Administrative Management and Quality of Service of the Administrative Area of the District Municipality of Samán, Puno - Peru

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Abstract

In the Samán District Municipality, inefficient administrative management was identified, as evidenced by user complaints about poor service. The objective was to analyze the relationship between administrative management and service quality in 2022. A quantitative methodology and a non-experimental-transversal design were used to observe the phenomena at a specific time. The total population consisted of 9642 inhabitants of the Samán district and stratified probability sampling was used, resulting in a sample of 189 inhabitants of the Samán district. Of this sample, surveys were conducted in six population centers, including Muni Grande (15 users), Jasana Grande (23), Chucaripo (58), Quejón Mocco (37), San Juan de Chacamarca (29) and the town of Samán (27). Data were collected through surveys using two structured questionnaires based on a Likert rating scale. Data were collected by means of two structured questionnaires based on a Likert scale. Microsoft Excel and IBM SPSS statistical software were used for data analysis, and Sperman's Rho statistic was used to determine the relationship of the variables. The results indicate a significant mean positive correlation of 0.629 between the study variables. In conclusion, there is a positive relationship of medium magnitude between administrative management efficiency and service quality. The evidence supports the idea that efforts are being made to ensure efficiency and effectiveness in administrative processes to provide quality service.

Keywords: *Quality Of Service, Control, Management, Administrative Management, Organization, Planning.*

Introduction

Nowadays, entities seek to increase the effectiveness and efficiency of the services they offer to citizens in order to achieve good results. To this end, it is necessary to design strategies that allow administrative management to improve the quality of service to citizens. In this sense, traditional administrative management must be replaced by modern administrative management, thus allowing the entity to adapt to the necessary changes to achieve the desired objectives and offer quality services. In the case of the Government of the State of Mexico, certain difficulties were identified in the implementation of effective administrative management, including traditional forms of administrative management, a large number of public servants with long service and the absence of strategic plans in public sector entities. These difficulties have led to citizen dissatisfaction due to the deficient services provided to them (Contreras, 2014). From this approach, the purpose of effective administrative management is to provide quality services to citizens. According to Arriagada (2002), countries such as Great Britain, Finland, the United States, New Zealand, Australia, Sweden, Switzerland, Norway, Denmark and the Netherlands have implemented various policies and practices that have resulted in favorable municipal administrative management. This includes transparency in decision making, efficiency in the provision of public services and citizen participation in local governance.

In Peru, since 2002, a process of modernization of the state has been underway, which seeks to provide higher levels of quality service to citizens in municipalities, prioritizing and seeking the appropriate use of public sector economic resources (SGP, 2022). Likewise, a modern administrative management should be

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developed and increased, which is at the service of the citizen, within an environment of sovereignty and not be perceived as a bureaucratic system that originates social problems (Valeriano, 2012). Therefore, it is important to carry out the modernization process of public management in all municipalities and public sector entities, through the design of national development plans, strategic and operational plans in the short, medium and long term, which seek to meet the primary needs and provide quality services.

For Gómez (2021), the implementation of an effective administrative management is essential to offer a high-quality service. However, it is observed that the emergency personnel of the type C Health Center of Valle San Rafael are not completely familiar with some characteristics of this Public Health Institution. On the other hand, Paredes (2020), showed that administrative management is significantly related to service quality, with a Spearman correlation coefficient of 0.898 in the total sample, indicating a strong moderate positive correlation. This suggests that service quality perceived by teachers and students is closely linked to management and organizational processes, as well as planning and control.

Likewise Galarza (2017), according to the analysis made about the deficiencies of the administrative management developed by the Decentralized Autonomous Government of Canton La Maná, it was determined that it has administrative shortcomings such as: inadequate facilities, obsolete technology, information insecurity, incompetent staff and ineffective and inefficient service that do not allow offering a quality service to the user. According to Cevallos (2016), 46% of the personnel are not familiar with the organizational structure or the functions manual. However, 83% of the workers comply with the service quality standards and 76% of the complaints were resolved, indicating that there is efficiency in the transactions carried out by the staff of the cashier, credit and collections area of the Futuro Lamanense savings and credit cooperative in 2014.

According to González et al. (2020), administrative management is a set of actions carried out to guide an entity, through the use of a set of resources, efforts and tasks. This allows measuring the coordination and direction capacity of the different tasks performed within the entity, helping to identify and solve problems to achieve the desired objectives of the entity. On the other hand, Münch (2010) defines administrative management as the set of activities that seeks to achieve the entity's objectives in order to improve the administrative process, through planning, organization, direction and control. Finally, Luna-González (2014) considers that administrative management is the process that consists of using planning, organization, direction and control in the entities with confidence, adequately managing resources to achieve the entity's objectives.

Duque-Oliva (2005) argues that service quality is oriented toward tasks that seek interactions with users, whether in person, through telecommunications or by mail. This function must be designed, performed and communicated with two objectives in mind: user satisfaction and operational efficiency. On the other hand, Matsumoto-Nishizawa (2014) argues that quality in service is the result of an evaluation process in which the user compares his expectations with his perceptions. In other words, quality is measured by the gap between the service that the user expects to obtain and the service that the entity offers.

Materials and Methods

The design adopted was non-experimental and cross-sectional. Under this premise, it is relevant to mention the indications of (Arias-Gonzales, 2020), who emphasizes that this type of design dispenses with experimental manipulations applied to the study variables. Instead, it focuses on the analysis of the variables in their natural context. In the specific context of the Samán District Municipality, this design presents a valuable opportunity to corroborate the relationship between the administrative management implemented and the quality of the services offered to users. The approach of this research is aligned to the quantitative one, since it is based on data collection to contrast hypotheses. This approach relies on numerical measurement and statistical analysis, with the aim of testing various theories (Hernández-Sampieri & Mendoza-Torres, 2018).

Population

The study population in the Samán district consists of a total of 9645 inhabitants. For the purposes of this research, residents in the age range of 18 to 60 years old have been considered. This demographic information was obtained from the census conducted in 2017 by the National Institute of Statistics and Informatics (INEI). According to Arias (2006), the population is defined as a grouping of elements, determined or undetermined, that share similar characteristics and whose findings will be specified. This grouping is determined according to the problem and the objectives of the study.

Sample

Probability sampling was used when it is desired to select a population taking into account its common characteristics or by a partial criterion on the part of the researcher (Arias-Gonzales, 2020). In addition, the sample was stratified, which means that the study population was divided into groups or levels. Usually, these groups are made up of people who share similar characteristics. We worked with a sample of 189 users registered in the Samán District Municipality. This sample was obtained by rigorously following the established inclusion criteria, which included being a resident of Samán, being 18 years of age or older, being willing to give informed consent and having the necessary mental capacity to participate in the study. From this sample, a stratified table was drawn up showing the distribution of the population according to the population centers of the district of Samán.

Collection of Data

The technique used for the inquiry, exploration and data collection was the survey. This technique consists of asking questions, either direct or indirect, to the individuals who make up the unit of analysis (Carrasco-Diaz, 2005). In the research, a questionnaire was used as a data collection instrument. The administrative management variable is composed of 16 items, considering the four dimensions previously mentioned. On the other hand, the service quality variable includes 15 items, taking into account the dimensions of reliability, sensitivity, security and empathy. To evaluate both variables, the Likert rating scale was used. To perform the reliability test, the Cronbach's Alpha statistic was used.

Table 1. Degree of Confidentiality Provided by the Administrative Management Instrument

Instruments	Cronbach Alpha	N of Ítems
Administrative management	0,941	16
Service quality	0,939	15

Note: Researcher's own elaboration, taken from the results of IBM SPSS (25)

As can be seen in Table 2, the instrument used to evaluate administrative management shows a reliability index of 0.941. This high value suggests that the instrument is highly reliable and excellent for use.

Table 2. Degree of Confidentiality Provided by the Quality of Service Instrument

Cronbach Alpha	N of Ítems
0,939	15

Note: Researcher's own elaboration, taken from the results of IBM SPSS (25)

As shown in Table 3, the instrument used to evaluate the quality of service shows a reliability index of 0.939. This significant value suggests that the instrument is highly reliable and optimal for use.

Results and Discussion

Relationship between administrative management and service quality in the administrative area of the District Municipality of Samán

Table 3. Correlation Between Administrative Management and Quality of Service in the Administrative Area of the District Municipality of Samán, 2022

Variables	Rho Sperman	Administrative management	Quality of Service
Administrative management	Correlation coefficient	1.000	**0.629****
	Sig.(p)	-.-	0.000
	N	189	189
Quality of Service	Correlation coefficient	**0.629****	1.000
	Sig.(p)	0.000	-.-
	N	189	189

Note: prepared by the researcher using the SPSS 25 statistical package.

There is a significant relationship between administrative management and the quality of service of the administrative area of the district municipality of Samán in the period 2022. At a significance level of 5%. In addition, there is an average positive relationship of 0.629 between these variables. The user surveys show that the majority of users perceive regular performance in planning, organization, direction and control by officials. In terms of service quality, reliability and safety are seen as fair, while responsiveness is considered poor. However, staff empathy is rated as efficient. These findings indicate that, despite the fact that officials regularly meet expectations, there are areas for improvement in service responsiveness and safety. From this perspective, administrative management in public entities plays a crucial role in improving service quality. This is achieved through long-term sustainable economic growth, within a framework of governance and respect for the rule of law. This improvement in management has the potential to improve the quality of life of citizens.

Peña (2018) conducted a study entitled "Administrative management and user service quality in the district municipality of San Marcos, Huari. Ancash", in which it was concluded that there is a significant correlation of high positive magnitude between administrative management and service quality in the district municipality of San Marcos, Huari, with a p-value < 0.05 and Rho of 0.805. In the study conducted, the Rho statistic has a p-value=0.000, which means that there is a significant relationship of positive and medium magnitude between administrative management and service quality of the administrative area of the district municipality of Samán in 2022. This indicates that as administrative management increases, the quality of service provided in the Samán municipality will also increase. Since administrative management in public entities is an important factor in generating a better quality of service, this improvement in management has the potential to improve the quality of life of citizens. In order to carry out this process, the entities must be oriented to improve services and this improvement must be integral, permanent and participative. In addition, it is essential to maximize the use of information to make evidence-based decisions. This indicates that the studies are similar. However, there is a difference in the Spearman's Rho value, which ranges from high positive to medium positive, which may be due to the degree of education and the size of the population studied. On the other hand, Quiñones (2021) and Durán (2020), concluded that there is no relationship between administrative management and service quality, while the study conducted found a moderate positive significant relationship between these variables in the district municipality of Samán in 2022. This indicates that the studies are opposite.

Relationship between planning and quality of service in the administrative area of the Samán District Municipality

Table 4. Correlation Between Planning and Quality of Service in the Administrative Area f The Dtistrict Municipality of Samán, 2022

Variables	Rho Sperman	Planning	Quality of Service
Planning	Correlation coefficient	1,000	**0,476****
	Sig.(p)	-.-	,000
	N	189	189
Quality of Service	Correlation coefficient	**0,476****	1,000
	Sig.(p)	,000	-.-
	N	189	189

Note: Prepared by the researcher using the SPSS 25 statistical package.

There is a significant relationship between planning and quality of service in the administrative area of the Samán District Municipality in the period 2022. At a level of 5%. In other words, there is an average positive relationship of 0.476 between these variables, which means that the municipality is regularly working on planning. This is reflected in the survey results which show that the majority of the officials (74%) have regular planning, indicating a non-optimal implementation of planning. Fifteen percent have poor planning, which may affect the municipality's efficiency, and only 11 percent have efficient planning, suggesting ample room for improvement. These results should be reflected in the updating of the municipality's management documents to improve the quality of service. Specifically, there is considerable room for improving the efficiency of planning in the Samán District Municipality. To improve these results, it is important to establish the course of action to be followed through the formulation of strategies, policies, programs and budgets. In this way, the public entity can ensure that it has the necessary means to carry out the other phases of administrative management and improve the quality of the service it offers. These strategies will focus on the specific tasks that a team performs to execute its part of the strategic plan and will transcribe the strategic plans into specific plans for functional areas, thus improving the quality of service in these areas. Finally, the functions to be performed by the workers of each of the entity's operational units will be assigned, which allows improving the quality of service at the operational level. Choquehuanca (2022) concluded in his thesis entitled "Administrative management and service quality of the District Municipality of Conima, Puno Region - 2021" that there is a significant correlation between planning and service quality in the district municipality of Conima. The results of this study showed an average positive relationship of 0.476 between these variables, which means that if planning increases, the quality of service will also increase and vice versa. To improve these results, it is important to establish the course of action to be followed through the formulation of strategies, policies, programs and budgets. In this way, the public entity can ensure that it has the necessary means to carry out the other phases of administrative management and improve the quality of the service it offers. From the conception of Luna González (2014) and Münch (2010), who pointed out that planning determines what the entity seeks at the beginning of its operations and how it will achieve it to improve the quality of service. The results of the present research coincide with those obtained by Herrera (2020). Evidence was found that the quality of service in the administrative area of the District Municipality of Santa Ana de Tusi depends mostly on planning. The statistical analysis showed that the relationship between these two variables is significant, with a value of rho = 0.325 and p = +0.017, using Spearman's correlation method and a significance level of 0.05.

Relationship between organization and quality of service in the administrative area of the Samán District Municipality

Table 5. Correlation Between the Organization and Quality of Service in The Administrative Area of the Samán District Municipality, 2022

Variables	Rho Sperman	Organization	Quality of Service
Organization	Correlation coefficient	1.000	,499**
	Sig.(p)	-.-	0.000
	N	189	189

Quality of Service	Correlation coefficient	,499**	1.000
	Sig.(p)	0.000	-.-
	N	189	189

Note: Prepared by the researcher using the SPSS 25 statistical package.

There is a significant relationship between the organization and the quality of service in the administrative area of the Samán District Municipality in the period 2022; at a significance level of 5%. The relationship is positive and medium, with a correlation coefficient of 0.499. This is reflected in the results of the respondents who perceive the organization in the Samán District Municipality to be regular (65%), suggesting that, although structures and processes exist, they may not be optimized. A quarter of respondents see the organization as efficient (25%), which is positive and suggests that some areas are working effectively. However, 10% perceive the organization as deficient, indicating the need to address these problems to avoid inefficiencies and errors. These findings suggest that, although there are signs of organizational efficiency, there are also clear areas that require improvement to ensure better service quality. To improve these results, a structure must be established through planning, order, division of labor, responsible authority and teams, effectiveness and efficiency can be achieved in the execution of defined plans. By improving the organization, processes can be optimized and errors reduced, which in turn improves the quality of the service offered.

According to the conception of Münch (2010), who points out that the organization is a structure that occurs through planning, order, division of labor, responsible authority and teams, seeking effectiveness and efficiency of the defined plans. To compare the results with previous studies, the research of Frisancho (2022) entitled "Administrative management and service quality in the Tax Administration Management of the Provincial Municipality of Puno - 2022" was reviewed, in which a positive and high relationship of 0.732 was found between the variables. In the present study, it was found that there is a significant positive mean positive relationship of 0.499 between the organization and service quality of the administrative staff of the District Municipality Samán in 2022. These results are similar. Also, the results are consistent with those obtained by Peña (2018), the organization has a high positive significant relationship with the quality of user service in the district municipality of San Marcos, Huari. The value of the correlation between these two variables was 0.812, indicating a high statistical significance.

Relationship between management and quality of service in the administrative area of the Samán District Municipality, 2022

Table 6. Correlation Between Management and Service Quality of the Administrative Area of the Samán District Municipality, 2022

Variables	Rho Sperman	Management	Quality of Service
Management	Correlation coefficient	1.000	,553**
	Sig.(p)	-.-	0.000
	N	189	189
Quality of Service	Correlation coefficient	,553**	1.000
	Sig.(p)	0.000	-.-
	N	189	189

Note: Prepared by the researcher using the SPSS 25 statistical package.

There is a significant relationship between management and the quality of service in the administrative area of the Samán District Municipality in the period 2022; at a significance level of 5%. That is, there is an average positive relationship of 0.553. This means that, in general, when management is effective, the service quality of the administrative area tends to be high. This is reflected in the results of the respondents

(68%) who consider the management of the entity to be fair, indicating areas for improvement to increase efficiency and effectiveness. Eighteen percent view management as efficient, while 14% view it as poor, reflecting dissatisfaction that needs to be addressed. These perceptions impact communication and decision making, affecting the entity's ability to achieve its purposes. This result can be used by the Municipality to make informed decisions on how to improve service quality in the administrative area, since management involves leading through effective communication, motivation, control and appropriate decision making to achieve the entity's objectives. In the context of service quality, effective leadership can contribute to improving service quality by ensuring that the necessary actions are taken to achieve the entity's objectives.

according to the conception of Luna Gonzalez (2014), who points out that management implies carrying out leadership through appropriate communication, motivation, control and decision making. In the results, it was observed that there is an average positive relationship of 0.553. This means that, in general, when leadership is effective, the service quality of the administrative area tends to be high. However, the results of this research are contradictory to those obtained by Duran (2020), who concluded that the value of Spearman's Rho correlation coefficient is 0.046, being a positive and almost null relationship, with a significance level of p=0.727 > 0.05. Therefore, the specific null hypothesis is accepted as there is no significant relationship. This means that the studies are contradictory.

Relationship between control and quality of service in the administrative area of the Samán District Municipality

Table 7. Correlation Between Control and Quality of Service in the Administrative Area of the District Municipality of Samán, 2022

Variables	Rho Sperman	Control	quality of service
Control	Correlation coefficient	1.000	,572**
	Sig.(p)	-.-	0.000
	N	189	189
quality of service	Correlation coefficient	,572**	1.000
	Sig.(p)	0.000	-.-
	N	189	189

Note: Prepared by the researcher using the SPSS 25 statistical package.

There is a significant relationship between control and the quality of service in the administrative area of the Samán District Municipality in the period 2022; at a significance level of 5%. That is, there is an average positive relationship of 0.572, which implies regular control in the fulfillment of the functions within the entity. This is reflected in the results of the respondents who perceive that control in the District Municipality of Samán is regular (69%), suggesting that the existing control mechanisms may not be optimized. Twenty percent see control as efficient, indicating that some areas are working effectively. However, 11% perceive control as deficient, indicating the need to improve control to avoid errors and inefficiencies. These findings are reflected in the fulfillment of the tasks planned and aligned with the planned strategies. In this sense, control is a key process to improve the quality of service in any organization. By ensuring that planned activities are aligned with strategies and by correcting any problems that may affect service quality.

According to the conception of Gonzalez et al. (2020), who points out that control is the process by which it is ensured that activities are aligned with planned strategies. The results showed a moderate positive significant relationship of 0.572 between control and service quality in the administrative area of the Samán District in 2022, this is reflected in the results of the respondents who perceive that control in the District Municipality of Samán is regular (69%), which suggests that the existing control mechanisms may not be optimized. Twenty percent see control as efficient, indicating that some areas are working effectively. However, 11% perceive control as deficient, indicating the need to improve control to avoid errors and inefficiencies. These findings are reflected in the fulfillment of the tasks planned and aligned with the planned strategies. These results are equal to those obtained by Herrera (2020), who found a statistically

significant relationship of 0.573 between control and Service Quality. This means that the results of the studies are the same as those obtained by Herrera (2020).

Conclusions

Using a confidence level of 95% and a significance of 5%, and after performing a Spearman's Rho correlation analysis, it was possible to corroborate that there is a significantly positive and average relationship (0.629) between administrative management and the quality of service provided by administrative workers in the District Municipality of Samán. The p value obtained (p = 0.00) is lower than the statistical significance level ($\alpha = 0.05$), which underlines the robustness of this relationship. This indicates to us that in the District Municipality of Samán an administrative management is being carried out that, together with the quality of the service provided by its personnel, is in tune with the needs and expectations of the citizens. Statistical evidence supports the idea that concrete efforts are being made to ensure that both the internal processes for service quality are efficient and effective.

There is a significant and positive relationship of low magnitude (0.476) between planning and service quality of the administrative workers of the District Municipality of Samán. The results, are supported by a p value (p = 0.00) that is below the level of statistical significance ($\alpha = 0.05$), highlighting the consistency of the relationship. In essence, this suggests that the administrative workers of the District Municipality of Samán exhibit a moderate level of planning when carrying out their scheduled tasks, thus contributing to the delivery of quality services. However, it is important to note that the entity could benefit from a more defined direction in its operations, as both employees and the population they serve seem to lack a clear understanding in this regard.

The results show a significant and positive relationship of low magnitude (0.499) between the organization and the quality of service of the administrative workers of the District Municipality of Samán. This finding is reinforced by a p-value equal to 0.00, which places it below the statistical significance level set at 0.05. In essence, this implies that administrative workers in the district municipality of Samán exhibit a moderate level of organization in their functions, which in turn translates into the provision of services of moderate quality.

The results reveal that there is a significant and positive moderate intensity relationship of 0.553 between leadership and service quality of administrative workers in the district municipality of Samán. These results are supported by a p-value of 0.00, which is considerably lower than the significance level of 0.05. This contrasts implies that administrative workers in the Samán District Municipality demonstrate moderate capacity in crucial areas such as communication, motivation, and decision making, which in turn translates into the ability to deliver high quality services. Therefore, the link between strong leadership can lead to a more cohesive and efficient work environment, which in turn can generate a more positive service experience for users.

The results reveal a significant and positive relationship of mean magnitude 0.572 between control and service quality of the administrative workers of the District Municipality of Samán. These results are supported by a p-value equal to 0.00, which is considerably below the significance level of 0.05. This evidence shows that the administrative workers of the District Municipality of Samán demonstrate an adequate capacity to exercise control over the established tasks, keeping them aligned with the strategies planned within the entity. In this context, effective control implies the ability to detect deviations in operations and take corrective measures in a timely manner. To ensure that daily tasks are in line with planned strategies, which in turn can contribute to the improvement of the quality of service.

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