication.

Strategy. Articulate the effective participation of collaborators in business leadership processes.

Table 8. *Motivation strategies based on effective communication.*

Technique	Activities	Responsible	Target audience	Resources	Budget
Encourage teamwork that promote the communication and motivation	Motivational talks Implement visual material of the institutional mission and vision.	Management	Internal collaborators	Communication portfolio	1200,00

Source: Own elaboration

Development of activities

Activity 1. Motivational talks

It consists of organizing weekly or monthly meetings in which the Management, in coordination with the collaborators, establishes meetings to express the strengths and weaknesses of the activities developed, in order to strengthen teamwork and to grant labor recognition that motivates labor performance.

Activity 2. Implement visual material of the institutional mission and vision.

The objective of this activity is to remind the personnel every time they observe it they can create an organizational culture, feel committed to the *raison d'être* of the institution and value their performance.

CONCLUSIONS

The administrative management of the company "Repuestos Jhon" presents difficulties because there is no evaluation of the internal processes regarding the management of inventories, as well as the care of the company's objectives.

The application of trust and risk indicators within the valuation matrix shows the need to improve internal processes at the administrative and operational management level,

which impacts on sales performance. The level of training of internal employees must be improved because the company does not have a comprehensive training plan to improve the operational processes that hinder the level of customer confidence.

"Repuestos Jhon" does not have diversified marketing channels, only direct sales from the store to the customer, which hinders the level of business growth.

REFERENCES

Alcaide & Lara (2019). Customer loyalty. In L. y. Alcaide, *Integral leadership in organizations*. Madrid: Paidós.

Bourrow (2017). Informal organization. In G. Bourrow, *Organizaciones administrativas*. Mexico DF: McGrawHill.

Gaither & Frazier.(2019). Production and operations management. In N. G. Frazier, *Business administration in the 21st century* (First Edition ed.). Mexico DF, Mexico: Hispanoamérica Ediciones.

Marcial (2019). Administrative evaluation. In M. Marcial, *Evaluating the Enterprise*.

Robbins & Coulter (2019). The command structure. In R. C. Robbins, *Estudios de mercados*. Bogotá: Carranza Ediciones.

Villalva (2019). Applied research. In E. Villalva, *Project research*. Buenos Aires: Universidad de Buenos Aires, Imprenta Nacional.