ADMINISTRATIVE MANAGEMENT, INTERNAL CONTROL AND ORGANIZATIONAL CULTURE IN A PUBLIC HOSPITAL INSTITUTION IN SAN JUAN DE LURIGANCHO, 2023

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ABSTRACT

Introduction: In the 2023 study, we sought to determine the relationship between administrative management (GA), internal control, and organizational culture in the health staff of a public hospital in San Juan de Lurigancho. It was theoretically grounded in the Theory of Human Relations and the theory of organizations as social systems.

Methods: A non-experimental basic research study was carried out with a quantitative approach, using a cross-sectional correlational descriptive design. The sample included 278 healthcare workers from a population of 1000, to whom surveys validated by expert judgement were applied.

Results: It was found that 61.2% of the staff perceived a regular level in GA, while 30.9% considered it efficient and 7.9% inefficient. Regarding internal control, 57.9% perceived a medium level, followed by 34.9% who considered it high and 7.2% low. Regarding organizational culture, 59.0% perceived it at a medium level, 34.5% considered it high and 6.5% low.

Conclusions: It was concluded that administrative management is influenced by several factors, and the importance of maintaining a solid administrative planning, based on the mission and vision of the organization, as well as promoting transparent processes for institutional growth, was highlighted.

Keywords: Administrative Management, Internal Control, Organizational Culture.

GESTÃO ADMINISTRATIVA, CONTROLE INTERNO E CULTURA ORGANIZACIONAL EM UMA INSTITUIÇÃO HOSPITALAR PÚBLICA EM SAN JUAN DE LURIGANCHO, 2023

RESUMO

Introdução: No estudo de 2023, procuramos determinar a relação entre gestão administrativa (GA), controle interno e cultura organizacional na equipe de saúde de um hospital público de San Juan de Lurigancho. Foi fundamentado teoricamente na Teoria das Relações Humanas e na teoria das organizações como sistemas sociais.

Métodos: Foi realizada uma pesquisa básica não experimental, com abordagem quantitativa, utilizando desenho descritivo correlacional transversal. A amostra incluiu 278 profissionais de saúde de uma população de 1000 pessoas, aos quais foram aplicados inquéritos validados por parecer de especialistas.

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**Resultados:** Verificou-se que 61,2% dos funcionários perceberam um nível regular de AG, enquanto 30,9% o consideraram eficiente e 7,9% ineficiente. Em relação ao controle interno, 57,9% perceberam um nível médio, seguido por 34,9% que o consideraram alto e 7,2% baixo. Em relação à cultura organizacional, 59,0% a perceberam em nível médio, 34,5% a consideraram alta e 6,5% baixa.

**Conclusões:** Concluiu-se que a gestão administrativa é influenciada por diversos fatores, sendo destacada a importância de manter um planejamento administrativo sólido, baseado na missão e visão da organização, bem como promover processos transparentes para o crescimento institucional.

**Palavras-chave:** Gestão Administrativa, Controle Interno, Cultura Organizacional.

**GESTIÓN ADMINISTRATIVA, CONTROL INTERNO Y CULTURA ORGANIZACIONAL EN UNA INSTITUCIÓN HOSPITALARIA PÚBLICA DE SAN JUAN DE LURIGANCHO, 2023.**

**RESUMEN**

**Introducción:** En el estudio de 2023 se buscó determinar la relación entre la gestión administrativa (AG), el control interno y la cultura organizacional en el personal de salud de un hospital público de San Juan de Lurigancho. Se basó teóricamente en la Teoría de las Relaciones Humanas y la teoría de las organizaciones como sistemas sociales.

**Métodos:** Se realizó un estudio de investigación básica no experimental con enfoque cuantitativo, utilizando un diseño descriptivo correlacional transversal. La muestra estuvo compuesta por 278 trabajadores de la salud de una población de 1000, a quienes se les aplicaron encuestas validadas por juicio de expertos.

**Resultados:** Se encontró que el 61,2% del personal percibe un nivel regular en GA, mientras que el 30,9% lo considera eficiente y el 7,9% ineficiente. En cuanto al control interno, el 57,9% percibió un nivel medio, seguido del 34,9% que lo consideró alto y el 7,2% bajo. En cuanto a la cultura organizacional, el 59,0% la percibió en un nivel medio, el 34,5% la consideró alta y el 6,5% baja.

**Conclusiones:** Se concluyó que la gestión administrativa está influenciada por varios factores, y se destacó la importancia de mantener una planificación administrativa sólida, basada en la misión y visión de la organización, así como promover procesos transparentes para el crecimiento institucional.

**Palabras clave:** Gestión Administrativa, Control Interno, Cultura Organizacional.

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**1 INTRODUCTION**

At the international level, a report indicated that administrative management is inadequate in health institutions in several countries, as marked fragmentation, disparities in resource allocation, lack of coordination, shortage of health professionals and equipment, and insufficient coverage in some areas persist (World Health Organization, [WHO], 2022). Internal control in public health is not implemented as a procedure and control in the management of financial or human resources, making it difficult to access information to collect...
and use relevant data to make the best decisions (Pan American Health Organization [PAHO], 2018).

With respect to Latin America, the administrative management of health coverage is governed by the constitutional framework of each country, with limitations in the resources allocated to this sector: inadequate structure; in rural areas, staff shortages, and the unequal distribution of medicines and equipment, show a stark contrast between the health benefits and coverage provided by governments (South American Institute of Government in Health, 2019). Organizational culture varies due to historical and socioeconomic differences between each country, bureaucracy harms efficiency and decision-making, as the workforce in this region represents close to 50% (460 million) of the total population (PAHO, 2021).

At the national level, there are challenges in the administrative management of health care, less than 16% of first-level establishments do not plan for the resources needed, less than 30% meet capacity limits, and only 24% have medical equipment (Espinoza et al., 2020). The organizational culture in health is crestfallen and weak, professionals are not recognized for their labor rights, making care uneven in each region (El Peruano, 2022).

In the hospitals of Lima, it has been observed that the Administrative Management (AG) does not adequately plan the resources it needs, the lack of coordination generates delays in the acquisition of supplies and equipment, limiting the functions of the health personnel. In addition, Internal Control (IC) has proven to be inefficient, and there is no longer adequate accountability or supervision. Tied to this, there are no policies or procedures for recruitment, training and evaluation of personnel. These simultaneous factors have become present in the Organizational Culture (OC) of the hospital, affecting the morale of the workers, as well as impacting the quality of service that should be given to each patient and the perception of the community about the institution. As a consequence, health personnel have stated that the behavior among peers is no longer the same, values are being lost, the indicated norms are not respected, and the organizational philosophy is no longer aligned with the general functions of the institution.

Taking into account the above, the general problem is formulated: How are administrative management and internal control related to the organizational culture in the health staff of a public hospital in San Juan de Lurigancho, 2023?.
2 METHODS

The study was of a basic nature due to the intention of deepening and broadening the understanding of management in relation to internal control (Cohen & Gómez, 2019). Non-experimental design, because no type of alteration or intervention was required in the field of study, cross-sectional, since the data collected were obtained at a specific time (Aguilera, 2019).

On the other hand, this study is correlational in order to establish whether the variables are related to each other. Correlational research is used to determine if there is a relationship between two or more variables. These variables can be measured and analyzed to see if they vary systematically, and data analysis in correlational research often involves the calculation of correlation coefficients (Ñaupas et al., 2018).

3 RESULTS AND DISCUSSION

The table shows that 61.2% of the hospital's health personnel perceive a regular level of GA, 30.9% consider it to be efficient and another 7.9% to be inefficient. In the Planning, it can be seen that 53.2% perceive it as regular, 36% as efficient and 10.8% as inefficient. In the Organization, 59.4 per cent perceive it as fair, 32.7 per cent as efficient and 7.9 per cent as inefficient. In the Management, it is observed that 58.6% perceive it as regular, 28.4% as efficient and 12.9% as inefficient. The Monitoring shows that 54.0% perceive it as fair, 34.2% as efficient and 11.9% as inefficient. The above results coincide with the results of Araníbar (2022), as he determined a significant relationship between GA and labor conflicts affect the
labor productivity of a Public Prosecutor's Office, so it is inferred that efficient management practices not only positively impact organizational culture and control, but also influence labor dynamics and, ultimately, in productivity. These convergences support the idea that competent administrative management is a critical factor in various dimensions of organizational functioning, providing a solid foundation for strategic interventions and leadership practices in different work environments.

**Figure 2**

100,02

*Internal Control Frequency Distribution and Dimensions*

<table>
<thead>
<tr>
<th></th>
<th>22</th>
<th>7,9</th>
<th>36</th>
<th>12,9</th>
<th>33</th>
<th>11,9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient</td>
<td>17</td>
<td>81</td>
<td>32</td>
<td>152</td>
<td>165</td>
<td>59,4</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
<td>100</td>
<td>27</td>
<td>100,0</td>
<td>100</td>
<td>278</td>
</tr>
<tr>
<td>High</td>
<td>91</td>
<td>34,9</td>
<td>10</td>
<td>36,7</td>
<td>79</td>
<td>28,4</td>
</tr>
<tr>
<td>Low</td>
<td>8</td>
<td>30,9</td>
<td>27</td>
<td>36,7</td>
<td>95</td>
<td>34,2</td>
</tr>
</tbody>
</table>

Table 2 shows that 57.9% of the hospital's health staff perceive IQ to be at a medium level, 34.9% consider it to be high and 7.2% to consider it to be low. In the Control Environment, it is observed that 54% perceive it as medium, 36.7% as high and 9.4% as low. The Risk Assessment shows that 57.9% perceive it as medium, 35.3% as high and 6.8% as low. In the Control Activities, it is observed that 53.2% perceive it as medium, 36.7% as high and 10.1% as low. In the Information and Communication section, 53.2% perceive it as medium, 37.4% as high and 9.4% as low.
Figure 3

100,03

Frequency Distribution of Organizational Culture and Its Dimensions

<table>
<thead>
<tr>
<th>Level of Organizational Culture</th>
<th>Behavior</th>
<th>Rules</th>
<th>Philosophy</th>
<th>Climate</th>
<th>Values</th>
<th>100</th>
<th>%</th>
<th>f</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>91</td>
<td>34.9</td>
<td>102</td>
<td>36.7</td>
<td>98</td>
<td>35.3</td>
<td>102</td>
<td>36.7</td>
</tr>
<tr>
<td>Low</td>
<td>278</td>
<td>100.0</td>
<td>278</td>
<td>100.0</td>
<td>278</td>
<td>100.0</td>
<td>102</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>278</td>
<td>100.0</td>
<td>278</td>
<td>100.0</td>
<td>278</td>
<td>100.0</td>
<td>102</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 3 shows that 59.0% of the hospital's health personnel perceive OC to be at a medium level, 34.5% consider it to be high, and 6.5% to consider it to be low. In the behavior, it is observed that 55.8% perceive it as medium, 32.4% as high and 11.9% as low. The standards show that 52.9% perceive it as medium, 35.3% as high and 11.9% as low. In philosophy, it is observed that 54.7% perceive it as medium, 36.0% as high and 9.4% as low. In terms of climate, 52.2% perceive it as average, 34.2% as good and 13.7% as bad. In the values, it can be seen that 49.6% perceive it as medium, 42.4% as high and 7.9% as low.

Both studies highlight the importance of effective administrative management as a critical catalyst for operational efficiency, organizational cohesion, and the successful adoption of integrated management systems in healthcare. The convergence of these findings underscores the need for comprehensive management strategies that simultaneously address these key components to strengthen the resilience and effectiveness of hospital institutions.

It does not agree with the results of Abdurahman (2020), as he concludes that communication barriers are not related to administrative tasks, it can be attributed to possible contextual differences and methodological approaches. The multifaceted and dynamic nature of hospital settings could mean that administrative and communication variables are interrelated in complex ways, and their manifestation may vary depending on the specific context. These findings highlight the importance of carefully considering context and methods when interpreting research results and underscore the need for more specific and detailed research to understand the complexities of organizational relationships in healthcare settings.
Table 4 shows that the correlation coefficient between GA and IQ was high positive (Rho = 0.711), the correlation between GA and OC was moderate positive (Rho = 0.682), and the correlation between IQ and CO was positive high (Rho = 0.701). Likewise, the alternative hypothesis is accepted and the null hypothesis is rejected, since it was determined that the Sig. (bilateral) is equal to 0.000 between the GA, the IC and the CO.

They coincide with the findings of Soledispa and Rodríguez (2021), as they established that internal control influences the administrative management in the management of a municipality. This finding suggests that effective administrative management and strong internal control are associated with a positive organizational culture in the healthcare sector. An additional perspective is provided, showing that the influence of internal control on administrative management is not limited to the field of health, but extends to municipal contexts. Taken together, these results support the idea that establishing and maintaining strong internal control practices are critical to effective management and a healthy organizational culture, regardless of the specific work context.

### 4 CONCLUSIONS

Planning in administrative management lays the foundation for implementing and maintaining strong internal control systems, since an efficient organization tends to promote transparent processes.

Effective organization is reflected in the ability of staff to assess and manage risks more efficiently; In addition, organizational culture suggests that the quality of the organization directly affects the norms established within the institution.
Effective management within the hospital institution can directly influence how staff approach and assess the risks associated with their responsibilities.

Effective monitoring within the hospital environment tends to facilitate better information and communication management, improving efficiency and coordination among health professionals.

REFERENCES


