

## **Work performance and administrative efficiency of employees of the Regional Management of Labor and Employment Promotion - Moquegua, 2020.**

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### **Abstract**

The study aims to determine the relationship between work performance and administrative efficiency of the collaborators of the Regional Management of Labor and Employment Promotion in Moquegua during the year 2020. The methodology applied was a basic and correlational study, maintaining a non-experimental cross-sectional design. The research population was defined among the employees of the Regional Management of Labor and Employment Promotion, which is geographically located in the Cercado de Moquegua, in Moquegua district, whose sample corresponded to 34 employees, as a census sample, since the total number of employees was considered. The survey technique was used and the instruments applied were a questionnaire on work performance for the first variable and a questionnaire on administrative efficiency for the second variable. The statistical figures that support this research were processed from the conclusions reached through the application of the instruments. Since the Spearman's Rho coefficient showed a relationship value  $r = 0.793$  and a significance value of 0.000, which represents a considerable positive correlation of 79.3% between the variables corresponding to work performance and administrative efficiency, so, the main conclusion obtained indicate that there is a direct relationship between work performance and administrative efficiency of the employees at the Regional Labor and Employment Promotion Office in Moquegua, during the year 2020.

**Key words:** work performance, administrative efficiency, work performance and adequacy.

### **1. Introduction**

The current situation marked by rapid evolution and a pattern of constant change has led the public administration to take on challenges that are not always known or foreseen in a global world that is built on information, knowledge and innovation societies (Centeno, 2012).

Within this framework, the role assumed by the State in the search for well-being and prosperity for the population is a frequent concern in the field of public management and human development. To achieve them, it is essential that the State responds to the interests and objectives of society, ensuring that it is modern, results-oriented and at the service of people (Alva, 2014).

In this sense, public administration requires management models different from those previously known or taken for granted. In these new management models, there is the intention that the State becomes a facilitating entity, which does not reduce its activity only to impose the "rules of the game" or apply coercive measures, but also seeks to generate added value in individuals (Zeballos, 2016).

For this, good macroeconomic management is not enough. It is necessary to change the way public institutions are designed, clearly define their mission within the public policy that corresponds to them and their objectives, and make the best possible allocation of resources so that they have good performance indicators and, more importantly, so that they obtain the expected results (Hurtado, 2013).

In Peru, at the beginning of the last decade, in March 2002, as a result of political agreements, a constitutional reform was carried out to concretize the intention to reform the State, moving from a centralized State to a decentralized and unitary one. This great agreement, which was expressed in the constitutional reform, initiated three fundamental processes in the country: decentralization, regionalization, and the reform and modernization of the State (USAID Project, 2011).

These three processes involve the authorities and officials of the three levels of government of the Peruvian State: national, regional and local, who from each of the public institutions they lead have the enormous task; first, to understand these three processes and then, each one to design concrete actions that allow these processes to become a reality in the country (USAID Project, 2011).

More than a decade after the start of the decentralized reform, significant progress has been made, led by the three levels of government, with a view to improving the services offered to citizens (Córdova, 2014). Progress has been made in institutional reform and modernization processes; in the creation of new ministries and in the installation of deconcentrated directorates; in the creation and implementation of the SNIP, the consolidation of the SIAF, changes in the contracting system, moving from the former CONSUCODE to OSCE, simplification of administrative procedures by implementing a model TUPA (operating licenses), participatory formulation of the budget based on results, results-based management and public budget, the mandatory accountability of the head of government to the Comptroller General's Office, among other aspects (USAID Project, 2011).

In this context, examining the role of public institutions in the light of criteria that have partly surpassed the traditional notions of public management, and that focus their attention on concepts of private management, becomes a research necessity (Centeno, 2012). All the more so if the aim is to evaluate public institutions from the perspective of efficiency and the quality of the service they offer, rather than from the perspective of public spending, which has prevailed in countries such as ours. In other words, the focus on efficiency in the administration of public institutions not only remains, but has increased and become more pronounced and acute (Córdova, 2014).

This is true in institutions with a relatively new history, in either of the following two senses: either they are newly created institutions, or they are undergoing a process of change or very recent social aspirations. And this is what is happening with several state institutions in the Moquegua region, among them, the Regional Directorate of Labor and Employment Promotion, whose functions were gaining importance in the community, based on a sustained effort since its installation in the city. However, although a common perception has developed among the citizens, in the sense that this directorate fulfills its functions, and from the internal level, this perspective corresponds to the compliance standards that regulate the institution, the approximations to the results of the Directorate are usually made based on these parameters, and not from broader and more comprehensive perspectives.

In other words, the efficiency of the institution has normally been evaluated from the perspective of the fulfillment of institutional objectives and goals, a situation that, although it offers an immediate overview of what is happening in the institution, it discourages the possibility of broadening the reflection in a direction that assumes efficiency in a framework that allows for homogeneous criteria, facilitating comparison between agencies in the same sector.

On the other hand, in this institution, no guidelines have been identified to examine the principles that govern management from the perspective of the efficiency with which workers carry out their work activities in the institution, based on the performance they demonstrate in the institution; only work performance is evaluated based on the fulfillment of functions, goals and objectives.

Therefore, the relationship between work performance and the administrative efficiency of the institution has been examined; in the light of a framework of reflection that is not limited to the specific aspects of the institution; although it is considered relevant to know the institutional activities based on the measurement parameters established by its regulations. It is considered that a more complete approximation can only be possible if the perspective of approaching the institution is broadened.

These absences have been investigated and the findings would contribute to enhance institutional competencies and capabilities, hence the need to examine the relationship between job performance and administrative efficiency, under the assumption that good job performance leads to sustain an adequate level of administrative efficiency in the functions performed by the worker.

## **2. Objectives**

### **2.1 General Objective**

To determine the relationship between work performance and administrative efficiency of the employees of the Regional Management of Labor and Employment Promotion - Moquegua, 2020.

## 2.2 Specific objectives

- To determine the relationship between work performance and administrative efficiency of the employees of the Regional Management of Labor and Employment Promotion - Moquegua, 2020.
- To determine the relationship between labor adequacy and administrative efficiency of the collaborators of the Regional Management of Labor and Employment Promotion - Moquegua, 2020.

## 3. Hypothesis

### 3.1 General assumptions

There is a direct and significant relationship between work performance and administrative efficiency in the employees of the Regional Management of Labor and Employment Promotion in Moquegua, for 2020.

### 3.2 Specific hypotheses

- There is a direct and significant relationship between work performance and administrative efficiency in the collaborators of the Regional Management of Labor and Employment Promotion in Moquegua for 2020.
- There is a direct and significant relationship between labor adequacy and administrative efficiency in the collaborators of the Regional Management of Labor and Employment Promotion in Moquegua for 2020.

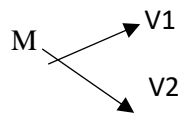
## 4. Methodology

### 4.1 Type and level of research

#### 4.1.1 Type of research

Considering the problem and type of knowledge to be achieved, the type of research is basic or pure, because its purpose is to gather sufficient information to describe the relationship that exists between two or more concepts, categories and variables (in a particular context). This type of study seeks to establish whether or not two variables are related to each other. That is, each presumably related variable is measured and then the possible relationship is also analyzed (Hernández et al., 2014). In this sense, a correlational research aims to identify the direction and magnitude of the relationship that exists between two or more variables in a particular context and seeks to see whether or not they are related in the same subjects.

For the purposes of hypothesis testing, the descriptive-correlational non-experimental transectional design was applied, because it seeks to verify the existence of a significant relationship between the variables. Its scheme is as follows:



M =Sample

V1: Work performance

V2: Administrative efficiency

R = ratio between variables V1 and V2

#### 4.1.2 Research level

The level of the research is correlational, since it determines the correlation between the two variables.

### 4.2 Temporal and spatial scope

This research was carried out at the Regional Labor and Employment Promotion Office of Moquegua in 2020.

### 4.3 Population and sample

#### 4.3.1 Population

The population is made up of 34 employees (administrative workers) of the Regional Directorate of Labor and Employment Promotion.

**4.3.2 Sample**

Since the population is 34, which is less than 80, census sampling was used on the 34 participants of the population.

**4.4 Instruments**

A Likert scaled questionnaire (Sommer and Sommer, 2001) was used as instrument.

**4.4.1 Validation and Reliability of Instruments**

According to Hernández (2010), it is the degree to which an instrument produces consistent and coherent results. "The reliability of the instrument on work performance and administrative efficiency is established by means of Cronbach's alpha" (p. 200).

$\alpha$ : Cronbach's Alpha coefficient for job performance showed 0.824.

$\alpha$ : Cronbach's alpha coefficient for administrative efficiency was 0.830.

**4.5 Procedures**

In this case, the survey was applied as "the collection of concrete data, within a specific topic of opinion, through the use of questionnaires or interviews, with precise questions and answers that allow a quick tabulation and analysis of this information" (Muñoz, 2011, p.142).

**4.6 Data analysis**

Simple frequency tables were used to present the variables and dimensions in the form of simple and percentage frequencies, as well as bar graphs. On the other hand, for the analysis of the hypothesis tests, the Spearman's Rho correlation coefficient (r) was used, which expresses the degree of relationship between two variables measured as numerical values (Mendenhall et al., 2010). This coefficient combines two properties that identify the nature of a relationship between two variables: its sign, which can be positive or negative; and its magnitude. The correlation coefficient varies from -1 to +1. A value of r = 1 shows a perfect positive linear correlation between two variables X and Y. On the other hand, a value of r = -1 indicates a perfect negative linear correlation between two variables X and Y. But if the value of r is equal to 0, the two variables X and Y are not correlated (Lopez, 2000).

**5. Results**

**5.1 Description of results**

The results obtained for the study "Work performance and administrative efficiency of the employees of the Regional Management of Labor and Employment Promotion - Moquegua, 2020" are shown, which were obtained through the questionnaires applied for the work performance variable with 11 questions and the administrative efficiency variable with 20 questions. These variables were analyzed in different dimensions; thus, for variable 1 labor performance through the dimensions of labor performance and labor adequacy and for variable 2 administrative efficiency, through its dimensions of resolution capacity, operational efficiency and adaptation capacity.

LEVELS	WORK PERFORMANC E	WORK PERFORMANCE	WORK ADJUSTMENT
VERY LOW	1 - 11	1 - 4	1 - 7
LOW	12 - 22	5 - 8	8 - 14
REGULAR	23 - 33	9 - 12	15 - 21

HIGH	34 - 44	13 - 16	22 - 28
VERY HIGH	45 - 55	17 - 20	29 - 35

**Table 1.** Scales for the Work Performance variable  
**Source:** Own elaboration

LEVELS	ADMINISTRATIVE EFFICIENCY	RESOLUTION CAPACITY	OPERATING EFFICIENCY	ADAPTIVE CAPACITY
VERY LOW	1 - 20	1 - 7	1 - 8	1 - 5
LOW	21 - 40	8 - 14	9 - 16	6 - 10
REGULAR	41 - 60	15 - 21	17 - 24	11 - 15
HIGH	61 - 80	22 - 28	25 - 32	16 - 20
VERY HIGH	81 - 100	29 - 35	33 - 40	21 - 25

**Table 2.** Scales for the Administrative Efficiency variable  
**Source:** Own elaboration

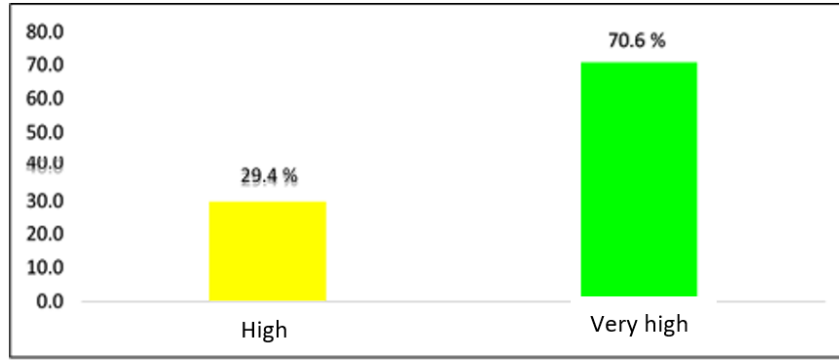
**5.2 Descriptive results**

Levels	Frequency	Percentage	Valid percentage	Cumulative percentage
High		29,4	29,4	29,4
Very High		70,6	70,6	100,0
Total		100,0	100,0	

**Table 3.** Level of work performance

**Source:** Questionnaire of labor performance and administrative efficiency applied to the participants of the Regional Labor and Employment Promotion Management.

Table 3 shows that 29.4% of the participants have a high level of work performance and 70.6% have a very high level of job performance.



**Figure 1.** Level of job performance.

**Source:** Table No. 3.

According to Figure 1, regarding the work performance of the employees of the Regional Labor and Employment Promotion Management in 2020, the very high level prevails with 70.6%, followed by the high level with 29.4%, thus showing that the employees have a good work performance.

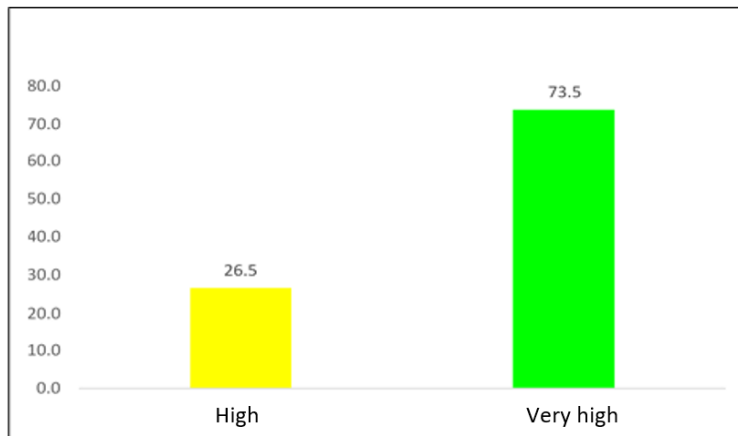
Levels	Frequency	Percentage	Valid percentage	Cumulative percentage
High		26,5	26,5	26,5
Very High		73,5	73,5	100,0
Total		100,0	100,0	

**Table 4.** Level of job performance

**Source:** Questionnaire of labor performance and administrative efficiency applied to the participants of the Regional Labor and Employment Promotion Management.

Table 4 shows that 26.5% of employees show a high level of work performance in this dimension and 73.5% show a very high level.

According to Figure 2, in terms of the work performance dimension in the employees of the Regional Labor and Employment Promotion Management in 2020, the very high level prevails with 73.5%, followed by the high level with 26.5%.



**Figure 2.** Level of job performance.

**Source:** Table 4.

Levels	Frequency	Percentage	Valid percentage	Cumulative percentage
Regular	1	2,9	2,9	2,9

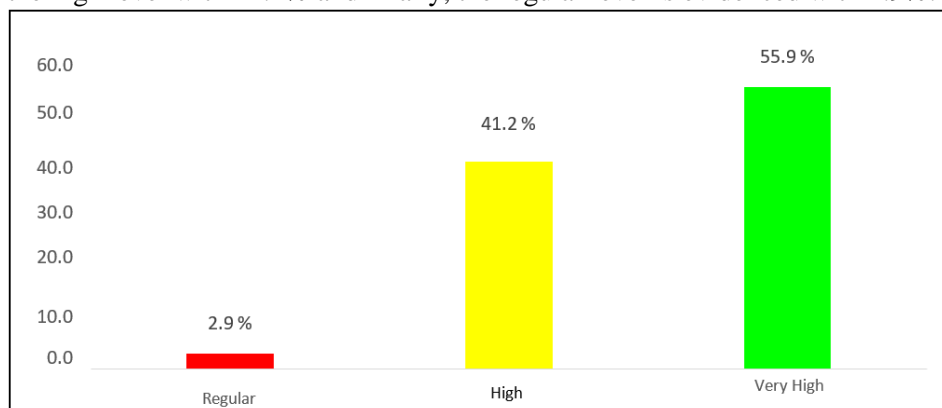
High	41,2	41,2	44,1
Very High	55,9	55,9	100,0
Total	100,0	100,0	

**Table 5.** Level of labor adequacy

**Source:** Questionnaire of labor performance and administrative efficiency applied to the participants of the Regional Labor and Employment Promotion Management.

According to Table 5, regarding the levels of labor adequacy, it can be seen that 2.9% of the employees show a regular level in this dimension, 41.2% have a high level and 55.9% have a very high level.

Based on Figure 3, in terms of the labor adequacy dimension, in the collaborators of the Regional Labor Management and Employment Promotion Moquegua in 2020, the very high level prevails with 55.9%, followed by the high level with 41.2% and finally, the regular level is evidenced with 2.9%.



**Figure 3.** Level of labor adequacy.

**Source:** Table 5.

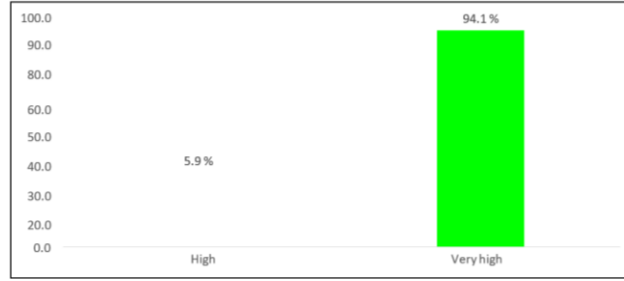
	Frequency	Percentage	Valid percentage	Cumulative percentage
High		5,9	5,9	5,9
Very High		94,1	94,1	100,0
Total		100,0	100,0	

**Table 6.** Level of administrative efficiency

**Source:** Questionnaire of labor performance and administrative efficiency applied to the participants of the Regional Labor and Employment Promotion Management.

Table 6 shows that 5.9% of the employees have a high level of administrative efficiency and 94.1% have a very high level of administrative efficiency.

Based on Figure 4, in terms of the administrative efficiency variable, in the collaborators of the Regional Management of Labor and Employment Promotion Moquegua in 2020, the very high level prevails with 94.1%, followed by the high level with 5.9%.



**Figure 4.** Level of administrative efficiency.

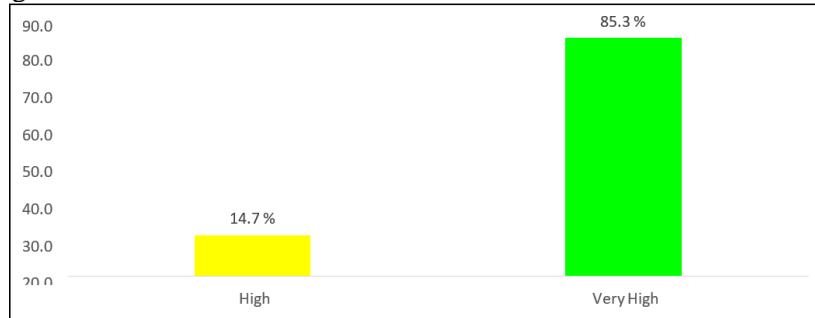
Source: Table No. 6.

Levels	Frequency	Percentage	Valid percentage	Cumulative percentage
High	5	14,7	14,7	14,7
Very High		85,3	85,3	100,0
Total		100,0	100,0	

**Table 7.** Level of resolution capacity.

Source: Questionnaire of labor performance and administrative efficiency applied to the participants of the Regional Labor and Employment Promotion Management.

According to Table 7, with regard to the levels of the problem-solving capacity dimension, it can be seen that 14.7% of the employees have a high level in this dimension and 85.3% have a very high level. Based on Figure 5, in terms of the dimension of the capacity for resolution in the employees of the Regional Labor and Employment Promotion Office of Moquegua in 2020, the very high level prevails with 85.3%, followed by the high level with 14.7%.



**Figure 5.** Level of resolution capacity.

Source: Table 7.

	Frequency	Percentage	Valid percentage	Cumulative percentage
High		11,8	11,8	11,8
Very High		88,2	88,2	100,0
Total		100,0	100,0	

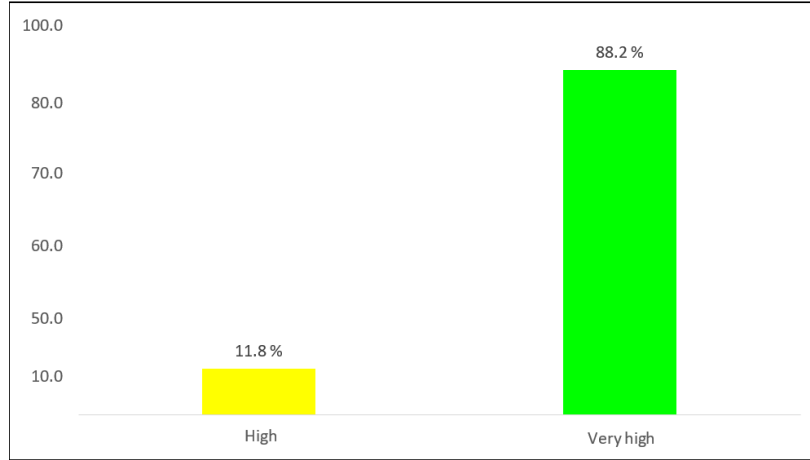
**Table 8.** Level of operating efficiency.

Source: Questionnaire of labor performance and administrative efficiency applied to the participants of the Regional Labor and Employment Promotion Management.



Table 8 shows that 11.8% of employees have a high level of operational efficiency and 88.2% have a very high level of operational efficiency.

Based on Figure 6, in terms of the dimension of operational efficiency in the employees of the Regional Management of Labor and Employment Promotion Moquegua in 2020, the very high level prevails with 88.2%, followed by the high level with 11.8%.



**Figure 6.** Level of administrative efficiency.

**Source:** Table 8.

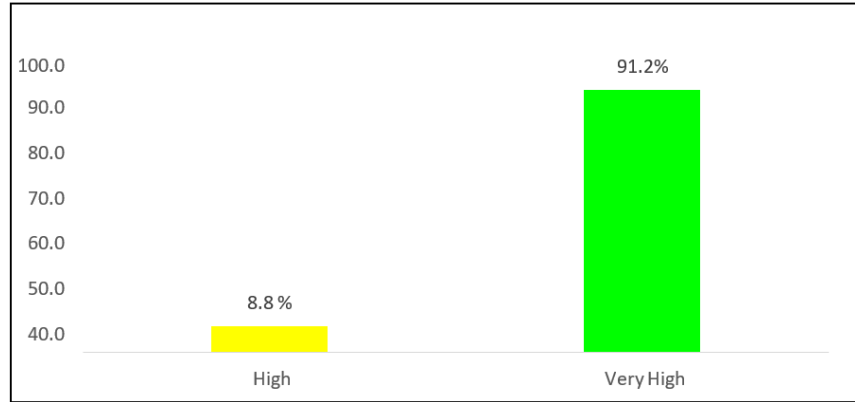
Levels	Frequency	Percentage	Valid percentage	Cumulative percentage
High		8,8	8,8	8,8
Very High		91,2	91,2	100,0
Total		100,0	100,0	

**Table 8.** Level of adaptive capacity.

**Source:** Questionnaire of labor performance and administrative efficiency applied to the collaborators of the Regional Labor and Employment Promotion Management.

According to Table 9, in terms of the levels of the adaptability dimension, 8.8% of the employees show a high level in this dimension and 91.2% show a very high level.

According to Figure 7, in terms of the dimension of adaptability in the employees of the Regional Management of Labor and Employment Promotion Moquegua in 2020, the very high level prevails with 91.2%, followed by the high level with 8.8%.



**Figure 7.** Adaptive capacity level.

**Source:** Table 9.

### 5.2 Normality test

#### Variables: Labor performance and administrative efficiency

In order to know the behavior of the data and whether they are parametric or non-parametric in the variables of work performance and administrative efficiency, the following hypothesis is proposed:

H0: The data have a normal distribution

H1: The data have a non-normal distribution

#### Decision rule:

If P-value < 0.05, then the null hypothesis is rejected.

#### Level of Significance.

A significance level of 5% ( $\alpha=0.05$ ) was used.

Variables	Shapiro-Wilk		
	Statistician	gl	Sig.
JOB PERFORMANCE	.921		.017
ADMINISTRATIVE EFFICIENCY	.933		.038

**Table 10.** Normality test.

**Source.** Own elaboration

Table 10 shows the normality test (for a sample), in the shapiro - wilk test, in the work performance variable the significance level of  $P < 0.05$  was demonstrated; therefore, the distribution is not normal (significance level 0.017), so H1 is accepted and H0 is rejected; likewise, in the administrative efficiency variable, the significance level of  $P < 0.05$  is demonstrated; therefore, the distribution is not normal (significance level 0.038), so H1 is accepted and H0 is rejected.

After determining that the data of both variables do not show a normal distribution, it is established that a non-parametric test should be used to test the hypotheses, which corresponds to Spearman's Rho test.

### 5.3 Hypothesis testing.

For hypothesis testing, the values of the correlation levels proposed by Hernández et al. (2010, p.312) will be used according to the following:

Level of measurement of the variables: Intervals or ratio.

-1.00 = Perfect negative correlation.

-0.90 = Very strong negative correlation.

-0.75 = Significant negative correlation.

-0.50 = Average negative correlation.

-0.25 = Weak negative correlation.

-0.10 = Very weak negative correlation.

0.00 = There is no correlation between the variables.

+0.10 = Very weak positive correlation.

+0.25 = Weak positive correlation.

+0.50 = Average positive correlation.

+0.75 = Significant positive correlation.

+0.90 = Very strong positive correlation.

+1.00 = Perfect positive correlation.

Interpretation: Spearman's Rho coefficient can vary from -1.00 to +1.00,

Source: Hernández et al. (2010, p.312).

### 5.3.1 General hypothesis testing:

#### Hypothesis Formulation.

Ha: There is a direct and significant relationship between work performance and administrative efficiency of the company's employees.

Regional Management of Labor and Employment Promotion - Moquegua, 2020.

Ho: There is no direct and significant relationship between work performance and administrative efficiency of the employees of the Regional Labor and Employment Promotion Office - Moquegua, 2020.

#### Significance level

The significance level is at 5% with  $\alpha = 0.05$ , i.e., a confidence level of 95%.

#### Statistical test

		JOB PERFORMANC E	ADMINISTRATI VE EFFICIENCY
Spearman's Rho	WORK PERFORMANCE	Correlation coefficient	1,000
		Sig. (bilateral)	,793**
		N	,000
	ADMINISTRATIV E EFFICIENCY	Correlation coefficient	,793**
		Sig. (bilateral)	1,000
		N	,000

**Table 11.** General hypothesis  
Source: Application of the instrument

#### p-value reading

There is a p-value or sig (bilateral) = 0.000 which is less than 0.05, and a Spearman's Rho coefficient: 0.793.

#### Analysis and interpretation:

Table 11 shows that the data corresponds to 34 employees of the Regional Management of Labor and Employment Promotion in Moquegua in the year 2020, Spearman's Correlation = 0.793, considerable positive correlation. The relationship is direct, reporting a correlation coefficient at the level of 0.05 (95%

confidence that the correlation is true and 5% probability of error), indicating that 79.3% of work performance is related to administrative efficiency.

**Conclusion:** The null hypothesis is rejected and the alternative hypothesis is accepted.

**5.3.2 Specific hypotheses**

**Formulation of specific hypothesis 1**

Ha: There is a direct and significant relationship between work performance and administrative efficiency of the collaborators of the Regional Management of Labor and Employment Promotion - Moquegua, 2020.

Ho: There is no direct and significant relationship between work performance and administrative efficiency of the employees of the Regional Labor and Employment Promotion Office - Moquegua, 2020.

**Significance level**

The significance level is at 5% with  $\alpha = 0.05$ , i.e., a confidence level of 95%.

**Statistical test**

	WORK PERFORMANCE	ADMINISTRATIVE EFFICIENCY
Spearman's Rho	Correlation coefficient	Correlation coefficient
	1,000	,358*
	Sig. (bilateral)	,037
	N	
	ADMINISTRATIVE EFFICIENCY	Correlation coefficient
	,358*	1,000
	Sig. (bilateral)	,037
	N	

**Table 12.** Specific hypothesis 1  
**Source:** Application of the instrument

**p-value reading**

There is a p-value or sig (bilateral) = 0.037 which is less than 0.05, and a Spearman's Rho correlation coefficient: 0.358.

**Analysis and interpretation:**

Table 12 shows that the data corresponds to 34 employees of the Regional Labor and Employment Promotion Office of Moquegua in 2020. Spearman's correlation = 0.358, weak positive correlation, the relationship is direct reporting a correlation coefficient at the 0.05 level (95% confidence that the correlation is true and 5% probability of error), indicating that 35.8% of job performance is related to efficiency.

**Conclusion:** The null hypothesis is rejected and the alternative hypothesis is accepted.

**Formulation of specific hypothesis 2**

Ha: There is a direct and significant relationship between labor adequacy and administrative efficiency of the participants of the Regional Management of Labor and Employment Promotion in Moquegua for 2020.

Ho: There is no direct and significant relationship between labor adequacy and administrative efficiency of the employees of the Regional Management of Labor and Employment Promotion in Moquegua for 2020.

**Significance level**

The significance level is at 5% with  $\alpha = 0.05$ , i.e., with a confidence level of 95%.

### **Statistical test**

#### **p-value reading**

There is a p-value or sig (bilateral) = 0.000 which is less than 0.05, and a Spearman's Rho correlation coefficient: 0.723.

It is observed that the data corresponds to 34 employees of the Regional Labor Management and Employment Promotion in Moquegua for the year 2020, Spearman's correlation = 0.723, average positive correlation, the relationship is direct reporting a correlation coefficient at the level of 0.05 (95% confidence that the correlation is true and 5% probability of error), indicates that 72.3% of the adequacy is related to administrative efficiency.

**Conclusion:** The null hypothesis is rejected and the alternative hypothesis is accepted.

### **6. Discussion of results**

In the general hypothesis, a significance level of 0.000 was obtained, which is less than 0.05, so the general hypothesis is accepted: "There is a direct and significant relationship between work performance and administrative efficiency of the collaborators of the Regional Management of Labor and Employment Promotion in Moquegua for 2020". In addition, a spearman's rho correlation coefficient of 0.793 was obtained which determines that the correlation is direct. In addition, it can be observed that, in terms of the work performance of the employees of the Regional Labor and Employment Promotion in Management for 2020, the very high level prevails with 70.6% and then follows the high level with 29.4%, thus demonstrating that the employees have a good work performance. Regarding the administrative efficiency variable, 5.9% of the employees show a high level in this variable and 94.1% show a very high level.

These results are endorsed by the thesis of Zeballos (2016), in the city of Moquegua, who conducted the study *Relación entre desempeño laboral y eficacia organizacional en la Gerencia Municipal de la Municipalidad Provincial Mariscal Nieto, Moquegua, 2015* (Relationship between job performance and organizational effectiveness in the Municipal Management of the Provincial Municipality Mariscal Nieto, Moquegua, 2015.), in which he analyzes the relationship between job performance and organizational effectiveness. It focuses its study on officials of the Municipal Management of the Provincial Municipality Mariscal Nieto. It worked with a sample of 32 officials, including managers and assistant managers of the departments of the Municipal Management. For data collection, the Self-Assessment of Work Performance Scale, by García (2005), and the Organizational Effectiveness Scale, a Likert scaled questionnaire, proposed by the author, were used. An average positive correlation was found between job performance and organizational effectiveness ( $r = 0.637$ ).

These data are supported by the statements of Campos (2005), who defines work performance as the result of the process by which the worker adopts certain behaviors in the different activities that constitute the essence of his personal responsibility as such, based on the timeliness and adequacy of the training process provided by the organization.

In the specific hypothesis 01, a significance level of 0.037 was obtained, which is less than 0.05 with which the specific hypothesis 01 is accepted: "There is a direct and significant relationship between job performance and administrative efficiency of the collaborators of the Regional Management of Labor and Employment Promotion in Moquegua for 2020"; in addition, a correlation coefficient of spearman's rho of 0.358 was obtained which determines that the correlation is direct. These results are endorsed in the thesis of Fuentes (2012), in his study entitled: *Work satisfaction and its influence on productivity*, presented at the Faculty of Humanities of the Rafael Landívar University, in Quetzaltenango, Guatemala, to opt for the professional degree of Industrial/Organizational Psychologist, whose objective was to establish the influence that work satisfaction has on productivity. The specific objectives were to evaluate the level of satisfaction, to determine the importance that the personnel perform and feel satisfied with their work and the effects it has on productivity. The study variables were job satisfaction and productivity, which is identified as the relationship between efficiency and effectiveness. Among the results, the following is noted: there is a high level of work satisfaction, which is based on recognition for their work, good

interpersonal relations, favorable working conditions, and consistency between the institution's policies and the employee's work expectations. The results indicate high productivity, which implies that the objectives set are achieved due to the good work done on a daily basis.

These results are supported by the statements of Zevallos (2016) who affirms that work performance is understood as the "amount of effort that the worker procures in an activity that he/she performs". In this sense, it is identified with the conception of work performance that is most taken into account in organizations.

It is also important to mention the contribution of Trelles (2009) who defines administrative efficiency as "the propensity of public employees to permanently improve their functions".

Therefore, it can be inferred that if an employee improves his or her work performance, he or she will obtain better administrative efficiency in his or her workplace.

In the specific hypothesis 02, a significance level of 0.000 was obtained, which is less than 0.05, so the specific hypothesis 02 is accepted: "There is a direct and significant relationship between labor adequacy and administrative efficiency of the collaborators of the Regional Management of Labor and Employment Promotion in Moquegua for 2020". In addition, a correlation coefficient of Spearman's rho of 0.723 was obtained which determines that the correlation is direct. These results are endorsed in the thesis of Centeno (2012), who conducted the study *Relación entre la cultura, el comportamiento organizacional y la eficiencia administrativa de la municipalidad distrital de Samegua, 2012* (Relación entre la cultura, el comportamiento organizacional y la eficiencia administrativa de la municipalidad distrital de Samegua, 2012), presented at the Facultad de Ciencias Jurídicas, Empresariales y Pedagógicas de la Universidad José Carlos Mariátegui, in Moquegua, for the degree of Commercial Engineer, at the district municipality level, which aims to establish the relationship between organizational culture, organizational behavior and administrative efficiency. The study considered a sample of administrative employees of the district municipality of Samegua. For data collection purposes, three instruments elaborated as Likert scaled questionnaires were applied. Among the results, it was found that the majority of workers (75%) were in the ambivalent level in terms of organizational culture. On organizational behavior, it was found that more than 55% of the personnel did not reach the adequate level. And on administrative efficiency, a proportion close to 53% is located in the medium level of the variable. On the other hand, a direct relationship was found between organizational culture and administrative efficiency, and between organizational behavior and administrative efficiency.

These results are supported by the statements of Zevallos (2016) who states that work adequacy is identified as the coherence between: "the capabilities, skills and expectations of the worker with respect to the activity and function to be performed".

It is also necessary to quote Coayla (2015) who defines administrative efficiency as "the set of aspects of the worker's performance that demonstrate resolution capacity for the identification and administration of tasks, efficiency in the use of resources, and adaptability."

Therefore, it can be deduced that if an employee has a good work performance, he/she will achieve the goals set by the institution, so his/her administrative efficiency will be good.

Therefore, it can be inferred that if the employee has a good labor adequacy, he/she will have an optimal administrative efficiency.

Finally, this research can be considered as a contribution to further research.

## **7. Conclusions**

A significance level of 0.000 was obtained, which is less than 0.05, so the general hypothesis was accepted: "There is a direct and significant relationship between work performance and the administrative efficiency of the employees of the Regional Labor and Employment Promotion Office in Moquegua for 2020". In addition, a Spearman's rho correlation coefficient of 0.793 was obtained, which determines that there is a considerable positive correlation between both variables. In other words, if there is an improvement in labor performance, administrative efficiency will also improve considerably.

2. A significance level of 0.037 was obtained, which is less than 0.05, so the specific alternative hypothesis 01 was accepted: "There is a direct and significant relationship between job performance and administrative

efficiency of the employees of the Regional Management of Labor and Employment Promotion in Moquegua for 2020", and a Spearman's Rho correlation coefficient of 0.358 was obtained, which indicates that there is a weak positive correlation between job performance and administrative efficiency. In other words, if work performance is strengthened, then administrative efficiency will improve slightly.

3. A significance level of 0.000 was obtained, which is less than 0.05, so the specific alternative hypothesis  $H_2$  was accepted: "There is a direct and significant relationship between labor adequacy and administrative efficiency of the employees of the Regional Management of Labor and Employment Promotion in Moquegua for 2020". In addition, a Spearman's Rho Correlation of 0.723 was obtained, which indicates that there is an average positive correlation between labor adequacy and administrative efficiency. In the same way, if labor adequacy improves, administrative efficiency will also improve on a regular basis.

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