

Relationship Between Management Capacity and Job Satisfaction in the Central Body of the Justice Sector of Peru

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ABSTRACT

This study aimed to determine the correlation between management capacity (MC) and job satisfaction (JS). The research involved a quantitative approach with a non-experimental, cross-sectional design and was conducted on a population of 346 civil servants working in the justice sector of Peru. The MC variable was evaluated based on its four dimensions: planning, organization, management, and control. The JS variable was assessed based on five dimensions: relationship with superiors, interpersonal relations, job challenge, compensation systems, and working conditions. The results showed a robust positive correlation (0.803) between MC and JS. Based on the findings, MC has a positive relationship with JS in all of its dimensions.

Keywords: management capacity, job satisfaction, planning, organization, management.

INTRODUCTION

One of the main concerns of governments is to provide quality services to citizens through public entities that implement public policies in areas such as health, education, justice, and infrastructure. For this to be effective, the government must examine the management capacity (MC) of public entities and the job satisfaction (JS) of people working at various levels of the organizational structure.

The MC of public executives, managers, and workers is aimed at meeting the needs of citizens within legal and political restrictions. It must be carried out effectively and efficiently, focused on “getting things done and doing them right” so that effectiveness in the solution of problems and the use of resources is recognized by the citizens (Ruiz, 2012). This means that MC should focus on achieving established results and generating public value based on a results-based budget to assess the fulfillment of set objectives (De la Parra & Figueroa, 2022). It is necessary to accompany and monitor public executives and managers to ensure that State and government policies are implemented and fulfilled.

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According to Autoridad Nacional del Servicio Civil (2016), the Peruvian model for MC is divided into three fields:

1. Management in the political environment (entrepreneurship and development of public policies, negotiation, deliberation, marketing and strategic communication, and ethical frameworks)
2. Strategic management (strategic analysis, policy design, planning, process management, management by results, monitoring and evaluation, innovation, and people management)
3. Operational management (operational planning, technical capacity, operational redesign and simplification, economic rationality, legality in performance, transparency and accountability, and control)

However, high turnover in civil service positions (ministers, deputy ministers, etc.) often leads to changes in executive and managerial positions. Most replacements lack the competency required for the job, which leads to a longer learning curve and higher expenses. This situation results in inadequate goods and services for citizens. As Rosas (2019) warns, the success or failure of the public task depends on the internal capacity of the government to fulfill its purposes.

At the organizational level, it is important to understand the level of satisfaction or dissatisfaction experienced by workers in public entities, also known as *job satisfaction* (Gamboa, 2010). This construct comprises both affective and cognitive components that set it apart from other types of experiences. Therefore, managers and directors should establish cordial relationships between the organization and workers to meet the needs of all parties involved (Sánchez & García, 2017). Workers should perceive that the organization values and recognizes their work through factors such as a favorable work environment, fair compensation, positive relations with superiors, good interpersonal relations, challenging work, and a supportive work climate. These factors can promote professional development and enhance their competencies within the organization. Conversely, in adverse environments, such development would be unlikely. In short, job satisfaction is the perception of workers about their work experience (Castañeda & Sánchez, 2022). From this perspective, management capacity and job satisfaction are two sides of the same coin.

In the present world, where public management is struggling to meet the needs of citizens, there

is a need to understand the relationship between MC and JS.

This research is focused on public management and aims to identify the challenges faced by government entities. It provides decision-makers at national, regional, or local levels with a fundamental tool to approach and develop decision-making strategies as part of MC, in a scenario of adverse job satisfaction. Thus, it not only improves JS indicators but also helps to achieve organizational objectives.

Management Capacity (MC)

Management capacity refers to the ability to manage resources efficiently to achieve established objectives. According to Mintzberg (2009), managing is a practice based on experience, while administering implies acting, leading, making decisions, reflecting, and controlling, not as separate activities, but as intertwined ones. Similarly, administrative capacity refers to the technical abilities of the state apparatus to carry out its objectives. This encompasses both the individual level, related to human resources, and the organizational level, referring to the structure and functioning of the organization as a whole (Rosas, 2019). Mintzberg (2009), among other authors, identified various dimensions or aspects of MC, and in this research. On that basis, this research analyzes MC from the perspective of planning, organization, leadership, and control, which are essential elements in fulfilling organizational commitments.

Planning

Planning is a crucial dimension of MC that defines an organization's vision, mission, objectives, and concrete actions required to achieve set goals. It encompasses the activities to be carried out by managers and should be formulated with clarity and simplicity (Rosas, 2019).

It is important to have a clear understanding of the entity's vision and mission. The first guides individuals' behavior within the organization toward achieving established goals, whereas the second represents the main purpose of the organization (De la Parra & Figueroa, 2022). The objectives should be specific, measurable, and based on results. Activities and actions should be focused, sequential, and integrated to achieve project-specific goals and objectives (Reynoso & Arbaiza, 2023). Strategies, which are a planned and intentional set of approaches that

guide decisions toward the future, according to Mintzberg (2009), will be set in place to achieve this outcome. Thus, managers must make timely decisions that require an efficient management system with relevant and updated information.

Organization

As a dimension of MC, organization involves structuring tasks in a way that minimizes downtime. To achieve this, managers must guide their actions toward achieving their goals (Reynoso & Arbaiza, 2023).

The division of labor is essential for effective organization. In this regard, Fernández and Zambrano (2019) state that people are more comfortable and effective in an organizational structure that combines hierarchies for administration and control with relational horizontality that promotes innovation, acceleration of processes, and improvement of value chains. This type of organization is referred to as a *network organization*. It is also important to schedule activities in a structured sequence and assign specific responsibilities (Reynoso & Arbaiza, 2023). In addition, an efficient coordination system must be established to synchronize and harmonize efforts toward executing a particular function or activity (Rosas, 2019). Therefore, Mintzberg (2009) emphasizes that managers and executives must operate throughout a network of activities, rather than just at the top of a hierarchy or in the center. Consequently, organizations should be viewed as networks, where activities interact and communication flows in all directions.

Management

As managers, one of the most complex tasks is to lead and manage relationships with the people working in an organization. In this context, the role of the manager is a key strategic axis in the management system, and their success depends on their ability to carry out their duties effectively. Therefore, managers must receive adequate and continuous training to acquire and improve the necessary competencies to meet the changing demands of their role (Tamayo et al., 2022).

Effective management requires leadership, which is a response to a social need. The leader assumes the role of orientation and liaison to meet the fundamental demands of the situation. According to Mintzberg (2009), leadership goes beyond the simple delegation of authority. Managers should be considered leaders, and leadership should be

an effective management practice. Fernández and Zambrano (2019) state that leadership is developed internally, and it is the responsibility of leaders to know and lead themselves before they can exercise effective leadership over others. Leaders must act as facilitators and creators of enabling conditions, fostering communication, dialogue, and connectivity to give voice and value to each individual. By promoting a network of effective interactions, and generating synergy and empowerment, leaders allow people to develop their full potential. Clear and precise communication of objectives motivates individual and collective performance to achieve excellence. Therefore, teamwork entails promoting and encouraging participation in a flexible manner in which individuals are given autonomy.

Control

This dimension of MC deals with formal control systems, such as control by results and behavioral control. It is important to note that a control system also includes informal control, such as social or cultural control. Formal control systems typically diagnose, evaluate, and correct areas of the organization. They use techniques to collect and utilize information for decision-making and performance evaluation, according to the plan in place (Farías, 2020).

It is essential to note that an adequate control system must consider measures that prevent deviations and establish parameters for comparison based on the type of control and the expected result. A standard must determine the measurement of supervision, and how it is carried out will depend on what is being evaluated. Managers are responsible for correction and feedback, and they should conduct periodic reviews to understand how the established controls contribute positively to the achievement of the set objectives and the entity's efficiency (Farías, 2020).

Finally, the purpose of control in MC is to efficiently and effectively use public resources, improve internal governance, and meet the needs of people, thereby fostering transparent, accountable governance and promoting integrity. To this end, the Latin American Center for Development Administration (CLAD, in Spanish), through the Ibero-American charters and reference guides, recommends member countries, such as Peru and other Latin American and Caribbean countries, to establish specific regulations for the managerial function. It also advocates for policies that promote excellence in public management,

focusing on strengthening MC, leadership, and managerial responsibility, and enhancing human capital based on labor competencies.

Job Satisfaction (JS)

Job satisfaction is influenced by a variety of factors, both internal and external. Internal factors include the nature of the work, the level of autonomy, and the use of skills, while external factors include remuneration, benefits, and organizational policies. As a result, JS can vary depending on an individual's environment and professional life experiences, performance, and trajectory within the company. Thus, JS refers to the range of emotions that employees feel as a result of their experiences at work. These experiences can lead to both satisfaction and dissatisfaction, depending on the circumstances (Chiang et al., 2021). Madero et al. (2021) and Chiang et al. (2021), among other authors, have identified various dimensions or aspects of JS, which are observed in public management.

Relationship with Superiors

One key dimension of JS is the relationship with the superior, which is established through the interaction between employees and their bosses. Recent research has analyzed the impact of managerial training on the quality of leader-member relationships, finding that a positive perception from the boss is related to the perception of subordinates on the quality of the relationship (Llanos & Villarreal, 2022). Openness is an important factor in this dimension, and managers should encourage and enable their subordinates to release their innate energy and focus on personal development (Mintzberg (2009)). The valuation of superiors is also relevant, and it is essential to promote individual skills development that improves JS and fosters healthy competition and fellowship for a favorable organizational climate. Finally, building trust is crucial for organizational success, and it is achieved through interpersonal relationships that allow individuals to extend their trust towards the organization and achieve positive responses in their performance (Chiang et al., 2021).

Interpersonal Relationships

Interpersonal relationships are innate skills that develop over time and are essential for building self-confidence and mutual trust within teams. This dimension includes organizational commitment and communication skills, focused on respectful and understanding interactions.

Cooperation within the team promotes collective growth and values individual contributions while ensuring joint responsibility and learning from shared experiences (Jaramillo et al., 2021). Colleagues should treat each other as equals, beyond roles or hierarchies, and participate equitably. Job responsibility is expressed through the commitment and obligation an employee has to fulfill their duties in the workplace. It directly impacts job performance which, ultimately, is influenced by emotional, personal, and motivational aspects within the organizational context (Foncubierta & Sánchez, 2019).

Job Challenge

Job challenge is another dimension of MC that evaluates how employees relate to their daily experience in the organization. The degree of satisfaction they derive from fulfilling their purposes and how they perform their job functions are important indicators. Stimulating work environments encourages employees to feel enthusiasm and pride in their daily tasks, promoting a greater willingness to achieve goals and maintain diligent attention to instructions. Pleasure with work is manifested through dedication and a sense of meaning, feeling enthusiastic and proud of their performance. A job well done requires dedication and effort. Identity with tasks represents the level of employee commitment to the mission, objectives, and projects of the company (Madero et al., 2021).

Understanding the purpose and relationship of their work with the business project is essential, as is recognizing their links with other areas or business units. Additionally, the ability to take on challenges is highly valued, as it fosters committed and flexible professionals with a long-term vision. The competency-based approach aims to enrich individuals with practical skills and theoretical knowledge, enabling them to act in an autonomous and transformative manner. This approach also encourages the application of information and the adoption of appropriate attitudes to solve challenging situations (Madero et al., 2021).

Compensation System

The compensation system is a set of norms, principles, procedures, and rules that regulate payments to public sector workers. It is generally governed by public activity, except for any exceptions established by law. This system is linked to other elements of people management and depends on the size of the organization, the budget,

the scope of public policies, and the requirements of the job profiles for different levels of compensation. The compensation system operates within the framework of the principles of competitiveness, equity, internal consistency, and intergovernmental consistency (D. S. N.º 040-2014-PC, 2014).

Equity is an essential principle of the compensation system, as stipulated in both Law No. 30057 and Supreme Decree No. 138-2014-EF of the Peruvian legislation. It means that compensation for work in similar positions but under different conditions of demand and responsibility should be different. On the other hand, when such job functions are developed in similar situations, an equivalent economic compensation should be paid. Internal consistency requires compensations within the same public entity *guardan relación con las condiciones de exigencia, responsabilidad y complejidad del puesto* [to be related to the conditions of demand, responsibility, and complexity of the position] (D. S. N.º 040-2014-PCM, 2014, p. 20). When inequality prevails, it can cause high turnover, demotivation, and lack of productivity, among other harmful factors in the entity. As for recognition, it is made effective through non-financial compensation that the entity gives to its workers, such as distinctions or decorations for outstanding work, corporate discounts, or social welfare programs for the worker and their families.

The Civil Service now offers employees opportunities for promotion, which are based on meritocracy and developed through public competitions. This new approach to career progression is part of the Administrative System of Human Resources Management. In this model, the compensation subsystem is related to other subsystems such as performance management, training, and development management (D. S. N.º 040-2014-PCM, 2014).

It is important to note that compensation in the public sector is not just about payments. It also includes communication strategies that aim to encourage positive behaviors and boost productivity. This innovative approach to human resources seeks to develop strategies that benefit both employees and the organization. In summary, the compensation system in the public sector encompasses payment structures and other concepts in the public sector.

Working Conditions

In recent years, working conditions have become increasingly important for workers. They are no longer just looking for any job but rather for a “good job” that includes tangible aspects such as proper equipment and physical infrastructure that can allow them to develop their skills. They also want compensation systems that are fair both within the organization and compared to other entities, schedules that allow for work-life balance, and opportunities for professional growth.

Entities that employ workers have an obligation to provide them with a safe and healthy working environment, protecting them from physical and mental hazards that may arise while performing their duties (Sánchez & García, 2017). To ensure this, it is essential to analyze other elements such as leadership styles, work processes, internal policies, and the organizational system, which are closely linked to working conditions.

METHODOLOGY

This is an applied research study, which uses a quantitative approach and a non-experimental-cross-sectional design (Hernández et al., 2014). The sample size consists of 346 male and female public servants from a population of 3477 individuals working in the central body of the justice sector of Peru.

The data collection was done using the survey technique, which involved the creation of two questionnaires, one for each variable. The first questionnaire consisted of 25 items and was used to measure the MC variable across four dimensions: planning, organization, management, and control. The second questionnaire consisted of 30 items and was used to measure the JS variable across five dimensions: relationship with the supervisor, interpersonal relationships, challenge to work, compensation systems, and working conditions. Both questionnaires used a Likert scale ranging from 1 to 5, with 1 representing “never” and 5 representing “always”. To ensure the validity of the surveys, they were reviewed by five specialists. The reliability of the surveys was measured using Cronbach’s alpha indicator, which yielded values of 0.961 and 0.951 for the MC and JS, respectively.

RESULTS

A descriptive analysis was conducted to explore each dimension of the MC variable. A comparative

graph of both main variables was also created. Finally, the correlations between the first variable and its dimensions versus the second variable, JS, were shown.

Figure 1 shows the distribution of respondents' answers concerning the first dimension, planning. The results indicate that 10.4% of respondents reported having a positive opinion on this dimension and selected the option "always", while 45.1% chose "almost always", 37.3% selected "sometimes" and 7.2% indicated "rarely". In other words, more than half (55.1%) of the employees interviewed had a positive perception of the planning elements in both their institution and their area of work. On the other hand, 44.5% of respondents had a negative perception of this dimension.

Figure 2 shows the distribution of respondents' answers concerning the second dimension,

organization. Only 9.2% of respondents reported having a positive opinion on this dimension and selected the option "always", 22.8% chose "almost always", 47.1% selected "sometimes", 13% indicated "rarely", and 7.8% chose "never". Therefore, 69.7% of the employees interviewed had an unfavorable perception of organization in their area of work, while 32% had a positive perception.

Figure 3 shows the distribution of respondents' answers concerning the third dimension, management. Only 8.1% of respondents reported having a positive opinion on this dimension and selected the option "always", 21.1% chose "almost always", 37.9% selected "sometimes", 29.8% indicated "rarely", and 3.1% chose "never". Therefore, only 29.2% of the employees interviewed had a positive perception of management in their area of work, while 70.9% had an unfavorable positive perception.

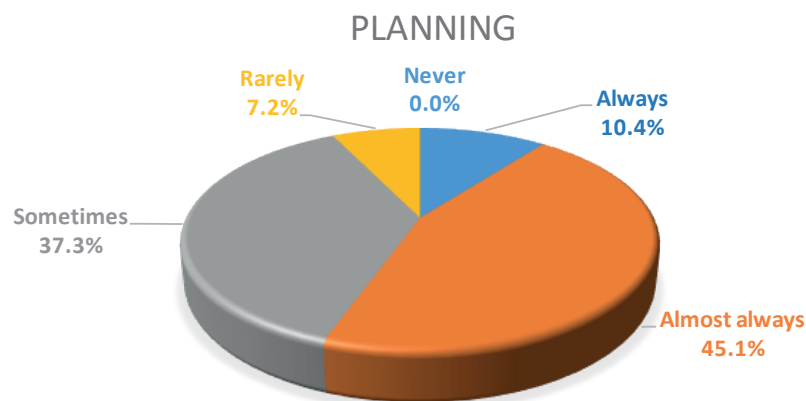


Figure 1. Planning.

Source: Prepared by the authors.

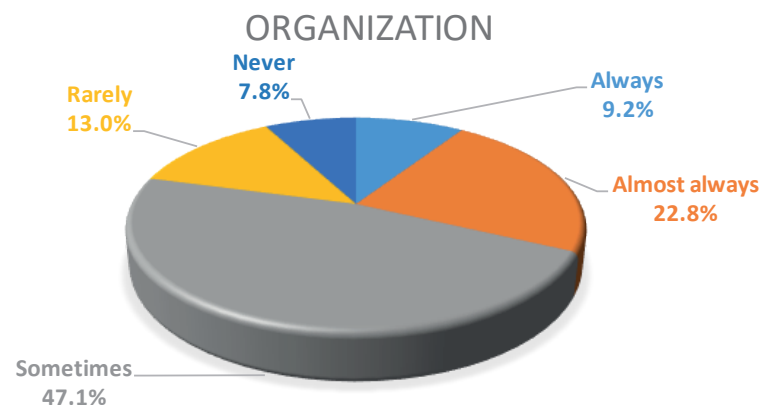


Figure 2. Organization.

Source: Prepared by the authors.

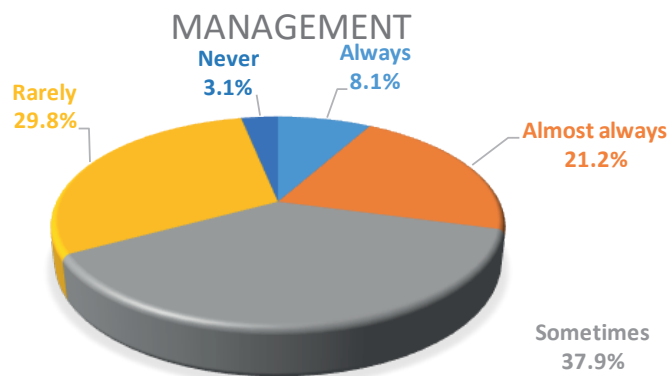


Figure 3. Management.

Source: Prepared by the authors.

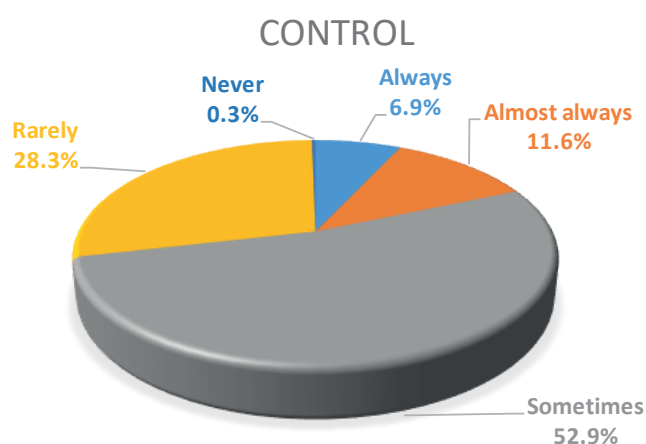


Figure 4. Control.

Source: Prepared by the authors.

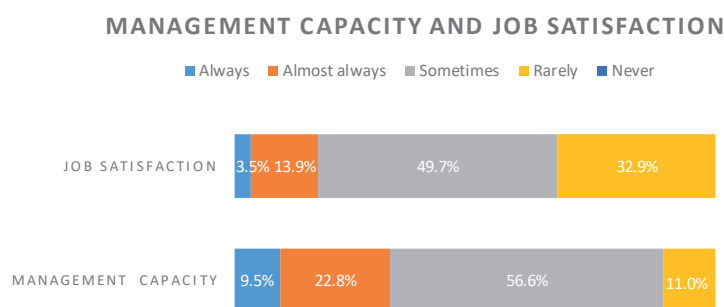


Figure 5. Management Capacity and Job Satisfaction.

Source: Prepared by the authors.

Figure 4 shows the distribution of respondents' answers concerning the fourth dimension, control. Only 6.9% of respondents reported having a positive opinion on this dimension and selected the option "always", 11.6% chose "almost always", 52.9% selected "sometimes", and 28.3% indicated "rarely". Therefore, only 18.5% of the employees interviewed had a positive perception of control, while 81.5% had an unfavorable positive perception.

Figure 5 shows the distribution percentage of variables MC and JS. For MC, only 9.5% of respondents reported having a positive opinion and selected the option "always", 22.8% chose "almost always", 56.6% selected "sometimes", and 11% indicated "never". On the other hand, for the JC variable, only 3.5% reported having a positive opinion and selected the option "always", 13.9% chose "almost always", 49.7% selected "sometimes", and

32.9% indicated “rarely”. Both variables show a high percentage of unfavorable perception (sum of those who said “rarely” and “never”) among respondents, with 67.6% and 80.6% for MC and JS respectively.

Hypothesis

One specific hypothesis and four general hypotheses were proposed. The general hypothesis is as follows: Management capacity is related to job satisfaction in the central body of the justice sector in Lima in 2022.

Hypothesis Testing

H_0 : $r = 0$, there is no relationship between management capacity and job satisfaction.

H_1 : $r \neq 0$, there is a relationship between management capacity and job satisfaction.

Table 1 indicates a strong positive correlation of 0.803, with a significance level of 0.001, between the management capacity and job satisfaction of civil servants working in the central body of the justice sector.

Table 1. Spearman's Rho Values for Management Capacity and Job Satisfaction.

	Value
Correlation Coefficient	0.803
N	346
Sig. (2-tailed)	0.000

Source: Prepared by the authors based on data obtained from a questionnaire administered to the sample in 2022.

After testing the four specific hypotheses, one for each dimension (D_1 , D_2 , D_3 , and D_4), Figure 6 illustrates the correlations between MC and LS. The graph shows that there is an average positive correlation of 0.392 between the planning dimension (D_1) and JS in the employees of the central body of the justice sector. Similarly, a significant positive correlation of 0.66 between the organization dimension (D_2) and JS was identified. Also, a significant positive correlation of 0.721 was found between the management dimension (D_3) and JS. Finally, a very strong positive correlation of 0.828 was observed between the control dimension (D_4) and JS. The level of significance of all four tests was 0.01.

DISCUSSION

Based on the results, there is a high correlation between MC and JS. This finding is consistent with those obtained by Bernal (2020) who found a correlation level of 0.92 between administrative management and JS in employees of the National Registry of Identification and Vital Statistics (RENIEC), another Peruvian public entity. Therefore, poor administration management negatively impacts the institution's development, eventually leading to a negative perception of the work environment (Ramírez, 2020).

Regarding the first specific objective, there is a low correlation between planning and JS. Rey de Castro et al. (2020) also identified a low correlation between organizational planning and the work environment.

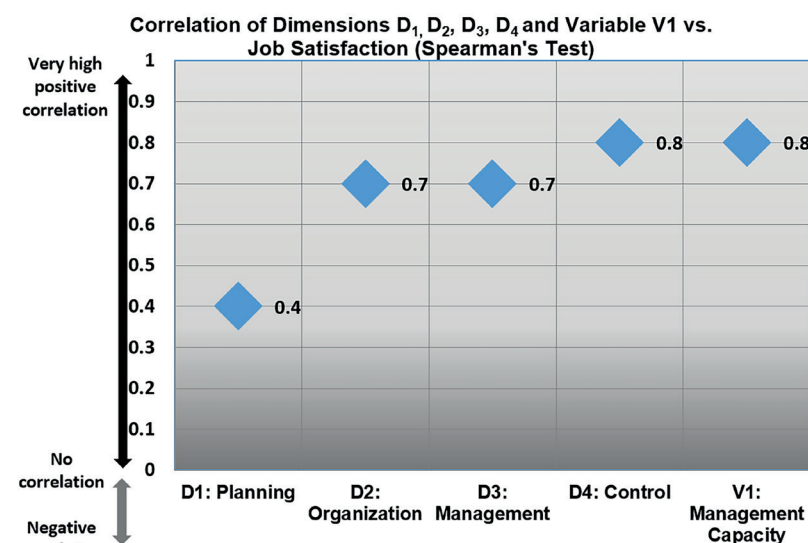


Figure 6. Correlation of the four dimensions of Management Capacity vs. Job Satisfaction.

Source: Prepared by the authors.

Thus, it can be inferred that the elements of planning do not have as direct a relationship with JS as other dimensions. Nevertheless, planning is an essential element that cannot be ignored from the perspective of MC and JS, as it serves as a starting point for the other dimensions. It should be developed and encouraged since accelerated changes require anticipating attitudes and competencies that are not currently in place but will be required in the future (Organización Internacional del Trabajo, 2021).

The second specific objective aimed to establish a relationship between organization and JS. The findings showed a significant correlation, which is consistent with the conclusions of Chiang and Candia (2021). They pointed out that organizational beliefs, an important aspect of any organization, have a positive relationship with JS.

Regarding the third and fourth specific objectives, the results indicated a high correlation between management, control, and JS. These findings are in line with Santamaria (2021), who stated that productivity, which is transversal to these dimensions, can be influenced by JS and directly impacted by leadership styles.

It is worth noting that LS can be influenced by various factors, as this variable is mainly situational, varying according to the expectations of employees in their workplace. However, it is clear that capable and efficient management is necessary to create a better work environment. To achieve organizational objectives, a set of effective actions are necessary. Therefore, a manager oriented to people, leadership, and action is essential to provide a balance in management, as stated by Mintzberg (2009).

CONCLUSIONS

In 2022, a research study was conducted in the central body of the justice sector of Peru to determine the level of relationship between the MC and the JS. The results showed a strong positive relationship with a value of 0.803. However, 67.6% of the respondents considered MC to be negative or deficient while 80.6% had the same perception about JS. This suggests a direct relationship between both variables.

Further analysis was done to determine the relationship between each dimension of MC and JS. The planning dimension had the lowest level of positive correlation at 0.392, although the descriptive analysis showed the highest percentage (55.1%) of positive perception of planning, unlike the other three dimensions.

On the other hand, the organization dimension had a considerable positive correlation with JS at 0.66. However, the descriptive analysis showed that 69.9% of respondents did not agree with the organization in their area.

In regards to the relationship between the management dimension and JS, there was a positive and significant correlation with a value of 0.721. However, 71.8% of the respondents had an unfavorable perception of the management in their area.

Furthermore, the fourth dimension, control, was found to have a highly positive correlation of 0.828 with JS. The descriptive results showed that more than half of the participants (52.9%) reported an inconsistent frequency of control, while 28.3% perceived that there was rarely any control.

Finally, it is worth mentioning that this study provides organizations with a fundamental tool for making decisions regarding MC under challenging JS scenarios. However, it is not exclusively aimed at developing strategies to optimize the MC, as long as the primary objective is to achieve organizational goals.

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