

## **Incidence of administrative management in labor disputes of administrative workers at the Sierra Centro Sur special project in Ayacucho, 2018**

### **[Incidencia de la gestión administrativa en los conflictos laborales de trabajadores administrativos del proyecto especial Sierra Centro Sur en Ayacucho, 2018]**

Isabel Menacho Vargas<sup>a, b</sup>, Yrene Cecilia Uribe Hernández<sup>c, d</sup>, Hernando Martín Campos Martínez<sup>e</sup>, Wilder Caruajulca Quispe<sup>a, \*</sup>

<sup>a</sup>Universidad César Vallejo,

<sup>b</sup>Universidad Nacional de Cañete

<sup>c</sup>Universidad Nacional de Cañete,

<sup>d</sup>Universidad San Ignacio de Loyola

<sup>e</sup>Universidad Autónoma de Ica

\*wcqasesores@yahoo.com

#### **Resumen**

La gestión administrativa, que reside en proyectar, estructurar, efectuar e inspeccionar una determinada labor para lograr metas mediante el uso de individuos y demás recursos es un elemento clave dentro de toda empresa. Por ello, la administración efectiva, permite lograr muchos objetivos. En relación a los conflictos laborales, estos nacen desde diferentes perspectivas cuando no se pueden solucionar las discrepancias. De allí, es importante el reconocer los tipos de problemas que puedan generar un conflicto para prevenir y no repercutir en el desempeño y bienestar laboral de sus integrantes. Por tal motivo las empresas han empezado a emplear procesos alternativos de resolución de conflictos, sobre todo el de la mediación, para tramitar conflictos y prosperar los vínculos. De lo expresado nació la necesidad de conocer como la gestión administrativa repercutía en los conflictos laborales; así como conocer como la gestión administrativa influye en las dimensiones de diferenciación de actividades, recursos compartidos y actividades interdependientes de forma que conlleven a una administración efectiva y desempeño óptimo y bienestar del personal propiciando ganancias financieras y de recursos dentro del Proyecto objeto del estudio. La investigación presento un diseño no experimental, cuantitativo, básica y fue causal multivariable. La población fue de 110 trabajadores administrativos. Se emplearon como técnicas a las encuestas y tuvo como instrumentos a cuestionarios con escala Likert. Llegando a concluir que la gestión administrativa repercute significativamente en los conflictos laborales (menos de 1.852 veces que si la gestión no fuera eficiente y menos de 1.135 veces si no fuera bueno); la variable mencionada también repercute en las dimensiones diferenciación de actividades, recursos compartidos y actividades independientes.

Palabras clave: Gestión administrativa, Conflictos laborales, trabajadores.

### Abstract

Administrative management, which resides in projecting, structuring, carrying out and inspecting a specific task to achieve goals through the use of individuals and other resources is a key element within any company. Therefore, effective administration allows many goals to be achieved. In relation to labor disputes, these are born from different perspectives when discrepancies cannot be resolved. From there, it is important to recognize the types of problems that can generate a conflict to prevent and not affect the performance and welfare of its members. For this reason, companies have begun to use alternative conflict resolution processes, especially mediation, to process conflicts and prosper labor ties. From the above, the need was born to know how administrative management had an impact on labor disputes; as well as knowing how the administrative management influences the dimensions of differentiation of activities, shared resources and interdependent activities in a way that leads to an effective administration and optimal performance and well-being of the staff, leading to financial and resource gains within the Project under study. The research presented a non-experimental, quantitative, basic design and was multivariable causal. The population was 110 administrative workers. Surveys were used as techniques and had likert questionnaires as instruments. Coming to conclude that administrative management has a significant impact on labor disputes (less than 1,852 times than if management were not efficient and less than 1,135 times if it was not good); The aforementioned variable also affects the differentiation dimensions of activities, shared resources and independent activities.

**Keywords:** Administrative management, Labor disputes, workers.

### 1. Introduction

Administrative management is a planning to achieve goals through the use of people and other resources (Castañeda & Vásquez, 2016, p.19) is then a key element within any labor organization. And to build a better state, it requires special regulations to achieve modern administrative management. Therefore, an effective administration, will allow to achieve many planned objectives and these lie in a competent administrator. Above all, when there are cumbersome situations, where material and human resources are used, administrative management is the basis for meeting the objectives (Castañeda & Vásquez, 2016, p.25). In relation to labor disputes, these originate in the same companies, who when presenting discrepancies do not reach solutions. As personal contexts or negative visualizations can get to escalate a conflict, it is therefore essential to act in the management of labor disputes that face these moments quickly. Hence, it is important to recognize the types of problems that can generate a conflict. And it falls into thinking that all organizations and companies have problems, not giving importance to their prevention which will lead to an optimal result. This will affect the exercise and tranquility of its members. So, before labor conflicts management are the basis for the analysis and establish a term and way of proceeding, because they can have negative consequences if not addressed timely bringing financial and human costs as a consequence during its process For this reason organizations or companies have begun to use alternative processes of conflict resolution, especially mediation, to process conflicts and prosper labor ties (Say, 2015).

The positive estimation of the conflict can lead to improving, restoring, correcting, innovating or learning from a given situation, so communication is necessary to determine how labor unrest was generated (Say, 2105).

From the above, it was motivated to investigate how administrative management influences labor disputes, as well as knowing the degree of incidence in its dimensions of differentiation of activities, shared resources and interdependent activities, with the purpose of leading to effective

administration and performance Optimal and well-being of the staff promoting financial and resource gains within the Project under study.

**Administrative management.**

It is the practice of management processes and therefore the decisions and quick actions to reach the initial objectives of a company are based on them, consequently, planning must follow the organization (Méndez, 2017). I point out "is to design and preserve an environment to work in groups and perform these effectively. Therefore, resources and actions are related to reach the objectives (Adriano, 2016)

The purpose of administrative management is to build a suitable society, with improved standards and effective governance (Adriano, 2016). Therefore, supervision must be carried out by a competent administrator, an organization without management does not exist, as it would not be organized, controlled and evaluated, it would simply cease to exist as a company because of all the administrative chaos that would arise without an address. This will allow to optimize the information and interaction of people, time management, continuous improvement and a change of thinking and action among its members to achieve the expected performance that will result in the social and economic benefit of its members (Adriano, 2017)

**Theories of administrative management.** (Gallardo, 2014)

a) Taylor's Scientific Theory that emphasizes tasks, because I include observation and measurement, to achieve good industrial efficiency, being called "scientific administration by rationalization" and I use two engineering methods that applied them to administration with in order to determine the performance of the worker. I present the stages of planning, control and execution.

b) Fayol's classical theory emphasized the structure and functions, through a normative and prescriptive approach. It was based on aspects of job hierarchy, administrative development and technical criteria.

**Dimensions**

According to Condori (2018), the following are presented:

- Dimension 1 Personnel policies: Personnel policies are defined and articulate social functions, considering the objectives of the organization (strategic premise),
- Dimension 2 Methods: an operational premise and another logic. Methods are needed to obtain, conserve and develop human resources (operational premise); all this could not be carried out without the help of administrative, regulatory and instrumental instruments (logical premise).
- Dimension 3 Strategy. uses methods that result in administrative, regulatory and instrumental tasks necessarily in this case the organization will be concerned with integrating personal objectives and will be concerned with individual projects and career paths

Here administrative, regulatory and instrumental methods are used and the organization must pay attention to the projects and career paths of its members.

**Labor conflicts.**

It is a confrontation that arises between people, which harms the achievement of objectives it is a contest about values, powers and goods (González, 2012). And it will be social when it originates from the structure of society itself; it refers to a situation of opposition or disagreement between members of a company. It also reflects that feelings and emotions are fundamental in the resolution process (Gómez, 2013).

**Genesis of the conflict.**

The conflicts respond to biological and psychological competition that give rise to discrepancies within their interrelations. And it can be stressful and dangerous (Gómez, 2013)

**Forms of conflict.**

One of them is the pseudo-conflict, which is generated by poor communication or misinformation; another is the latent because it is not aggressive, but it grows by its own dynamics (Gómez, 2013)

**Theory of labor disputes**

- a) Cooperative theory, when workers and employers have the same objectives.
- b) Competitive theory, when workers and employers have different objectives.
- c) Distributive theory, where there are levels of labor conflict because they do not feel compensation and there is a defective communication between their members (Paxton, 2012).

**Dimensions of labor disputes.**

According to Zanluchi (2016), they present:

Dimension 1. Differentiation of activities: when an organization grows, it also specializes and results in differences causing conflict.

Dimension 2. Shared resources, when there is no equal distribution between the areas of the organization.

Dimension 3. Interdependent activities, when members depend on each other to perform their activities

**2. Materials and Methods**

The research developed had a non-experimental design as is the case, observations should be given in their natural context. Therefore, the variables are not manipulated (Hernández et al, 2014), also, it is causal because it seeks to establish the incidence among independent variables on another dependent. The approach was quantitative that according to Hernández et al (2014) measure the effects on the variables through statistics, to test theories or establish behavior patterns. It was part of the positivist paradigm, and according to Grajales (2000), this enables empirical research that presents a high level of objectivity. Being a multivariable causal, it had an explanatory scope and its purpose was to know the cause and effect relationship between the various variables (Hernández et al, 2014).

The sample was represented by 110 administrative workers of the Sierra Sur Sur special project, Ayacucho 2018. The Instruments were applied: Administrative Management Questionnaire, Work Environment Questionnaire and Labor Conflict Survey.

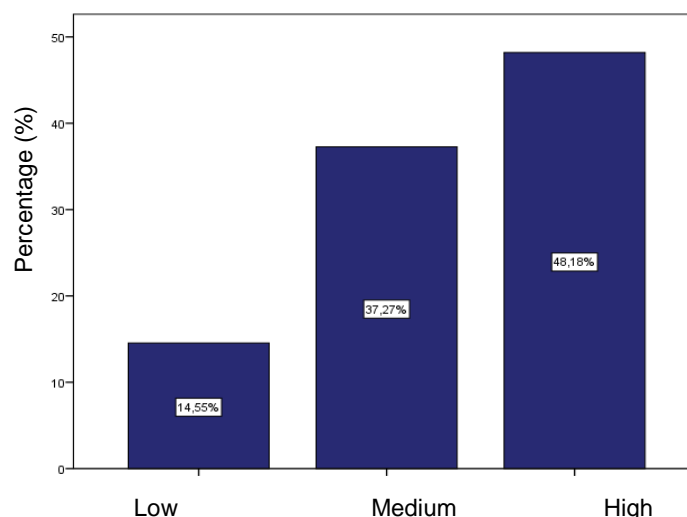
**3. Results**

Figure 1. Administrative workers giving their opinion on the Administrative Management of the Sierra Centro Sur special project, Ayacucho 2018

Of the answered total on administrative management in the special Sierra Centro Sur project, 14.55% think it is low, 37.27% medium and 48.2% high.

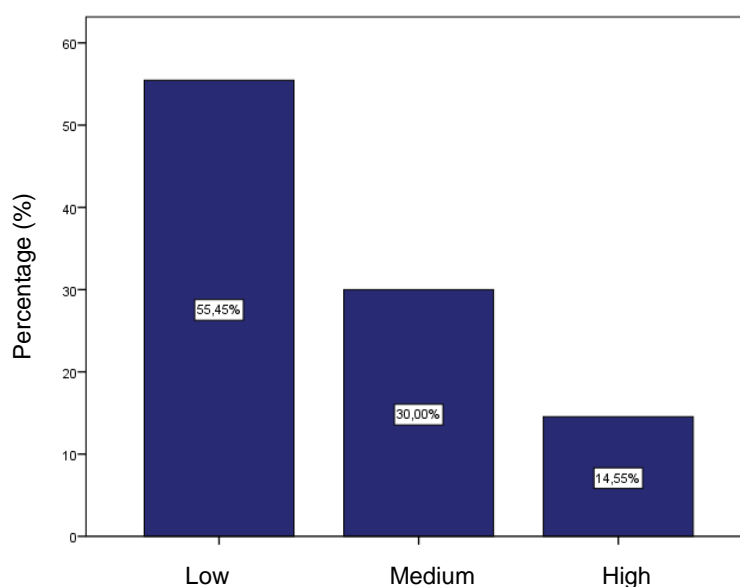


Figure 2. Administrative workers giving their opinion on the Labor Conflicts of the Sierra Centro Sur Special Project, Ayacucho.

Of the answered total on labor disputes in the special Sierra Sur 2018 project, 54.45% believe that it is low, 30.00% medium and 14.55% high.

When the model is globally significant, evaluated with the logarithm test of the likelihood ratio, in the SPSS it is called the "omnibus test".

Table 1. Bus tests on model coefficients

		Square Chi	gl	Sig.
Step 1	Step	23,800	2	,000
	Block	23,800	2	,000
	Model	23,800	2	,000

Decision: As  $p\text{-value}^* = 0.00 < 0.05$ ,  $H_0$  is rejected and therefore with a level of significance of 5% it is concluded that administrative management significantly affects labor disputes of the project under study.

Table 2. Bus tests on model coefficients

		Square Chi	gl	Sig.
Step 1	Step	21,346	2	,000
	Block	21,346	2	,000
	Model	21,346	2	,000

Decision: As p-value \* = 0.00 < 0.05, H0 is rejected and therefore with a level of significance of 5%, it is concluded that administrative management has a significant impact on the differentiation of activities of the project in question.

Table 3. Model Summary

Step	Logarithm of likelihood-2	Square R Cox and Snell	Square R of Nagelkerke
1	85,912	,176	,283

According to table 3, 28.3% of the variation in the differentiation of activities is explained by the Administrative Management.

Table 4. Variables in the equation

		B	Standard Error	Wald	gl	Sig.	Exp(B)
Step 1	X1:GESTREG	-1,852	,877	4,459	1	,035	,157
	X2:LABREG	-1,135	,614	3,417	1	,065	,321
	Constant	2,736	1,014	7,285	1	,007	15,426

The estimated equation is:

$$Y = \frac{e^{f(x)}}{1 + e^{f(x)}} \quad \text{Where: } f(x) = 2.736 - 1.852x_1 - 1.135x_2$$

According to the results, administrative management has a significant impact on the differentiation dimension of activities in labor disputes in the Sierra Centro Sur special project, Ayacucho 2018

Table 5. Bus tests on model coefficients

		Square Chi	gl	Sig.
Step 1	Step	29,553	2	,000
	Block	29,553	2	,000
	Model	29,553	2	,000

Decision: As p-value \* = 0.00 < 0.05, H0 is rejected and therefore with a level of significance of 5%, it is concluded that the administrative management significantly affects the shared resources of the project in question, that is, the independent variables influence significantly in the dependent variable.

Table 6. Model Summary

Step	Logarithm of likelihood-2	Square R Cox and Snell	Square R of Nagelkerke
1	83,252	,236	,367

According to Table 6, 36.7% of the variation of the Shared Resources is explained by the Administrative Management.

Table 7. Variables in the equation

		B	Standard Error	Wald	gl	Sig.	Exp(B)
Step 1	X1:GESTREG	-1,580	,904	3,056	1	,080	,206
	X2:LABREG	-1,783	,650	7,517	1	,006	,168
	Constant	3,489	1,011	11,916	1	,001	32,753

The estimated equation is:

$$Y = \frac{e^{f(x)}}{1 + e^{f(x)}} \quad \text{Where: } f(x) = 3.489 - 1.580x_1 - 1.783x_2$$

According to the results, administrative management significantly influences the Shared resources dimension in labor disputes in the Sierra Centro Sur special project, Ayacucho.

Table 8. Bus tests on model coefficients

		Square Chi	gl	Sig.
Step 1	Step	19,781	2	,000
	Block	19,781	2	,000
	Model	19,781	2	,000

It is concluded that administrative management significantly influences the interdependent activities of the project in question, that is to say that interdependent variables significantly influence the dependent variable.

Table 9. Model summary

Step	Logarithm of likelihood-2	Square R Cox and Snell	Square R of Nagelkerke
1	92,076	,167	,259

According to table 9, 25.9% of the variation in Labor Conflicts is explained by the Administrative Management.



Table 10. Variables in the equation

		B	Standard Error	Wald	gl	Sig.	Exp(B)
Step 1	X1:GESTREG	-1,386	,777	3,181	1	,075	,250
	X2:LABREG	-1,261	,613	4,236	1	,040	,283
	Constant	2,522	,925	7,431	1	,006	12,457

The estimated equation is:

$$Y = \frac{e^{f(x)}}{1 + e^{f(x)}} \quad \text{Where: } f(x) = 2.522 - 1.386x_1 - 1.261x_2$$

According to the results, administrative management has a significant impact on the Interdependent activities dimension in labor disputes in the Sierra Centro Sur special project, Ayacucho 2018.

#### 4. Conclusions

- Administrative management has a significant impact on labor disputes (less than 1,852 times than if management were not efficient and less than 1,135 times if it was not good); The aforementioned variable also affects the differentiation dimensions of activities, shared resources and independent activities.
- The descriptive results indicated that the workers felt that administrative management is deficient with 14.55%, regular with 37.27% and that it is good with 48.18%, these scopes allow us to affirm that there is a good administrative management in the special Sierra Centro Sur project.
- The descriptive statistical results indicated that workers expressed their opinion on labor disputes, are deficient with 54.45%, regulate with 30% and that it is good with 14.55%, these scopes allow us to affirm that there is inadequate management that could trigger an important labor problem, but if you have a good administrative management and work environment, you just have to apply the dialogue to promote reconciliation and common good.
- The descriptive statistical results indicated that with respect to the shared resources dimension, they felt that, it is deficient with 50%, regular with 30% and that it is good with 20%, these scopes allow us to affirm that there is an inadequate management in this dimension that could initiate a labor conflict with negative repercussions, being the cause an interest in rivalry.
- The descriptive statistical results indicated that regarding the independent activities dimension, they felt that, it is deficient with 51.82%, regular with 27.27% and that it is good with 20.91%, these scopes allow us to affirm that there is an inadequate management in this dimension, due to the fact that there is no understanding between the parties.
- In phase contrast, it is shown that, if a worker has only as a risk factor that the administrative management is efficient, the possibility of labor conflict in the differentiation of activities is less than 1852 times that if the management was not efficient. Likewise, the possibility of labor conflict in the differentiation of activities is less than 1,135 times than if the work environment was not good.



- If a worker has the risk of administrative management as efficient, the possibility of labor conflict in shared resources is 1,580 times less than if the management were not efficient. Likewise, the possibility of labor conflict in shared resources is less than 1,783 times than if the work environment was not good.
- If a worker having only as a risk factor that administrative management is efficient, the possibility of labor conflict in independent activities is less than 1,286 times than if management were not efficient. Likewise, the possibility of labor conflict in the differentiation of activities is less than 1,261 times than if the work environment was not good.

## References

- Adriano, M. The administrative management of the Spanish-American private institute and its impact on institutional development. 2014.
- Castañeda, Y. & Vásquez, J. Administrative management and its relationship with the level of student satisfaction in the postgraduate school of the National University Pedro Ruiz Gallo. 2016.
- Condori, Y. Leadership and knowledge management of the directors of the Higher Public Pedagogical Institute of Puno. 2018.
- Gallardo E. Fundamentals of administration. 2014.  
<http://diposit.ub.edu/dspace/bitstream/2445/17604/6/Fundamentos%20Administracion%20EGallardo.pdf>
- Gomez, F. Conflict in organizations and mediation. 2013.
- Gonzales. Climate, recognition and labor commitment of Vizcarra employees and associates. 2015. <http://dspace.biblioteca.um.edu.mx/xmlui/handle/20.500.11972/111>
- Grajales, T. The origin of an investigation. 2000.
- Hernández, Fernández and Baptista. Investigation methodology. 6th ed. Mexico. 2014.
- Méndez, S., Wollfgant, B. Administrative management and internal control in the rural agricultural productive development program. 2017.
- Paxton, R. Theories of labor disputes. 2012.
- Say, A. Leadership and labor conflict management. 2015.
- Yacavilca R, N. Emotional intelligence and conflict management at the Dos de Mayo National Hospital. 2017.
- Zanluchi, C. Liderança e qualidade de vida no trabalho: a study in a food industry. 2016.