

## Administration and the process of developing management tools in a Peruvian University

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### Abstract

The general objective of this thesis was to Propose an Administrative Management Model to improve the process of elaboration of the management instruments in the National Autonomous University of Alto Amazonas, 2021. The type of research was basic, non-experimental design, descriptive, the population and sample was 32 teachers; The survey was the technique used, the collection of information was done through the questionnaire tool. The result indicated that 65.63% do not have knowledge of the management instruments, this is because documents such as the PEI, POI, ROF and CAP-P are prepared by one or two people in isolation, not It is socialized with the entire university community. As a result, there is no clear horizon of the future of the university, there is no commitment of the workers to the institutional objectives and goals. Concluding, an administrative management model based on David Ausubel's Theory of Meaningful Learning was proposed, whose pillars, BEING, KNOWING, KNOWING TO DO, contribute so that teachers can systematize their previous knowledge for the elaboration of management instruments.

**Keywords:** management instruments, tools, documents.

### Introduction

In the administration, the processes of planning, management, monitoring and evaluation (control) are important, understood as meters or indicators for a management, constituting one of the great administrative contributions, which allow to have a vision of the situation that you want to control. The deans of the universities express the needs to consolidate and ensure their survival and work on administrative issues, not based on the fashion of the concepts, but developing options to support and improve the scope of cultural work in the community. In this way, when analyzing administrative management, he mentions the difficult enigmas

that are increasingly faced by teachers and administrative staff who work in public universities, since these are directly linked to the little knowledgeable and competent experience, very apart from the lack of interest in solving the administrative obstacles convenient for the community since in years it has not been solved due to the changes of political bodies, the prohibitions of employee increase and payments depended on who distributed the goods, noticing the abandonment to dispute in the midst of the putrefaction of public and private entities. (Tubay, 2018).

In the literature on management instruments, some authors, among them, Ríos (2007), argue

that it is: "the process by which the manager or management team determines the actions to be followed, according to the institutional objectives, needs detected and the ways in which these actions are carried out and the results that will be achieved". That is, they are documents that guarantee a good educational quality, which is why it operationalizes the planning, prioritizing the diagnosis of each educational reality seeking to direct the work of the Educational Institution in an organized and coherent way, specifying the pedagogical, administrative and institutional policy actions according to the needs of the educational community. Similarly, Pérez and López (2011) argue that management instruments provide the structure, flexibility and control necessary for team members to achieve extraordinary results in a given time, thus improving educational quality (...). Educational management instruments are understood as tools of the educational subsystem, which articulates the provisions of educational policies. (p.85). Likewise, the United Nations Educational, Scientific and Cultural Organization, representation in Peru (2011) mentioned that management instruments are documents processed with technical, legal pedagogical rigor that serve to make determinations in an educational institution identifying the needs and strengths in a participatory, proactive and organized manner.

At the same time, it also mentions the characteristics of educational management instruments, among them: it is collective, because it implies the commitment of the entire educational community, managers, teachers, administrators, parents, students, who will work as a team reflecting in this way the educational work, recognized leadership, the team that guides the process has a leadership capacity recognized by the entire educational community. Generally the team is led by the director or a person specialized in management, it is participatory, because all those who make up the educational community work actively contributing their ideas and approaches in the different instances of the process, so it is necessary a good institutional climate, teamwork, because it organizes the participation of all participants who contribute ideas in a creative way, and finally, it is reflective, given that the participation of the different actors of the educational community allows us to reflect

on praxis and institutional functioning. (UNESCO, 2011).

The National Autonomous University of Alto Amazonas is a young public university, oriented to professional training, scientific research, technological innovation and social responsibility at its highest level of quality. As the years go by, he realizes that the teachers who work in this higher house of studies, do not know in their entirety about the management instruments; since the authorities do not take them into account when preparing and / or implementing the management instruments. For example, they do not know their institutional objectives, their vision, mission; these elements immersed in the IEP; likewise, in the construction of the other management instruments such as the POI, ROF and CAP-P, the teaching and administrative staff ignore the existence of these instruments, even some of them do not know the meaning of the acronyms of the management instruments.

In this way, the general problem was raised: How will an Administrative Management Model improve the process of developing management instruments at the National Autonomous University of Alto Amazonas, 2021?, likewise, the specific problems were raised: What is the level of knowledge of workers about the management instruments at the National Autonomous University of Alto Amazonas, 2021?, How will the administrative management model be designed to improve the process of elaboration of management instruments at the National Autonomous University of Alto Amazonas, 2021?, What is the validation score of the administrative management model according to the criteria of the experts?

Regarding the objective pursued by this research, it was proposed to propose an Administrative Management Model to improve the process of elaboration of management instruments at the National Autonomous University of Alto Amazonas, 2021, also, as specific objectives: (i) Identify the level of knowledge of workers about management instruments at the National Autonomous University of Alto Amazonas, 2021. (ii) Design an administrative management model to improve the process of developing management instruments at the National Autonomous University of Alto Amazonas, 2021. (iii)

Validate the administrative management model by the judgment of five specialists.

## METHODOLOGY

### Type and design of research

Applied research, with a qualitative approach, of a projective type. The research design according to its character was descriptive - propositive because the researcher diagnosed the problem through the investigation and description of the variables, as well as the causes that originate it and allowed the development of a proposal based on such information (Hernández et al., 2014). Temporal and transversal scope. Based on what was specified by Giraldo (2017), the research carried out was propositive, it presents as a characteristic that, for the analysis of the variables, it is based on identifying their characteristics and on that basis proposing elements that lead to improve the organizational climate in the District Municipality of Balsapuerto, Alto Amazonas - 2021. The study was of a non-experimental type, because for its development the variables under study were not manipulated and were studied, analyzed and evaluated as presented in the field of research (Morales y Tarazona, 2015).

### Variables and operationalization

Variable 1: Administrative management model. The model was developed taking into account the suggested structure; the same, which was validated, through consultation of experts.

Variable 2: Management tools

Note: The operationalization matrix can be found in the annexes.

### Population, sampling and sampling

The population was made up of 32 professors appointed to the National Autonomous University of Alto Amazonas.

Selection criteria:

### Inclusion criteria

Only the professors appointed at the National Autonomous University of Alto Amazonas were taken into account.

### Exclusion criteria

Full-time and part-time employees and administrative workers were not taken into account.

### Sample

The sample was census, consisting of 32 professors appointed from the National Autonomous University of Alto Amazonas. The sampling was non-probabilistic, intentional.

### Data collection techniques and instruments, validity and reliability

The survey technique was used. For the variable management instruments, the questionnaire structured in four dimensions PEI, POI, ROF, CAP-P was used.

The instrument for the administrative management variable consisted of the presentation of a management model following the parameters established in the scheme proposed by the Graduate School of the César Vallejo University.

### Data analysis methods

For the analysis of the data, descriptive statistics were used using frequency tables through Micro Excel software.

### Ethical Aspects

In this research, the copyright of the sources and/or citations that appear in the content were respected. Likewise, charity was taken into account since it is expected that the proposed model will contribute to improving the work performance of employees in the Yurimaguas Micro Network. In the aspect of non-maleficence, this investigation does not seek to harm or cause any harm or harm to the institution or any of its workers. The aspect of autonomy, the free decision of the entities that participated in this study was respected. In the aspect of justice, the application of the questionnaires was made under the prior authorization of the people who make up the sample; likewise, their responses were treated discreetly and anonymously.

## RESULTS

In Table 1, it is observed that 65.63% of respondents (21) have no knowledge of the management instruments of the national autonomous university of Alto Amazonas, 2021, this is because management instruments such as

the PEI, POI, ROF and the CAP-P are elaborated by one or two people in isolation, worse still there is no socialization with the entire university community as a result there is no clear horizon of the future of the university, much less there is a commitment of the workers with the institutional objectives and goals.

Table 1. Level of knowledge of management instruments – UNAA workers, 2021.

Level	Range	Quantity	%
<b>Knows a lot</b>	101 - 125	2	6.25%
<b>Knows little</b>	75 - 100	9	28.13%
<b>Doesn't know</b>	25 - 74	21	65.63%
<b>Total</b>		32	100%

In table 2, it is observed that 59.38% of the respondents (19) have little knowledge of the institutional strategic plan (PEI) of the national autonomous university of Alto Amazonas, this little knowledge of the strategic plan on the part of the teachers, students and administrators is

due to the non-socialization of this important management document, even more the university officials do not summon the university estates to participate in the preparation of the IEP.

Table 2. Level of knowledge of the PEI-workers of the UNAAA, 2021.

Level	Range	Quantity	Percentage
<b>Knows a lot</b>	25 - 30	3	9.38%
<b>Knows little</b>	18 - 24	19	59.38%
<b>Doesn't know</b>	6 - 17	10	31.25%
<b>Total</b>		32	100%

In table 3, it is observed that 59.38% of the respondents (19) have no knowledge of the institutional operational plan (POI) of the national autonomous university of Alto Amazonas, this ignorance of most of the workers of the institution is due to the fact that the budget unit does not summon the user areas

to participate in the elaboration of the POI, which is nothing more than establishing the requirements of each area of the university to be reflected in next year's budget. on the other hand, many teachers are unaware of this part of management.

Table 3. POI Knowledge Level – UNAAA Workers, 2021.

Level	Range	Quantity	Percentage
<b>Knows a lot</b>	28 - 35	2	6.25%
<b>Knows little</b>	21 - 27	11	34.38%
<b>Doesn't know</b>	7 - 20	19	59.38%
<b>Total</b>		32	100%

In Table 4, it is observed that 65.63 of the respondents (21) have no knowledge of the regulations of organization and functions (ROF), the mismanagement on the part of the university authorities and especially the scarce

internal communication causes this very serious consequence that the worker does not even know clearly the organizational structure of the institution and even worse dismisses its functions.

Table 4. RoF Knowledge Level – UNAAA Workers, 2021.

Level	Range	Quantity	Percentage
<b>Knows a lot</b>	28 - 35	3	9.38%
<b>Knows little</b>	21 - 27	8	25%
<b>Doesn't know</b>	7 - 20	21	65.63%
<b>Total</b>		32	100%

In Table 5, it is observed that 68.75 of the respondents (22) have no knowledge of the provisional staff assignment table (CAP-P) of the institution, the lack of internal communication, the disinterest of the teaching and administrative workers and with the

complicity of the planning and human resources headquarters result in this ignorance, the CAP must be evaluated and elaborated according to the institutional objectives and goals, what is not being done, for this reason the management is terrible.

Table 5. Level of knowledge of the CAP-P- UNAAA workers, 2021.

Level	Range	Quantity	%
<b>Knows a lot</b>	20 - 25	2	6.25%
<b>Knows little</b>	15 - 19	8	25%
<b>Doesn't know</b>	5 - 14	22	68.75%
<b>Total</b>		32	100%

An administrative management model based on David Ausubel's Meaningful Learning Theory was proposed, whose pillars, SER, SABER, SABER HACER, contribute to teachers systematizing their previous knowledge for the development of management instruments.

## DISCUSSION

The results obtained with respect to the level of knowledge about management instruments at the National Autonomous University of Alto Amazonas, 65.63% of respondents said they have no knowledge, this is because management instruments such as the PEI, POI, ROF and CAP-P are developed by one or two people in isolation, even more is not socialized with the entire university community as a result there is no clear horizon of the future of the university, much less is there a commitment of the workers with the institutional objectives and goals. With regard to this result, no research on management tools was found; but of administrative management, such as that of Basantes (2018), where he concluded that, the attention they receive is not the indicated, because they were not in an adequate environment and trust, that is why in the municipal decentralized autonomous government Ambato, the management directed to the quality of service they should provide

must be improved, the attention of the staff was found to be broken, because they do not demonstrate the work capacity to meet and meet the expectations of the users. However, Mendoza (2017), concluded that: innovation has a great link with the economic framework. Reaching innovation has been a result of many years pursued by the research of several scientists, it is through what they allow to propose a solid basis of a prototype of the current administration, as a replacement for those old practices of which they were carried out, for this it has nothing to do with whether or not the reforms are established, it is here where innovation fulfills that role that makes it find itself in a constant change, in that sense what is known today as social development impacts political, social, economic and cultural factors, which conclude that innovation is a result of a globalized society in direct issues on improvement in innovation and that is adaptable to change, making possible the new changes for reforms of positive impact in the direction of economic development, that is why medium and microenterprises are born a great challenge to fulfill, with the sole purpose of being at the height of the new technological demand and not staying in the past.

However, Mazacón et al., (2017), mentioned that: there is an inefficient management there is

no formal basis for its development, in addition to the lack of participation for the indicated administration processes, there is no type of control, the fact that its staff are also practitioners, who do not feel comfortable, is due to the slowness of the processes that are executed and in addition to some areas that do not allow to expedite their development, which generates that the responses of certain requirements are hindered, in addition there is no protocol that must be followed which should be a scope that allows to efficiently direct the collaborators so that they manage to perform correctly and achieve the goals that the organization has. In that order, Mendoza et al., (2018), concluded that, in the case of organizations that belong to the public sector, these tend to be analyzed with respect to internal control with certain particularities in their environment; that otherwise it happens for private sector companies, in this case the work done is based on the performance of each one, which is closely related to the fulfillment of goals, the use of state funds, the budget and planning period and finally the complexity of its operation. This requires a calculation between empirical values as their legitimacy. This merits a calculation between empirical values such as legitimacy, morality and lucidity, which by nature is present in issues of the state, issues related to gaps in efficiency and effectiveness as updated values of government. This would be a contribution for the governments that will allow the state to execute an adequate management in relation to its resources, by which those administrative methods related to the periods of expenses that are generated in the state will be strengthened, which as a result will be able to count on an efficient communication, also of assertive, the conformities, compliance and those accounts that the assets that the state has are already assigned or formed.

For, Sierra (2017), it was possible to obtain valuable information related to the splicing reports, which can be verified through the official website of the sixth category municipalities that exist in the Santander department, first of all it was considered important to observe that there are deficiencies in the gel strategy and open government, due to the fact that compliance with those established strategies is not achieved, in the same way what is known as the principle of publication and transparency contemplated in Law 1712 of the

year 2014. In the times of the seventies, in the country of Colombia of South America, it has been involved in cases of violence for many years, there is no doubt that they were complicated times, times of crisis in the economy and the social, there is not really a right that are conceived in humanity, Attacking with the violation of human rights and that citizen insecurity by the armed conflict, the officials of that Colombian state did not manage properly, which did not allow people to have the opportunity for a dignified life.

Likewise, Solís and Hidalgo (2018), pointed out that it is of vital importance to maintain that the administrative management that is established its importance stands out in that result that they are not put into practice by organizations, for administrative management models they are created without a formal basis, and on the contrary over time they are created empirically, which only create informality within the administrative processes, the same ones that lose credibility and the good thing about everything is that it generates new possibilities that in some companies the formal management stands out, for the same fact of being solid companies with greater credibility. Equity represents 15%, on the contrary, the profitability ratio is not controlled and evaluated only by 3.40%. And it is striking that 52.11% in such a way have an intact culture on the control and evaluation of the long-term debt ratio. Which highlights that the company does not control the correct management over the administrative management that will allow financial sustainability.

On the other hand, Pérez (2017), explained that, administrative management entails the improvement of organizational activities, since each collaborator is aware of the amount of resources used daily to perform their functions effectively, has the necessary knowledge of administrative processes, so it still has motivated personnel capable of controlling, directing, organizing and planning actions that will lead to development organizational, you also have capable collaborators for decision making, which greatly favors to obtain positive results in the organization. That is why as far as possible it is sought through administrative management to generate motivation on the part of employees and achieve objectives as goals.

## CONCLUSIONS

In general, it was observed that workers have no knowledge about management instruments at the National Autonomous University of Alto Amazonas, 2021, because management instruments such as the PEI, POI, ROF and CAP-P are developed by one or two people in isolation. An administrative management model based on David Ausubel's Meaningful Learning Theory was proposed, whose pillars, SER, SABER, SABER HACER, contribute to teachers systematizing their previous knowledge for the development of management instruments. Finally, it is recommended; to the planning and budget area of the UNAAA, to create a permanent budget to guarantee the execution and future projects, to the human resources area to carry out workshops on the construction of management instruments, to teachers and administrators to get involved in the elaboration of management instruments and, to I quality management area, create a commission that is responsible for monitoring the implementation of management instruments; evaluate progress and the corresponding update.

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