

Job Performance in The Public Sector: The Role of Management Skills

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Abstract

*Human talent is one of the pillars of the organization. Knowing their strengths and weaknesses is essential to manage programs or actions that allow them to improve their potential as a person and public servant. What is the role of managerial skills in the job performance of public servants? Methodologically, it is of a basic type of correlational scope. Non-experimental cross-sectional design, where data collection was performed at a single time. The population and sample consisted of 168 public servants. Data collection was carried out through the survey and the questionnaire. Data processing was performed within the framework of non-parametric analysis with Spearman's rho correlation coefficient; The main result was that managerial skills, also known as leadership or managerial skills, have a considerable positive relationship (.798**) with the job performance of public servants; Consequently, it is concluded that, when managers possess and apply these skills effectively, it usually has a positive impact on the performance and results of activities.*

Keywords: *Managerial Skills, Job Performance, Initiative, Quality of Work, Teamwork*

INTRODUCTION

Despite the dizzying and ambiguous changes, managerial skills remain constant, as do their importance in the management of many organizations. The success of entities is due to the ability or ability to effectively and efficiently perform the activities inherent to the organization's objectives. In addition, its development is essential to generate an environment that encourages commitment and the expected performance in the execution of tasks and responsibilities. Despite the global pandemic, the audacity of big data, and the emergence of the use of digital tools, soft skills never diminished their prominence. In addition, its development allows us to understand the meaning of life and to understand social relationships.

In a changing landscape, it is often difficult to successfully manage organizational resources. However, thanks to basic or managerial skills, you can have a perspective on a situation that represents threats or changes. The development of managerial skills is fundamental to the management of life itself and relationships with others. Therefore, helping to improve will allow you to change behavior to lead the organization on the path to success. On the other hand, the existence of these skills generates an environment for the effective and efficient fulfillment of tasks and responsibilities.

According to Katz, as cited in Chiavenato (2019), a manager's success is based more on how they perform and their ability to handle people and situations, rather than relying solely on their personality traits. Your success lies in what you manage to do, not in what you intrinsically are. This performance derives from specific skills and competencies that you possess and use effectively.

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According to Management (2022), despite the fact that organizations require people with soft skills, it is also essential to emphasize the demand for hard or technical skills. This entails the complementarity that must exist for successful performance. On the other hand, Andina (2021) highlights the importance of knowing the changes that the pandemic has created in work and workers' priorities. Now, retaining employees means giving them what they really need and value, giving them a pay that lives up to emotional expectations. Therefore, this research is aimed at knowing the fundamental role of managerial skills in the performance of activities. In other words, it focuses on answering the following question: Are managerial skills related to the job performance of public servants?

The research conducted by Diaz Dumont et al. (2021) indicates that interpersonal and communicative skills are strengthened by the governing bodies for a more efficient exchange of information and fruitful relationships between members. On the other hand, the level of development and influence of managerial skills is subject to organizational characteristics and experience. In addition, they are related to management, which influences their competitiveness (Ibarra-Morales et al., 2023). Esmeralda-Arredondo et al. (2023) suggest that managerial skills such as dialogue and expression are an effective strategy for business purposes that also encourage the growth and sustainability of an organization. Management skills related to leadership is one of the elements that influence human relations and therefore the organizational climate and; essential for the achievement of organizational objectives (Méndez & Bedoya, 2018; Ramírez, 2018).

In the same vein, regarding job performance, Palacios-Serna et al. (2024) indicate how important it is to avoid impositions, as these can lead to failure. Instead, relationships based on appropriate dialogue and mediation are fostered to improve social welfare. Work performance is due to the positive management of Emotional Intelligence and a good work environment. In addition, emotional support, communication, collaboration, and non-financial incentives are relevant. This holistic perspective could play a critical role in improving the efficiency and quality of end-user care (Alomia-Padilla et al., 2023). In the same way, considering the current panorama, the incorporation of new technologies helps to improve efficiency and enriches the work experience of workers, especially improving performance in the performance of tasks (Polo et al., 2023).

In government entities, the fulfillment of goals and objectives are subject to standardized plans and instructions, their realization depends crucially on results-oriented managerial leadership. In addition, the success of social actions requires different forms of authority and relationship with collaborators. The managerial capacity of managers is based on the effectiveness and efficiency with which they execute activities, together with an expected work performance. Therefore, the development of managerial skills is essential to generate high performance indicators for the fulfillment of social activities to satisfy the needs of users.

This research, which sought to determine the relationship between managerial skills and job performance of public servants, is supported by Ramos and Rivas (2020). Because many managers lack basic skills for their roles, as well as a full understanding of their capabilities. A lack of emotional intelligence can aggravate internal conflicts. In addition, there is a passive attitude towards stress management challenges and problems. Resistance to change persists due to a lack of information and planning. On the other hand, there are perceived shortcomings in the timely execution of tasks and the fulfillment of activities, due to the lack of a results-oriented policy. The passive environment limits proactivity and problem-solving. Activities often fall short of expectations due to worker inefficiency and dependency. Results-based management lacks integrated and committed teamwork.

It is theoretically justified to deepen and strengthen knowledge through an epistemological confrontation of the postulates and theories about the phenomena studied. In practice, achieve corrective strategies and actions for the timely resolution of the identified problem. Methodologically, it provides a valid and reliable tool to continue collecting data and deepening the topic.

LITERATURE REVIEW

According to Chiavenato (2006), situational leadership theory encompasses a broader context since it establishes different styles of leading or influencing different situations. The success of leading or directing depends on the leadership style that the situation requires. Leaders have to adapt to a group of people in

different conditions. However, Whetten and Cameron (2011) indicate that skills are prone to continuous improvement based on practice. However, in order to do so, you must possess conceptual knowledge. Therefore, skill development is associated with conceptual and practical learning.

All people are capable of carrying out any activity according to their abilities and potential. It refers to the ability, ability, or expertise to perform a certain activity. "Management skills consist of identifiable sets of actions that individuals take that lead to certain outcomes" (Whetten & Cameron, 2011, p. 9). These are observable and vary depending on the characteristics of the person.

There are three important skills for successful management performance. In addition, they are considered as core competencies of managerial leadership. (a) technical skills, refers to the ability to use methods and procedures to perform an activity or task (Lussier & Achua, 2016); (b) human skills, "includes a broad arsenal of behaviors: energizing individuals, providing feedback, coaching, caring for them, demonstrating empathy and sensitivity, and showing compassion and support for people who require it" (Newstrom, 2011, p. 172). Finally, (c) conceptual skills, which includes the ability to describe situations and choose options or alternative solutions for problem solving, and includes the ability to take advantage of opportunities (Lussier & Achua, 2016).

Herzberg promoted the two-factor theory, also known as motivational factor theory. According to Hellriegel and Slocum (2009), Frederick Herzberg and the other researchers embarked on a route to investigate what motivates workers. Under this study, they developed the model of hygienic and motivating factors; where worker satisfaction and dissatisfaction is subject to two factors. In the same way, McClelland's theory of learned needs is related to learning concepts. Culture is one of the sources that gives rise to the needs for achievement, affiliation, and power. It is essential to understand and attend to personal and work needs in order to orient attitudes towards better performance.

Work performance "is represented by the worker's performance during his or her working day, as long as he or she performs it efficiently and effectively, that is, that he or she fulfills the assigned functions without any type of limitation other than those derived from the company" (Chiavenato, 2001, as cited in Palmar & Valero, 2014, p. 166). On the other hand, Bohlander (2003) states that it is the execution of organizational tasks efficiently in order to contribute to the achievement of objectives. That is, the effort or responsible commitment that the employee puts in to cooperate in the fulfillment of the organization's corporate purpose.

Human talent is one of the pillars of the organization. Knowing their strengths and weaknesses is essential to manage programs or actions that allow them to improve their potential as a person and collaborator. According to Werther and Davis (2008), one of the challenges for managers is to know the added value that each worker provides in the fulfillment of organizational objectives. To this end, Dessler (2009) emphasizes the reasons why work performance should be tracked or monitored within an organization:

There is still a prevailing idea that pay and promotions are based on evaluations.

Performance should be reviewed periodically to convert strategic goals into specific objectives.

Through performance appraisals, managers propose programs or plans to correct difficulties and enhance skills.

It is an opportunity to promote promotion or career plans within the organization based on the strengths and weaknesses of each worker.

Based on the research question and the literature review, the following hypotheses were proposed:

Hypothesis 1 (H1): Management skills have a positive relationship with the job performance of public servants.

Hypothesis 2 (H2): Management skills have a positive relationship with the results-orientation of public servants.

Hypothesis 3 (H3): Management skills have a positive relationship with the initiative of public servants.

Hypothesis 4 (H4): Management skills have a positive relationship with the quality of work of public servants.

Hypothesis 5 (H5): Management skills have a positive relationship with the teamwork of public servants.

METHODOLOGY

The type of research was basic, because it contributes to the wealth of knowledge regarding the facts under study without considering their possible implementation (Pimienta & De la Orden, 2017). Correlational, since it was aimed at finding an association or correlation between two variables (Hernández-Sampieri & Mendoza, 2018). Non-experimental design, hypotheses were formulated for the measurement of the variables. The population and sample consisted of 168 public servants from two district municipalities in the Cusco and Apurimac regions, distributed as follows:

Table 1. Distribution of the population and sample according to the district municipalities of the two departments.

Region	Quantity	Percentage
Apurimac	56	33.33%
Cusco	112	66.67%
Total	168	100.00%

It should be noted that, due to the size of the population, he was limited to taking a sample and working with the entire population. The technique was the survey (Arias, 2016). The questionnaire was the instrument for data collection (Whetten & Cameron, 2011; Orbegoso, 2020), duly reliable and validated, where Cronbach's alpha for the managerial skills variable was 0.887 (30 items) and for job performance 0.884 (16 items). For data processing, SPSS and Microsoft Excel programs were used. Descriptive and inferential statistics were used for data analysis and interpretation. The hypotheses were tested using Spearman's rho correlation coefficient (Hernández-Sampieri et al., 2017), for which a significance level of $p < 0.05$ was established.

RESULTS AND DISCUSSIONS

The results obtained at the descriptive and inferential level are presented below.

Table 2. Descriptive results.

Level	Management Skills	Job Performance	Results-oriented	Initiative	Quality of work	Teamwork
Low	1.2%	0.6%	0.6%	0.6%	1.2%	1.2%
Middle	6.5%	5.4%	4.2%	6.5%	6.5%	3.6%
Alto	58.9%	57.1%	54.2%	54.2%	58.9%	59.8%
Very high	33.3%	36.9%	41.1%	38.7%	33.3%	35.5%

Regarding the description of the level of managerial skills, 58.9% of public servants indicated that managers possess high skills, while 33.3% rated them at a very high level, as shown in Table 1; In this regard, Paredes-Zempual et al. (2021), in their research, indicated that managerial negotiation skills are more qualified, because they are essential to achieve commitment among stakeholders for the achievement of objectives; Likewise, managerial leadership skills contribute to the generation of a good organizational climate that motivates better performance, although this skill has a regular rating. On the other hand, Rodríguez Montufar et al. (2023) indicate that managers have difficulties in managing skills with respect to the organizational climate, which has an impact on the performance of employees. In summary, managerial skills are essential for any leader, as they allow them to lead teams effectively, make sound decisions, communicate clearly, develop talent, and maintain a productive and motivating work environment.

On the other hand, regarding the description of the second variable, 57.1% of public servants indicated that they had a high level of job performance, while 41.1% had a very high level; In this regard, Bohórquez et al. (2020) indicate that 25% of employees are neither satisfied nor dissatisfied with the work they do; Meanwhile, Marín Cárdenas and Delgado Bardales (2020) argue that 70% of research indicates that work performance promotes sustainable living in crisis situations, therefore, it is important to generate commitments and identity for organizational change. Consequently, job performance is crucial to the success and sustainability of organizations. It affects productivity, competitiveness, work environment, professional development, recognition and customer satisfaction. Therefore, both workers and organizations have a significant interest in fostering good job performance.

Table 3. Hypothesis testing using Spearman's Rho test

Route	Correlation coefficient	Sig. (bilateral)	Decision
H1: MS ↔ JP	0.798**	0.000	Accepted

H2: MS ↔ RO	0.673**	0.000	Accepted
H3: MS ↔ I	0.627**	0.000	Accepted
H4: MS ↔ QW	0.652**	0.000	Accepted
H5: MS ↔ T	0.618**	0.000	Accepted

Nota. MS - Management Skills; JP - Job Performance; RO - Results-oriented; I - Initiative; QW - Quality of work; T - Teamwork. ** p < 0.0.

Inferential analysis, with a p-value = 0.000, determined that managerial skills are positively related in 79.8% to job performance (H1). This result is consistent with the work of Bermúdez and Bravo (2016) where a strong and positive relationship between managerial skills and job performance was determined. In the same vein, Whetten and Cameron (2011) emphasize that managerial skills are a set of actions that people take that have an impact on certain outcomes. On the other performance translates as the employee's ability to perform and responsibilities. Consequently, the different skills developed by the manager determine the best expected performance.

On the other hand, management skills and results orientation have a relationship of 67.3%, with a p-value of 0.000 (H2). In this regard, Diaz Dumont et al. (2021) indicate that managers must be concerned with continuous preparation and adaptation, as well as being at the forefront of change in different organizational aspects and work contexts. In addition, Méndez and Bedoya (2018) demonstrated that managerial skill related to leadership is one of the elements that influence human relationships and therefore the organizational climate. In other words, the greater the leadership on the part of managers, the more appropriate an environment or climate is perceived. To this end, it is vital to promote non-cognitive skills in order to redirect the actions of collaborators towards fruitful results for the benefit of the municipality.

In relation to initiative, this dimension is related at a level of 0.627 to managerial skills (H3). In this regard, the initiative is one of the components of job performance. This is related to the theory developed by McClelland, specifically to the need for achievement, which implies that, for problem solving, there is a predisposition to assume responsibilities (Hellriegel & Slocum, 2009). In other words, employees have the need to take initiatives in any activity.

Management skills and quality of work have a ratio of 0.652 (H4). In other words, the management of skills by managers is reflected in the quality of work. Cetina et al. (2010) indicated that the manager must meet all the necessary requirements to lead, in addition to demonstrating good performance, which inspires respect in employees. In short, skills influence the way a team is led, motivated, organized, and developed. A leader with strong managerial skills is critical to the success and effectiveness of a team, and ultimately to the quality of work that is produced.

Finally, with respect to teamwork, it is related to managerial skills by 0.618 (H5). In this regard, Pérez (2020) shows that the skills best developed by managers are communication and team building, and those that need to be improved are related to motivation and conflict management. In addition, Whetten and Cameron (2011) indicate that the development of managerial skills is more complex than the development of skills related to a trade job or sport. However, skills are prone to continuous improvement based on practice. Therefore, it is important to carry out a diagnosis to improve the implementation of skills based on the needs and characteristics of each employee.

CONCLUSION

Management skills are critical to job performance, as these competencies allow managers to guide, motivate, and support their work teams effectively. Skills such as communication, decision-making, conflict resolution, and the ability to delegate have a direct impact on the productivity, engagement, and satisfaction of public servants.

It is concluded that the ability, capacity or expertise to carry out an activity, as well as the development of personal, interpersonal and group skills for the exercise of tasks and responsibilities have a considerable positive relationship with the capacity to fulfill all the functions and responsibilities assigned within the organization following the criteria of efficiency and effectiveness of municipal collaborators.

In the same way, there is an average positive relationship between managerial skills and results orientation. Since the collaborators indicated that they should timely complete the exercise of the tasks and activities entrusted to them, perform the appropriate amount of work within their working day thanks to the non-cognitive skills they possess and that are promoted in the entity.

On the other hand, managerial skills have an average positive relationship with the initiative of municipal employees to generate new ideas that improve organizational processes, in addition, with the ability to adapt to different situations, anticipate events and plan activities prospectively, for the timely and effective resolution of problems.

In the same vein, managerial skills have an average positive relationship with the quality of work of municipal employees, where staff avoid making mistakes in the development of tasks and activities, and use resources efficiently and rationally to carry out their functions. In addition, they avoid frequent supervision for the fulfillment of their duties, carry out work taking into account quality standards and that meet the demands of others, demonstrate care and dedication in the work they develop.

It is determined that managerial skills have an average positive relationship with the teamwork of public servants. Since the workers indicated that they possess the skills to integrate and carry out teamwork, they identify with and commit to the objectives of the work team, work cooperatively to achieve the corporate goals, value the perspectives and points of view of others as a source that enriches teamwork.

When public servants possess these skills and apply them in their daily work, their job performance is more likely to be effective and contribute to the fulfillment of the organization's goals. In addition, strong and skilled leadership can improve employee morale, increase process efficiency, and improve citizen satisfaction with public services.

It is important that municipal managers are concerned with the development of these skills among their servants, whether through training, leadership programs, mentoring or other means, to promote optimal work performance and effective management.

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