



Supplementary Notebook (RTEP - Brazilian academic journal, ISSN 2316-1493)

MANAGEMENT OF WORK IN PUBLIC BODIES IN THE HEALTH CRISIS

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Abstract: *The health crisis forced the various public and private labor sectors to implement new management models at work, this being virtually or remotely, generating serious social impacts on workers, who were excluded from the labor market because they were not trained. Those who started this work were subjected to a series of factors that affected their performance and the management of the institution, changing their perception according to the influencing factor. From a quantitative methodology, the influencing factors of work management were determined, for which 165 workers from public agencies were randomly surveyed, using multivariate logistic regression as a statistical test, the results of which indicated that stress and overwork (.000) and communication at work (.000) presented a level of influence of 77.1%, making it necessary for medical services in hygiene and occupational health to intervene to reduce stress and improve mental health.*

Keywords: *personnel management, labor psychology, labor migration, productivity at work, employment policy.*

INTRODUCTION

For someone to be considered a good manager they need to act with transparency and integrity, that their actions strengthen social development and democracy; that is to say, that it acts with ethical codes in all the activities of the Public Administration. However, the health crisis in the country put into question whether the work activity should be carried out in person, taking health precautions that do not allow a higher contagion rate, or if it should be carried out in virtual mode (or also called non-presence), from the worker's home. However, some public and private entities opted for temporary work suspension, contract cuts, or in the worst case, dismissal. The workers who kept their work had the possibility to do it from home, permanently and regularly until the pandemic ends or the necessary conditions for face-to-face work are created. This "teleworking" is characterized by performing work outside the organization's perimeter through virtual means (Rodríguez, 2001), which in perspective generates greater labor productivity by reducing the costs of production or services. However, this type of work requires the development of digital skills that allow the development of this work, including providing their equipment for the exercise of their work. At present, using information technologies has generated a new relationship between workers and has avoided contagion, thus complying with the social distancing recommended by the World Health Organization. Tools such as Meet and Zoom have become essential for communication, but they have created great discrimination in Peruvian society due to the great existing digital divide, something that had already been anticipated by Toffler (1980). From this perspective, the problem arises: what is the level of incidence of the various factors in the performance of work at home by workers in a public institution? Previous studies on the subject in question indicated that this work provides health and safety to all those who make use of it (Valero & Reaño, 2020), which was evidenced by the opinions of the workers, who showed problems of a personal and psychological nature (Filardi, Castro, & Zanini, 2020); For companies, these were favorable because it reduced the level of absences from the workplace, there was innovation and infrastructure costs were significantly reduced (Jaramillo, 2020; Peralta, Allá, & Bombón, 2020).

Flexibility has also been demonstrated when making use of this form of work and technology by considering workers considered inclusive (Muñoz, Ortega, & Quevedo, 2020) and also the growth of various educational and community centers for the development of digital skills (Vargas, 2020). For Bandeira de Moraes & Cabral de Vasconcelos (2020), this labor model is considered as new forms of exploitation of workers, because the general labor relations are precarious and the labor benefits established by international conventions are precarious, such as, for example, a reduction in the employment scale, which many private companies in the country applied in significant percentages, reducing wages, increasing work stress and depression, increasing the mental health crisis as a result of the disappearance of the boundary between the workplace and the family. European experiences show differences between rural and urban areas, especially in the field of digital technology and access to internet networks (Ruiz, Gonzales, & Lucendo, 2020). The health crisis put into effect the need to change management processes in organizations and, for this, those responsible had to respond to emerging needs and initiate adaptation processes;

that is, managing changes (Soriano, 2016) that for many implies destabilizing the organization, hence its resistance, but reality forced it: the manager must help his collaborators to act in the context that unfolds (David, 2013). This implies that the manager must have knowledge of the various aspects of management to make the change, supervising the various processes and where communication plays an important role in development, so that efficiency is achieved by putting more effort into leadership.

Teleworking is defined as a labor strategy whose purpose is to increase employment rates where workers use ICT from their own homes (Bonilla, Plaza, Soacha de Cerquera, & Riaño-Casallas, 2014). This, according to Toffler (1980), is the new form of work product of technology, and it can be part-time or full-time and is carried out in various places, especially in the community, where costs are lower (Osio Havriluk, 2010), spaces called call centers (call-centers / offshore) and home office. It is a form of work that is characterized by the provision of services at a distance, using computer or telecommunications means (Puntriano, 2004), within the framework of labor relations that is carried out in or outside the organization on a regular basis (European Confederation of Unions, 2011). The disadvantages of the application of this form of work are mainly in the workers, due to their isolation, lack of contact with their peers and a sense of organizational belonging when feeling expendable, which can have negative effects on the institution, where workers they run the risk of feeling exploited (Puntriano, 2004). A major risk for the organization is difficulties in controlling goals and evaluating personnel; Productivity is put at risk by the worker due to underlying disadvantages, such as technological investment (equipment and platforms) that can have a slow return, resulting in a decline in the organizational culture (Fundación Más Familia, 2012). Although it can be considered as an advantage for workers that they can establish closer relationships with their families or their surroundings; It is a cost for the company that is charged to the workers and reduces the displacement time of the workers, increases the productivity and the inclusion of people with disabilities. In addition, Vicente-Herrero, Torres, Torres, Ramirez, & Capdevila (2018) express a comparative analysis of the advantages and disadvantages of teleworking as shown in figure 1.

Advantages	Disadvantages
Flexibility of schedules	Incommunication and isolation
Reducing the problem of transport	Need for help in specific situations
Net gain of time	Requires self-discipline
Professional Autonomy	Requires supervision
Family work environment and elderly care facility	Requires a high degree of motivation and discipline
Lack of architectural barriers (Disabled)	Requires technological management capabilities
Reduction of accidents at work and in itinere (in disabled people)	Risk of developing workaholism
Reduced maintenance costs	Difficulty in separating work and leisure time
Promotes the employability of other workers	Risk of non-compliance with health and safety regulations
Alternative or dismissals due to mobility or transfers	Loss of initiative and creativity of the worker
Favors rural employment or isolated/depressed areas	Different business consideration between internal and external workers
Decentralization of companies	
Encourages the opening of new markets	
Reduces abstinence	
Favors new forms of business: telemarketing, teleshopping, telemedicine and tele-information.	

Source: Modified by GIMT of Melia Mendez, L. On a new to work: telecommuting. Arazandi. 2016:5:641-66.

Figure 1. Advantages and disadvantages of teleworking

This type of work in the public sector of Peru is regulated by Law No. 30036 and its regulations; It is characterized by being a modality that allows services to be provided through technological means and telecommunications, it is voluntary and reversible and with the same working conditions as those who perform face-to-face work. Likewise, it does not present supervision by the employer, thus establishing a regulatory methodology and work techniques, whose goods and services belong to the employer. This work is carried out by professionals or technicians who have received training in the use of computers and who maintain a subordinate employment relationship; It allows public companies to save operating expenses and generates an increase in productivity (Valencia Cantuta, 2018).

The factors considered for the respective analyzes are the following: work-family relationship, which prevent or generate difficulties in the fulfillment of obligations and imply the sacrifice of acquired labor rights, deepen the difficulties (Schulz, Cowan, Cowan, & Brennan, 2004; Sabine, Kompier, Roxburgh, & Houtman, 2003); stress and work overload, with the respective negative effects on workers (Sabine, Kompier, Roxburgh, & Houtman, 2003), especially on their health, as they are in front of a computer for many hours without pause; limited communication, which generates labor isolation and lack of relationships between people (Vicente-Herrero, Torres, Torres, Ramirez, & Capdevila, 2018); satisfaction at work, which is expressed in the perception of their work experience and in turn has a multifactorial sense (Anaya & López-Martín, 2015); Role conflicts, where workers perform various functions, others in relation to

their assignment. Thus, for the development of the research, the following objective has been established: to establish the levels of incidence of the factors established for the performance of work at home by the workers of a public institution. As a hypothesis: the levels of incidence of the factors established for the performance of work at home by workers of a public institution are high.

METHOD

A quantitative methodology was used, of a basic substantive type that allowed us to establish the confirmation of the theoretical constructs through statistical methods (Sánchez & Reyes, 2017) and is, likewise, explanatory with the causes that have generated the phenomenon (Ñaupas, Valdivia, Palacios, & Romero, 2018), whose research design used was non-experimental, where the variable under study was not manipulated (Sánchez & Reyes, 2017). The variable studied was operationalized where it is presented in five dimensions or factors, work and family relationship, stress and overwork, limited communication, job satisfaction and role conflicts, using the Likert scale for evaluation.

Table 1. Operationalization of the work management variable

Factors	Indicator	Reactive	Measurement scale	Barematon
Relationship between work and family	1. Fatigue	1 to 8		
	2. Work Done			
	3. Rest time			
Stress and Overwork	4. Assigned work	9 to 14		
	Limited Communication	5. Labor relations	15 to 22	Always (5)
6. Communications		Almost always (4)		
Job satisfaction	7. Happiness at work	23 to 35	Sometimes (3)	Regular <118-184>
	8. Learning		Hardly ever (2)	Efficient <185-250>
	9. Development		Never (1)	
Conflict of Roles	10. Diverse functions	36 to 50		
	11. Labor incompatibility			
	12. Working day			

The study population was made up of 165 workers of the public agency, being census (Bernal, 2010), whose exclusion was 10% due to the non-response of the surveys sent virtually. The information received was processed by statistical software that allowed the analysis and interpretation of results, using logistic regression. Likewise, the reliability presented a very reliable level (.917) and the construct analysis with the KMO and Bartlett test, which indicated that the correlation between the variables is remarkable and the model is applicable.

Table 2: *KMO and Bartlett test*

Kaiser-Meyer-Olkin measurement of sampling adequacy		,881
Bartlett Sphericity Test	Approx. chi-square	4624,990
	Gl	1225
	Sig.	,000

In addition, the total variance explained by the first five components is 49.101% of the total variance explained, corroborating the validity of the five prioritized co-factors of the variable. The component matrix informs us of the relationship between the variables, grouping them and, therefore, reducing the amount of original data.

Table 3: Total Variance Explained

Component	Initial Auto-values			Sums of loads squared of the rotation			Sums of loads squared from extraction		
	Total	% de variance	% accumulated	Total	% de varianc e	% accumu lated	Total	% de varianc e	% accumula ted
1	15,045	30,090	30,090	15,045	30,090	30,090	14,883	29,767	29,767
2	3,160	6,321	36,411	3,160	6,321	36,411	2,744	5,489	35,255
3	2,336	4,671	41,082	2,336	4,671	41,082	2,681	5,363	40,618
4	2,174	4,348	45,430	2,174	4,348	45,430	2,328	4,655	45,273
5	1,835	3,671	49,101	1,835	3,671	49,101	1,914	3,828	49,101
6	1,750	3,499	52,601						

Information was collected electronically, and the instrument indicated the informed consent of the participants.

RESULTS

The descriptive analysis indicates that the variable under study presents 41.8% of the level of efficiency at work, is reduced in the work and family factor to 21.2%, and increases efficiency with stress to 52.7% and job satisfaction that affects 33.3%, which is reduced when there is a conflict of roles to 24.8%; at the regular level, the variable presents 56.4%, increases to 73.3% in the work-family relationship, and decreases notably to 37.0% in stress and overwork, and rises to 63.0% and 75.2% in satisfaction and role conflict, respectively.

Table 4: Description of variable and factors

Levels	Work management		Relationship between work and family		Stress and overwork		Limited communication		Job satisfaction		Role conflict	
	f	%	f	%	f	%	F	%	f	%	f	%
Deficient	3	1,8%	9	5,5%	12	7,3%	10	6,1%	6	3,6%		0,0%
Regular	93	56,4%	12	73,3%	61	37,0%	68	41,2%	10	63,0%	12	75,2%
Efficient	69	41,8%	35	21,2%	92	55,8%	87	52,7%	55	33,3%	41	24,8%
Total	16	100,0	16	100,0	16	100,0	165	100,0%	16	100,0	16	100,0
	5	%	5	%	5	%			5	%	5	%

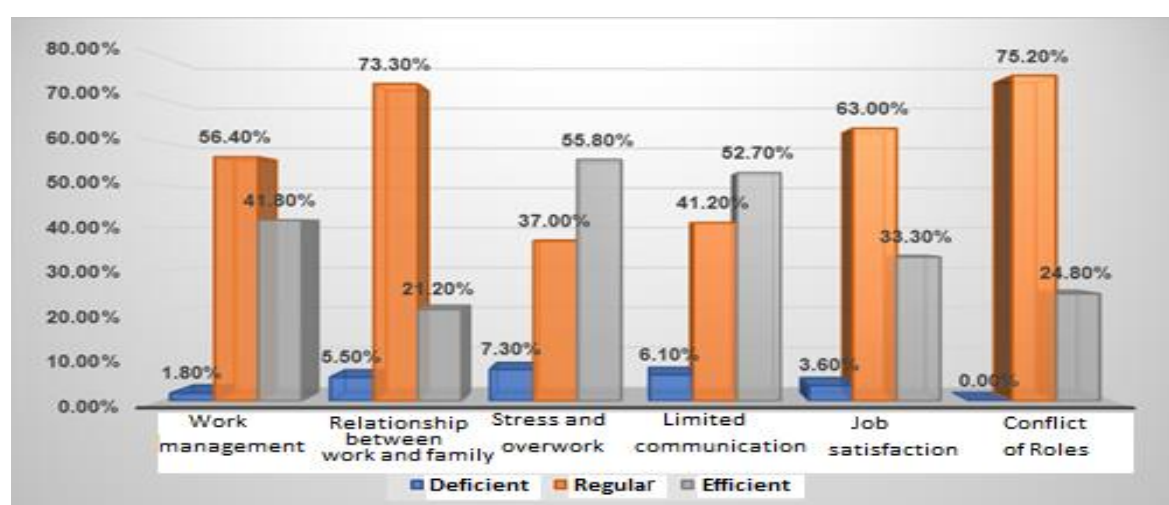


Figure 2. Description of variable and factors

In the general hypothesis test it could be determined that the determining factor of work management is stress and overwork (,000) and communication at work (,000) with a level of influence of 77.1. The specific hypothesis test 1 indicated that the determinant was the work performed; the specific hypothesis test 2 indicated that the determinant was the work assigned; the specific hypothesis test 3 indicated that the determinant was both indicators; the specific hypothesis test 4 indicated that the determinant was joy and development at work; the specific hypothesis test 5 indicated that the determinant was all three indicators.

Table 5: Hypothesis testing

Hypothesis Systems		Model Fitting Information		Pseudo r square	Level of influence	Parameter estimates
		Logarithm of plausibility verosimilitud -2	Sig.	Nagelkerke	N × 100%	Influence factor
General hypothesis	Factor-determine work management	47,124	,000	,771	77,1%	At the efficient level - Stress and overwork (,000) - Communication at work (,000)
General hypothesis 1	Indicator determining the factor Work-family relationship	333,860	,000	,870	87,0%	At the efficient and regular level there is significant impact on the indicator work done (0,000)
General hypothesis 2	Stress and Overwork Indicator	86,107	,000	,820	82,0%	At the efficient and regular level they significantly affect the work assigned (0,000)
Hipótesis especial 3	Determining indicator of the limited communication factor	276,278	,000	,567	56,7%	At the efficient and regular level there is significant influence on both indicators (0,000)
Hipótesis especial 4	Determining indicator of the work satisfaction factor	150,866	,000	,181	18,1%	At the efficient level - Joy at work (,040) Development at work (,000)
Hipótesis especial 5	Indicator determining the role conflict factor	312,962	,000	,650	65,0%	At the efficient and regular level there is significant influence of the indicators (0,000)

DISCUSSION

Descriptive studies showed a trend in the regular level of work management during the pandemic. The role conflict factor was the highest percentage, due to the fact that workers are assigned tasks that are not necessarily their functions, which according to Bandeira de Moraes d'Angelo & Cabral de Vasconcelos Arruda (2020) are new forms of exploitation of workers in unfavorable conditions and explains why regular levels have been considered in the study variable. However, despite the limitations of this work, which Toffler (1980) already envisioned as a new form of work, the workers were able to face up to a challenge and take on this new form of work, where the State has the obligation to regulate it and establish the same conditions for on-site work.

Through the findings found in the hypothesis tests of the statistical analysis, it could be established that, of the five components or factors evaluated, stress and overwork and communication at work were the determinants that allowed the evaluation at regular levels with 77.1% of the opinions expressed and this only at the efficient level. This is consistent with the results found by Bonilla, Plaza, Soacha de Cerquera, & Riaño-Casallas (2014), because the workers, when doing their work at home, mimic the fact of being at home and find peace of mind at their side. The specific hypothesis test 1 indicated that the determining factor was the work carried out, a result which is in line with Valero & Reaño (2020), which was characterized by the fact that the technological adaptation made it possible to adapt to virtual work. The specific hypothesis test 2 indicated that the determining factor was the work assigned, in agreement with Jaramillo (2020), where his research generated quality and productivity indicators in his organization.

The specific hypothesis test 3 indicated that the determinant was both indicators, labor relations and communication, despite the difficulties that were generated in psychological aspects and labor conditions (Jaramillo, 2020). The specific hypothesis test 4 indicated that the determinant were the indicators of joy at work and development at work. For Peralta, Allá, & Bombón (2020), these factors allowed for greater productivity and savings in the organization. The specific hypothesis test 5 indicated us that the determinant were the three indicators: diverse functions, work incompatibility and working day, which for Muñoz, Ortega, & Quevedo (2020) became elements of labor flexibility, which improved productivity, since they conceive that this type of work is positive (Ruiz, Gonzales, & Lucendo, 2020). But work from home also showed the harmful effects on workers, where they cause psychological, social and family ills, plus their precariousness at work, reduced wages and violated labor rights, in addition to a world of work and family mixed up in a committed way (Bandeira de Moraes d'Angelo & Cabral de Vasconcelos Arruda, 2020); also, the labor effects on the population and institutions due to workers' lack of technology, resources and skills (Ruiz, Gonzales, & Lucendo, 2020).

CONCLUSIONS

The conclusions indicate that the five factors considered in the research have a significant influence of 77.1% on the efficient levels of work management at home. It is also highlighted that the indicators of each factor played an important role in their incidence, where work satisfaction has influenced the quality and productivity of the organization. The results also obtained by Jaramillo (2020) and Peralta, Allá, & Bombón (2020), and the position around this of Bandeira de Moraes d'Angelo & Cabral de Vasconcelos Arruda (2020), allow us to establish that work at home should be regulated by competent bodies and that they should be permanently monitored by the occupational/workplace health offices to avoid stress diseases, among others. This happens when workers do not manage to differentiate between their personal life and their work life, due to the lengthening of the working day beyond the working hours, not taking advantage of the time for recreation, rest or sharing with their family.

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