TELEWORK IN ADMINISTRATIVE MANAGEMENT WITHIN THE FRAMEWORK OF THE SDG, IN A PERUVIAN PUBLIC INSTITUTION

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ABSTRACT

Objective: The objective of the research was to determine the influence of teleworking on administrative management in a Peruvian public institution. The same one that is associated with the Sustainable Development Goal (SDG) “Promote inclusive and sustainable economic growth, employment and decent work for all.”

Theoretical framework: Teleworking consists of tasks carried out without the physical presence of the worker, using computer and telecommunications means for control and supervision. This requires the employer to provide the necessary resources and manage technological dependence and ownership of the results.

Method: It was a basic study, with a non-experimental cross-sectional design. The sample was made up of 100 employees of a Peruvian public institution. The technique applied was the survey and a structured questionnaire was used for each variable.

Results and Discussion: A p value < 0.000 was found, which shows that there is a significant influence of teleworking on administrative management, showing an influence of 24%.

Research implications: Teleworking in the Peruvian administration improves implementation by reducing operating costs in the public sector, offering flexibility to collaborators, increasing productivity and allowing the hiring of talent without geographical limitations.

Originality/value: Teleworking in the administrative management of public institutions in Peru has been little researched, which makes this study an original contribution, since most previous research has focused on other contexts.

Keywords: administrative management, management, teleworking, administration, Sustainable development goals (SDGs).

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TELETRABAJO EN LA GESTIÓN ADMINISTRATIVA EN EL MARCO DE LOS SDG, EN UNA INSTITUCIÓN PÚBLICA PERUANA

RESUMEN

Objetivo: El objetivo de la investigación fue determinar la influencia del teletrabajo en la gestión administrativa en una institución pública peruana. La misma que se encuentra asociada al Objetivo de Desarrollo Sostenible (ODS) “Promover el crecimiento económico inclusivo y sostenible, el empleo y el trabajo decente para todos”.

Marco teórico: El teletrabajo consiste en labores realizadas sin la presencia física del trabajador, utilizando medios informáticos y de telecomunicaciones para el control y supervisión, esto requiere que el empleador proporcione los recursos necesarios y gestione la dependencia tecnológica y la propiedad de los resultados.

Método: Fue un estudio básico, con diseño no experimental de corte transversal. La muestra estuvo conformada por 100 colaboradores de una institución pública peruana. La técnica aplicada fue la encuesta y se empleó un cuestionario estructurado para cada variable.

Resultados y Discusión: Se encontró un valor p < 0,000, lo que demuestra que existe una influencia significativa del teletrabajo en la gestión administrativa, mostrando una influencia de 24%.

Implicaciones de la investigación: El teletrabajo en la administración peruana mejora la implementación al reducir costos operativos en el sector público, ofreciendo flexibilidad a los colaboradores, aumentando la productividad y permitiendo la contratación de talento sin limitaciones geográficas.

Originalidad/valor: El teletrabajo en la gestión administrativa de las instituciones públicas del Perú ha sido poco investigado, lo que hace que este estudio sea un aporte original, ya que la mayoría de las investigaciones previas se han centrado en otros contextos.

Palabras clave: gestión administrativa, gestión, teletrabajo, administración, objetivos de desarrollo sostenible (SDGs).

1 INTRODUCTION

The health emergency caused by the pandemic generated unprecedented changes worldwide in the economic, social, health and labor fields, presenting new challenges and urging governments worldwide to apply preventive and security measures to counteract the spread of the virus, which led many institutions and/or companies to create working conditions through Teleworking, in order to provide operational continuity to organizations...
Consequently, the incorporation of the new work modality in the different organizations promoted the implementation of new procedures and schedules that give continuity to the tasks assigned to their employees, thus moving the workplace to homes, in order to meet the established goals and production of the company (Cockbrun, 2021). In this context and in light of the new labor challenges in Latin America, remote work gained greater importance in countries such as Brazil, with 11% of workers, followed by Argentina with 10%, Mexico with 5.2%, and Chile with 4.6%, percentages that indicate that this new work modality has not been established in all countries. Likewise, in Peru, according to the report given by the World Bank based on the evaluation of 35 countries, it is considered the second country that presents the greatest difficulties in working from home, due to limited internet access in homes (Peruvian Institute of Economics, 2021). Given these precedents, it is important to promote new global practices taking into consideration the Sustainable Development Goals (SDG) that aim for a healthier, more efficient and sustainable social environment within institutions and organizations, taking into account the specific contexts at the global and Latin American levels (Severo et al., 2022). In Peru, during the pandemic period, the Peruvian State implemented precautionary measures and quarantine measures, including legal provisions (Supreme Decree No. 008-2020-SA-SALUD, 2020) that determine the state of national health emergency and the implementation of preventive and provisional measures against the transmission of Sars-Cov-2. One initiative was the introduction of remote work, guaranteeing the health and safety of employees, in addition to establishing that institutions and organizations comply with the annual execution (Emergency Decree No. 026-2020). Similarly, remote work in Peru has a misconception, considering that it is impossible to supervise and control the work of staff in the virtual environment (Quispe & Quispe, 2021). For Ramos et al., (2020), it is considered a new alternative approach that does not violate the labor rights of employees. In addition, new social roles are adopted with flexible and functional spaces, allowing supervision through computer technology means (Espinoza & Martinez, 2021).
Along these lines, public and private organizations and institutions took on new challenges to implement this new modality that considers the processes, in addition to the training of personnel, to develop activities for the benefit of society (Camacho, 2021). In this way, remote work or teleworking allows us to glimpse the modernization of the State in a gradual manner and therefore allows institutions to comply with the provision of services to citizens. On the other hand, in a study carried out by the Peruvian Institute of Economics regarding non-face-to-face or remote work, it shows unfavorable results, where 86% of respondents were able to state that they experienced anxiety, loss or deterioration of sleep and the sensation or feeling of being available outside of working hours with the belief of being able to defend their job, while 44% stated the existence of a balance between their assigned work and their family life, since there is no need to leave home (ILO Office for Pacific Island Countries, 2019). In these circumstances, the public research institution, being part of the public sphere, is governed by legal instruments issued by the State, which guide its social work functions and act on vulnerable populations that are in an environment of social vulnerability that affects their regular way of life. In this regard, faced with the new situation and the new labor, health and state provisions, workers were forced to work remotely, which has caused anxiety and concern. This has led to a lack of necessary information tools and Internet access. As a result, there is a need for proper implementation of teleworking for good administrative management that guarantees citizens' attention to the services provided by the public institution, which has been a persistent problem for workers in this type of work.

On the other hand, Sustainable Development Goal (SDG) number 8 aims to promote inclusive and sustainable economic growth, as well as full and decent employment for all (Stefani et al., 2024; United Nations, 2023). Teleworking is closely linked to this objective, since it enables the creation of accessible jobs for people in different locations, promoting labor inclusion, in addition, it reduces the need for daily travel, which reduces the carbon footprint and contributes to a more sustainable environment. It also allows organizations to optimize resources and increase productivity, supporting the sustainable economic growth promoted by SDG 8 (Smith, 2023). That is why the
purpose of the study was to determine the influence of teleworking on the public management of a Peruvian public institution.

2 THEORETICAL FRAMEWORK

Teleworking is considered as work without the physical presence of the worker in the company that has an employment relationship through computer, telecommunications and similar means, through which they will exercise control and supervision of the work; therefore, the employer's provision of physical means and computer methods, technological dependence and ownership of the results, among others, contributes. A definition that is reinforced by its dimensions: organizational culture, technological tools, process optimization and training (Agudo, 2014). And among its theories, labor flexibility is considered, which focuses on how teleworking provides employees with flexibility in terms of work schedules and locations, facilitating better management of work and personal responsibilities (Smith, 2023). Organizational savings is also mentioned, focused on the economic benefits that organizations can obtain by implementing this new work modality, in addition to operating costs (Baek & Choi, 2021). Administrative management consists of guiding activities by coordinating the efforts of a group of people to achieve goals or objectives. To develop the activities of an organization, the dimensions of planning, organization, direction and control are essentially required (Chiavenato, 2019). The theories consolidated by Chiavenato and included in the research are the contingency theory, which maintains that there is no single way to manage an organization, but rather management practices must be adapted to the specific circumstances of each situation. That of knowledge management, developed ideas on how organizations can manage and take advantage of knowledge effectively to improve their performance and competitiveness (Chiavenato, 2019).
3 METHODOLOGY

The research used a quantitative, basic approach, a non-experimental cross-sectional design and an explanatory level. Likewise, the study population consisted of 134 workers from a Peruvian public institution, obtaining a sample composed of 100 workers with simple random probabilistic sampling. Including workers who work in the public institution; and workers who are not working in the institution at the time of the survey were excluded.

For data collection, the technique used was the survey and the instrument used was a structured questionnaire to evaluate each variable. For the teleworking variable, a 31-question questionnaire adapted from Agudo (2014) was used, divided into 4 dimensions (organizational culture, technological tools, process optimization and training). Likewise, for the administrative management variable, a 33-question questionnaire adapted from Chiavenato (2019) was used, divided into 4 dimensions (planning, organization, direction and control). Each response was evaluated using a Likert scale (1 = never, 2 = almost never, 3 = sometimes, 4 = almost always, 5 = always). Likewise, to determine the reliability of the instruments, Cronbach's alpha coefficient was used through a pilot study with 15 respondents. The value of this coefficient for the teleworking variable was 0.917 and the value for the administrative management variable was 0.915, which indicates a high reliability of the instruments. Likewise, the data obtained were recorded in an Excel database, which were imported into the SPSS v.26 software to perform the respective data analysis. To perform the data analysis, descriptive statistics were used, through absolute and relative frequencies, and inferential analysis was used to determine the influence of the independent variable on the dependent variable. To do this, the ordinal logistic regression test was used, taking into account a significance level of <0.05.

The research was carried out according to the Code of Ethics of César Vallejo University (UCV, 2017), and received the approval of the ethics committee (Code No. 001332). Likewise, each worker was voluntarily invited to participate in the research, and the ethical principles of beneficence, non-
maleficence, justice and autonomy were respected. In addition, the data obtained were not modified or altered; once processed, they were eliminated.

4 RESULTS AND DISCUSSION

Teleworking in Peruvian administrative management is crucial to ensure effectiveness and long-term benefits, focusing on improving technological infrastructure and connectivity for an efficient work environment that involves establishing guidelines for continuous learning and the development of digital skills among employees. (Calle et al., 2022; Tapasco-Alzate & Giraldo-Garcia, 2020). Therefore, the objective of this research was to determine the influence of teleworking on administrative management in a Peruvian public institution. The results show that the Chi square value is 29.041 and p-value is <0.000 which is lower than the statistical significance (p-value <0.05, which shows a dependence of teleworking on administrative management (Table 1). Likewise, the results showed that the value of the pseudo R square through Nagelkerke is 0.24 which means that there is a 24% influence of teleworking on administrative management. These results coincide with the studies of Uribe et al., (2020) who indicate that there is a positive and moderate relationship between the study variables Teleworking and management, however, they differ from the results of Tapasco-Alzate & Giraldo-Garcia, (2020) who showed that there are patterns of association between the willingness to adopt teleworking and certain administrative positions related to ignorance. In turn, Calle et al., (2022), point out that to implement teleworking effectively in administrative management, Clear and organized processes must be guaranteed that promote the application of policies that ensure the continuity of administrative operations from virtuality.

Table 1.

Model adjustment information: teleworking and administrative management

<table>
<thead>
<tr>
<th>Model</th>
<th>Log likelihood-2</th>
<th>Chi squared</th>
<th>gl</th>
<th>Sig</th>
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</thead>
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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final</td>
<td>12,365</td>
<td>29,041</td>
<td>2</td>
<td>0.000</td>
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</table>
Likewise, it is observed that the Chi square value was 11.901 and the p-value is <0.003 which is less than the statistical significance (p-value <0.05), demonstrating that there is a dependence between the Organizational Culture and administrative management (Table 2). Likewise, the results showed that the value of the pseudo R square through Nagelkerke is 0.133 which means that there is an influence of 13.3% of the organizational culture with administrative management. These findings are similar to those reported by Córdova et al., (2022) who showed that administrative management is associated with its planning, organization, direction and control dimensions in teleworking work environments, that is, employees agree that adequate administrative management must coexist taking into consideration the organizational culture. However, the findings differ from Vivas et al., (2020) who point out that the organization and control of administrative processes are not carried out with sufficient rigor, which negatively affects educational stability, and the autocratic management style observed in the administration leads to an inadequate organizational culture.

Table 2.

Model adjustment information: organizational culture and administrative management

<table>
<thead>
<tr>
<th>Model</th>
<th>Log likelihood-2</th>
<th>Chi squared</th>
<th>gl</th>
<th>Sig</th>
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<tbody>
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<td></td>
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<tr>
<td>Final</td>
<td>15,441</td>
<td>11,901</td>
<td>2</td>
<td>.003</td>
</tr>
</tbody>
</table>

The results indicate that technological tools have an influence on administrative management. Because it is shown that the Chi square value is 12.598 and the p-value is <0.002 which is less than the statistical significance (p-value <0.05). This implies a dependence between the dimension of technological tools and the administrative management variable (Table 3). Likewise, it is observed that the value of the pseudo R square through Nagelkerke is 0.133 which means that there is an influence of 13.3% of technological tools with administrative management. These results are similar to those reported by Dávila et al., (2022) who point out that the Information and Communication Technologies (ICT) dimension has a moderate positive
correlation with labor productivity, which determines that organizations are in a process of adaptation for the development of their activities. In turn, Camacho (2020) points out that ICT tools are an important element that determines the conditions of success in teleworking and therefore in administrative management.

Table 3

Model Adjustment Information: Technological Tools and Administrative Management

<table>
<thead>
<tr>
<th>Model</th>
<th>Log likelihood-2</th>
<th>Chi squared</th>
<th>gl</th>
<th>Sig</th>
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<td>15,081</td>
<td>12,598</td>
<td>2</td>
<td>.002</td>
</tr>
</tbody>
</table>

It is also observed that the Chi square value is 9.936 and the p-value is <0.007, which is less than the statistical significance (p-value <0.05), that is, the data of the variables are not independent, which implies an influence of process optimization in administrative management (Table 4). Likewise, it is observed that the value of the pseudo R square through Nagelkerke is 0.112, which means that there is an influence of 11.2% of process optimization in administrative management. The results agree with what was reported by Hernández et al., (2021) who point out that the dimension of processes and general conditions have a positive correlation with the work-life balance, which facilitates the processes to face telematic activity in administrative environments and in this way contributes to the work-life balance. For his part, Campoverde-Molina (2020) indicates that for the correct functioning of the administration, it must be managed through the optimization of processes by developing procedures that allow control and reduction of times. Therefore, he proposed a digitalization plan that considers the structure of the registration formats that help facilitate the registered information.
The results show that the Chi-square value is 5.424 and the p-value is <0.066, which is greater than statistical significance (p-value >0.05). Therefore, the variable data are independent, meaning that it does not imply an influence of process optimization on administrative management (Table 5). Likewise, it is observed that the value of the pseudo R-square through Nagelkerke is 0.063, which means that there is an influence of 6.3% of training in administrative management. These results differ from those reported by Bravo & Mendoza (2021) who indicate that teleworking has a significant relationship in work environments, where training and/or inductions for the proper application of this work modality at the time were not planned during the pandemic period. Likewise, Licas et al., (2022) point out that administrative management has a significant direct relationship with job satisfaction, this means that better administrative management will produce greater job satisfaction in university teachers, therefore training in virtual environments for the teaching-learning process should be considered in their activities.

The importance of this research lies in the fact that teleworking allows institutions to improve efficiency and labor flexibility, in addition to the adoption of new virtual and digitalization environments in organizations, which allows labor inclusion from various regions, especially in different contexts at a global level. Likewise, administrative management plays a fundamental role in optimizing the institution’s resources that ensure efficiency and transparency.
in the new labor modality, generating public value (Calle et al., 2022; Tapasco-Alzate & Giraldo-García, 2020).

Within the limitations of this research, it is worth mentioning that it was not possible to carry out a comparative study with other public and private institutions in Peru. Therefore, the results obtained cannot be extrapolated in a generalized way to the entire institutional system of the country. Based on the results found, it is recommended that the authorities or managers of the Peruvian public institution consider the necessary mechanisms to implement teleworking effectively in Peruvian administrative management, in addition to establishing clear policies that promote constant training in the use of digital tools and soft skills for employees. Likewise, technological and connectivity infrastructures must be improved to guarantee an efficient and safe remote work environment. In addition, it is essential to create monitoring and evaluation mechanisms that allow strategies to be adjusted according to the needs and results obtained.

5 CONCLUSION

Teleworking influences administrative management in a Peruvian public institution, showing an influence of 24%, which demonstrates its importance as a determining factor in administrative management. Therefore, it is recommended to implement clear policies that allow teleworking to be carried out as a work modality that involves all key actors and manage the necessary resources for monitoring and evaluation. This will ensure the strategies and guarantee adequate administrative management that responds to the needs of the current context.
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