MANAGEMENT SKILLS AND QUALITY OF SERVICE EXECUTED IN A PERUVIAN MUNICIPALITY

Héctor Chico Tasayco¹
Luis Miguel Romero Echevarría²
Dany Richard Gallardo Chavarría³
Valeriano Leoncio Mamani Paredes⁴
Melissa del Pilar Rivera Carrillo⁵

ABSTRACT

Purpose: Local governments have been the first line of attention to citizens for centuries, they are concerned about satisfying some of the needs of their community; However, although they enjoy certain resources, they do not have total autonomy because they depend on the central government for the development of public investment projects.

Methods: This should not be a constraint for officials to properly use their leadership skills and carry out adequate work within the municipality. Along these lines, the research objective was formulated to determine the relationship between management skills and service quality. A Peruvian municipality, for which the quantitative route was used, was related to opportunity and had a sample of 123 municipal clients to whom two Likert scale instruments were applied.

Results and Conclusion: The results in the descriptive statistics showed an unfavorable persecution of citizens with respect to these study topics because the trend was medium to low; In the association of the variables, the occurrence was quite high, which allowed us to conclude that there is a strong positive relationship between management skills and service quality.

Research implications: The action of carrying out good governance requires not only responsible officials, but also politicians who demonstrate responsibility.

Originality/value: This study was able to determine that there is indeed a relationship between managerial skills and the quality of service in the municipal government that was elected.

Keywords: Quality of Services, Management Skills, Municipality, Government.

HABILIDADES DE GESTÃO E QUALIDADE DE SERVIÇO EXECUTADO EM UM MUNICÍPIO PERUANO

RESUMO

Objetivo: Os governos locais têm sido a primeira linha de atenção aos cidadãos durante séculos, estão preocupados em satisfazer algumas das necessidades da sua comunidade; No entanto, embora usufruam de determinados recursos, não têm total autonomia porque dependem do governo central para o desenvolvimento de projetos de investimento público.

¹Universidade César Vallejo, Lima, Lima, Perú, E-mail: héctorchicotasayco@umi.ac.id, Orcid: https://orcid.org/0000-0001-9816-123X
²Universidad Nacional Federico Villarreal, San Miguel, Lima, Perú, E-mail: luismiguellromerochevarria@gmail.com, Orcid: https://orcid.org/0000-0002-1693-2115
³Universidad César Vallejo, Lima, Lima, Perú, E-mail: danyrichard@yahoo.com, Orcid: https://orcid.org/0000-0001-5162-7354
⁴Universidad Nacional Federico Villarreal, San Miguel, Lima, Perú, E-mail: valerianoleoncio@umi.ac.id, Orcid: https://orcid.org/0000-0002-3447-0583
⁵Universidad César Vallejo, Lima, Lima, Perú, E-mail: melissacarrillo@gmail.com, Orcid: https://orcid.org/0000-0003-2306-3912
Métodos: Isto não deve constituir um constrangimento para que os funcionários utilizem adequadamente as suas competências de liderança e realizem um trabalho adequado no município. Nessa linha, o objetivo da pesquisa foi formulado para determinar a relação entre competências gerenciais e qualidade do serviço. Um município peruano, para o qual foi utilizada a rota quantitativa, estava relacionado com a oportunidade e tinha uma amostra de 123 clientes municipais aos quais foram aplicados dois instrumentos da escala Likert.

Resultados e Conclusão: Os resultados da estatística descritiva mostraram uma perseguição desfavorável aos cidadãos em relação a estes temas de estudo porque a tendência foi média a baixa; Na associação das variáveis, a ocorrência foi bastante elevada, o que permitiu concluir que existe uma forte relação positiva entre competências de gestão e qualidade do serviço.

Implicações da investigação: A acção de levar a cabo uma boa governação requer não apenas funcionários responsáveis, mas também políticos que demonstrem responsabilidade.

Originalidade/valor: Este estudo conseguiu constatar que existe de fato uma relação entre as competências gerenciais e a qualidade do serviço no governo municipal eleito.

Palavras-chave: Qualidade dos Serviços, Capacidade de Gestão, Município, Governo.

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1 INTRODUCTION

Municipalities have been responsible for local government for centuries, they aim to meet the needs of the community they administer; They must also strive for economic, cultural and social well-being (Martínez et al., 2020; Graillet &; Nava 2022). Historically, municipalities can be independent of the central government, the main concern is to organize the life of their commune, this autonomy allows them to have a local budget and resources that allow them to execute plans in favor of their inhabitants (Ticona et al., 2020), therefore, it is required that those who occupy the leadership and managerial positions within the municipalities have as their fundamental mission the well-being of their commune.

Leadership is exercised by the mayor, who is democratically elected by the residents and imposes a style that is specific to their political and cultural nuance (Navarro & Clark, 2009). However, for an adequate work, they require having suitable servants, who master managerial skills around municipal governments, they can be career civil servants with years of experience in the position capable of facing the constant social changes, which require adapting to the new demands of society (Artieda et al., 2021) people trained to successfully achieve proposed results (Silva-Rubio, 2021), therefore, mastery of technical knowledge and leadership of public officials in municipal service is required (Casiano & Cueva, 2020), show that they are efficient in performing well in the public administration (González, 2022).

According to Gómez (2015), managerial competencies represent the degree of use of knowledge, skills and good judgment associated with the profession in all situations that may be faced in the exercise of professional practice. Taking into account these contributions, managerial competencies can be defined as the harmonious and timely combination of the knowledge, attitudes and skills of each individual, at the time of executing a specific task, activity or task in this area of knowledge.

In Peru, according to Law No. 27972, Organic Law of Municipalities (Congress of the Republic, 2003), the municipalities are closer to the inhabitants and are part of the administrative apparatus of the Peruvian State; However, they do not have full autonomy in the
execution of projects because they are economically dependent on the budget allocated to them by the central government (Quiroz, 2022), they may have their own resources, for example, such as the collection of taxes or some services they provide, however, they are a limitation to be able to comprehensively satisfy the needs of their commune, such as the construction of a hospital, the viability and execution depends on organs of the central government, which has control over decisions despite the independence of the municipalities, arguing the principle of integral unity of the territory (Quispe· Mamani et al., 2023).

To take into account the effectiveness of management, one way to measure it is to take into account the level of satisfaction through the quality of service, from the business point of view this is an indicator of preference or acceptance when efficiency has been validated (Silva· Treviño et al., 2021). According to Castillo et al. (2020) In Peru, promoting the modernization of the State requires the development of strategies to meet citizen demands. To this end, it is necessary to use "open, electronic government and institutional inter-articulation, to ensure that budget execution is efficient and responds to these demands" (Castillo et al., 2020).

Consequently, the trust that citizens have with respect to the public institutions in which they express their opinion responds to the democratic conduct of society (Monsivás, 2019), however, as a user it requires that its expectations regarding an adequate municipal management are met, therefore it is important to specify that the municipal apparatus requires that regardless of the leadership of the mayor who was placed in office by the citizens, the team of officials at his service must make use of the required competencies developing the managerial skills put at the service of the neighbors.

The action of carrying out good governance requires not only responsible officials, but also politicians who demonstrate responsibility, since it is the latter who essentially enjoy the maximum margin of autonomy in decisions and these decisions at the same time the performance of the principles.

Santistevan (2020) stated that the quality of service should have as an ideal the fact of showing greater efficiency in the solution of various problems of the community, as well as trying to eliminate bureaucratic obstacles in the units of administration and operation, trying to ensure that the effectiveness in applying the means of change of the public administration can depend on society, of its culture and the varied customs of each nation.

In this inquiry it was necessary to take as an example a municipality belonging to the Peruvian capital to explore if indeed the conditions of managerial skills are being carried out within the required standards and at the same time the quality of service with respect to the citizen is evidenced, in the exploratory phase to know the study subjects it was perceived that, It presents a management that does not formally control the project, since the milestones and measurement standards that guide the measures to correct the deviations of the project in time are not set.

The purpose of this inquiry was to determine the relationship between managerial skills and the quality of service executed in a Peruvian municipality, which will allow the academic community to have a view of how the work of managers is perceived in Peru, allowing comparisons to be made with other countries or localities.

2 METHOD

The quantitative route with correlational scope was chosen, where priority was given to obtaining data for comparison with reality (Hernández· Sampiere & Mendoza, 2018), the chosen population were the clients who come with a certain periodicity to demand some service from the municipality, in a total of 123 people consulted to whom two instruments made for this inquiry on a Likert scale were administered, it was taken as an inclusion criterion that the
participants were people over 18 years of age who come at least twice a year and reside in the
district. Citizens living in other localities were excluded from the list.

3 RESULTS

The systematization of the information obtained, taking into account the perception of
the participants, was as follows:

Table 1. Frequency distribution of the managerial skills variable

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>17</td>
<td>13.8</td>
</tr>
<tr>
<td>Middle</td>
<td>63</td>
<td>51.2</td>
</tr>
<tr>
<td>High</td>
<td>43</td>
<td>35.0</td>
</tr>
<tr>
<td>Total</td>
<td>123</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The descriptive information provided in the table was not very encouraging because a
high percentage of the participants, 51%, place managerial skills at an average level, this allows
multiple interpretations to be inferred, the most important being that the commune is not
satisfied, making it necessary to explore the deficiencies (Moreira & Rodrigues, 2023).

Table 2. Distribution of QoS frequencies.

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Valid Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad boy</td>
<td>18</td>
<td>14.6</td>
</tr>
<tr>
<td>Regular</td>
<td>62</td>
<td>50.4</td>
</tr>
<tr>
<td>Well</td>
<td>43</td>
<td>35.0</td>
</tr>
<tr>
<td>Total</td>
<td>123</td>
<td>100.0</td>
</tr>
</tbody>
</table>


Regarding the perception of the quality of service, the results continued to be not very
couraging, because if the regular and poor level are added, the percentage is more than 65%,
in this sense the musicality in which the study was applied requires reflection on what is
happening with respect to its neighbors.

Table 3. Spearman's rho correlation coefficient, managerial skills, and quality of service

<table>
<thead>
<tr>
<th>Correlations</th>
<th>Managerial Skills</th>
<th>Quality of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rho de Spearman</td>
<td>Correlation coefficient</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (bilateral)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>123</td>
</tr>
<tr>
<td>Quality of Service</td>
<td>Correlation coefficient</td>
<td>.945**</td>
</tr>
<tr>
<td></td>
<td>Sig. (bilateral)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>123</td>
</tr>
</tbody>
</table>

**. The correlation is significant at the 0.01 level (two-sided).

Table 3 showed the high degree of association between the topics of study, the behavior
of both variables is quite high at .945, and showed an adequate significance, which allows us
to infer that managerial skills and quality of service have a high positive relationship, in this
sense their interdependence is necessary in the public institution where the research was
applied.
Table 4. Spearman's rho correlation coefficient of the dimensions of managerial skills with quality of service

<table>
<thead>
<tr>
<th></th>
<th>Rho Spearman</th>
<th>Significance</th>
<th>Rho Spearman</th>
<th>Rho Spearman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Skills</td>
<td>.843**</td>
<td>.000</td>
<td>.692**</td>
<td>.000</td>
</tr>
<tr>
<td>Communication Skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


The behavior between the dimensions of managerial skills and quality of service was shown to be an important difference, with job skills showing a high association of .843**, while communication averaged .692, allowing us to infer that there are certain limitations with respect to the communication that is carried out in the municipal institution that was chosen.

4 DISCUSSION

The managerial skills in the development of any municipality and the quality of service carried out in an appropriate manner become the standard-bearer of the progress of the municipalities. For this, it is necessary to understand the true meaning that it entails and the role it plays in today's societies, always trying to ensure that its ideal is the commitment to achieve authentic municipal development. It is well known that in order for a municipality to develop, it is necessary that there be managerial leadership by the officials who represent the municipality and who seek to create models that can be implemented in the work of municipal management. A municipality that fosters growth in all its dependencies under the baton of leaders who are well prepared in the management of municipalities is the only way to guide true municipal management to success (Slamet et al., 2023).

Taking into account the results of the inference statistics, the data that behaved the least was the dimension of communication skills within the managerial skills, this demonstrates the need to carry out a good message with the neighbors, transparency is also important in this aspect as is accountability, as he verified Tumi (2020) In Puno, when the municipal governments apply decentralization, they convene an open town hall so that citizens feel more cared for, in this sense the local governments also respond to the changes that occur in the world such as globalization means getting involved in various aspects, economic and social, therefore modernity demands the adaptation of officials in the face of new challenges in public management as evidenced in Colombia (Varela, 2015).

There is no doubt that the perception of the population of how public management behaves with respect to local governments is important, in this study the descriptive statistics showed that both in managerial skills and quality of service the curve was from the middle level down, in this sense it can be argued that in this city municipality of the Peruvian capital there must be shortcomings, coincidences that occurred with Casiano & Cueva (2020) in the district of Chachapoyas where citizens' perception of municipal officials was negative, it should be considered that the expectations in local governments to meet the needs of the community are quite high; However, they do not have total autonomy because they depend on the central government, what is required is management to make public investment projects viable. Demonstrating efficiency is essential because they are the first line of local care, and they also have their own resources within their commune (Martínez et al., 2020). And Ecuador Killed and Killed (2022) They showed the importance of local governments in the collection of taxes, which can meet the needs of the neighbors regardless of the central government budget.

Although the quality of service is fundamental in the municipal public administration, the descriptive results were not very encouraging, coinciding with Ruiz, (2022) who also found a negative perception in the municipality of Pueblo Libre, another of the 45 districts belonging to Lima where the jurisdiction that was chosen is located, Zela-Pacorfí et al. (2021) They described that in the southern highlands corresponding to the municipalities of Puno they found...
little empathy for the servants, determined a negative perception in the citizens with respect to the quality of municipal service. Flores et al. (2023) They showed that the poor quality of service has multiple factors that intervene, the main one being the lack of training received by municipal officials, it is required in Peru, according to the authors, that those who lead local governments internalize the role they play and what the mission should be to fulfill in their community.

5 CONCLUSION

This study was able to determine that there is indeed a relationship between managerial skills and the quality of service in the municipal government that was elected, these variables were strongly linked to the fact that the officials who lead the municipalities can perform the career work after several years or have entered as part of the political quota when the mayor was elected. However, it was possible to verify that communication skills need to be strengthened because the behavior was moderate, in this sense it is necessary to improve the communication channels, in this municipality because this was demonstrated by the data obtained.

REFERENCES


