ADMINISTRATIVE MANAGEMENT AND WORK STRESS IN WORKERS OF PERUVIAN COMPANIES: PRESENCE OF VISUAL MEDIA.

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KEYWORDS
Administrative management
Administration
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Emotional exhaustion
Personal fulfillment
Work stress
Burnout Syndrome.

ABSTRACT
The purpose was to determine the relationship between administrative management and work stress of workers in Metropolitan Lima. While studies in psychology frequently relate work stress to climate and work satisfaction, in this study, we sought to relate administrative management, when it is inadequate, as the generator of the negative work environment that causes workers to become physically and mentally ill when they fail to adapt. The result was that there is a very significant relationship between administrative management and work stress, as well as that coordination and control have a high correlation with work stress.

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1. Introduction

The pace of life in the world has become accelerated and changing during the last decades due to globalization, internationalization, technological and communication advances, as well as climate change, pandemics, among others, which has forced organizations or companies to adapt to an increasingly demanding reality, including the increase in labor demands in response to the economic and social requirements of the country and the world. Workers face situations that exceed their capacity to adapt, which affects their health, personal quality of life, family and environment if they do not face this situation (Garcés et al., 2020).

Work is a person's right and is the means to support his basic need and his healthy psychological development; but he must be aware of the work that will be evaluated by the company. Accepting disorder, not making an effort to fulfill the assigned responsibility generates conditions for stress due to the fact that he/she may face negative situations or conditions. When the work environment is not adequate, it causes job dissatisfaction generated by the administrative management that requires strategies that allow directing the organization towards the achievement of its goals (Saavedra & Delgado, 2020).

The specialized professional experience for more than twenty-five years in the realization of organizational diagnostics, process analysis and quality audits in various organizations, companies, institutions and corporations in the country, small and large, engaged in service activities, commercial, financial and production of the private and public sector, has identified a common characteristic and environment in their workers. This situation transcends the individual towards a social need, as it affects productivity, economy, sustained in the production of the working population that is reduced when organizations do not recognize the existence of stress and burnout, therefore, it is not addressed in a timely manner (Lovo, 2020).

It was observed that these organizations to a greater or lesser degree had a formal organizational structure and in parallel an informal one, also called "argolla" or "clan"; in them a particular type of management was developed depending on the people who occupied the managerial and leadership positions that with varying levels of frequency did not respect what was established in the management documents and the functions of the administration, administrative principles, policies, strategic objectives and others that are issued and approved by the top management to carry out their activities with order and control. The particular styles and interests of informal groups prevailed. It was common for workers at different hierarchical levels to express their dissatisfaction in the place where they worked, their intention to resign, to look for another job and, if necessary, to change companies for lower remuneration. This situation was repeated in all the companies consulted, when asked for the reason, it was related to the treatment of the immediate boss and the management style of the top management (Requejo, 2017).

Studies conducted by psychologists often relate the work environment and job satisfaction of a worker with job stress. However, if we analyze the situation from the administrative point of view: work climate, job satisfaction, including job stress are consequences of inadequate administrative management that generates stress in the worker (Saavedra & Delgado, 2020). Therefore, the objective of the study is to demonstrate that administrative management is related to job stress in workers.

The work of the manager begins by being aware of the behavior of the group; he prepares himself to achieve the expected results, intervenes proactively in the modification of the perception, attitude and motivation of his workers as he influences the achievement of his objectives. When this work is not performed adequately, workers face high demand, low control over their work, little social support and their physical and psychological quality of life, social interaction and environment are affected, as demonstrated in the study applied to 502 nursing professionals, with a result of 20.9 % of presence of burnout and high levels of stress (Vidotti et al., 2019).

One of the diseases related to work stress is the Burnout syndrome, known as the syndrome of "being burned out", "professional burnout" and others similar are based on studies to people who perform a work of help or social support such as those in the areas of health, teaching, social service, security, etc. (Ponce et al., 2023).
2. Theoretical and practical foundations required

To understand the scope and importance of the topic of study, it is necessary to review the following terms: Management is a remarkable activity of the human being since the beginning of his existence when he formed groups to achieve objectives that he could not achieve alone. Scholars have concluded that for many decades management and the five functions of management applied for managerial development facilitates the organization and structuring of the company, considering internal and external factors (Koontz, Weihrich and Cannice, 2012).

Fayol proposed five functions: planning, organizing, directing, coordinating and controlling activities aligned with the mission and business objectives; he formulated the so-called "administrative process" as the set of activities carried out by the manager or head of any level or unit in the organization; he adopted the term "principle" to avoid rigidity, since nothing is absolute: He established the 14 general principles: division of labor, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, remuneration of personnel, centralization, chain of command, order, equity, stability of personnel, initiative and team spirit. He also emphasized that in order to achieve efficiency and business objectives, six basic functions must be fulfilled: technical functions to generate the product, commercial functions for buying and selling, financial functions for the administration of funds, security of goods and people, accounting functions for the registration of operations, and administrative functions for the integration, coordination and synchronization of the five previous functions. It proposes that the administrative function formulates general actions, assembles teams and coordinates efforts. In addition, the administrative functions encompass the elements of administration, known as the functions of the administrator or manager at all hierarchical levels of the organization (Chiavenato, 2007).

According to the Diccionario de la Lengua Española (RAE, 2023), "to manage" is "to take steps leading to the achievement of a business or any of its desires. To take care of the administration, organization and operation of a company, economic activity or organization. Informal groups, which are formed as a second structure, are parallel to the formal organization and do not always coincide because they establish their own rules of behavior, rewards or social sanctions, objectives, values, beliefs and expectations. In this regard, García-Vargas & Mena-De La Cruz (2020) in the analysis of the study conducted, categorized the phenomenon of informal organization where informal groups are formed in three structural components: leadership, cooperation and communication, as well as the relational characteristics of the phenomenon within social organizations, which allows understanding the social reality that makes up the organization. This is evidenced in the study by Anchelia-Gonzales et al. (2021) where 56 % recognize good management but 44 % do not have the same perception, which affects their commitment to the organization.
Stress has become a common term in conversation and communication, few people can explain its meaning precisely, although many believe they know it. Zela (2023) defines it as the state in which a worker finds himself when the environment exceeds his capacity to adapt, affects him directly or indirectly in his physical and emotional state, whose effect could generate chronic work stress by not being able to adapt to this situation and generate burnout syndrome; little known, often not taken into account to a greater or lesser extent in companies, although it appears in the International Classification of Diseases (Pan American Health Organization [PAHO], code Z73.0 (Requejo et al., 2023, p. 471)). The subject is very broad and a way of describing how the potential sources and consequences of stress and its cause-effect relationship are manifested was done by Robbins and Judge (2009), see Figure 2.
Studies carried out in organizations in the health, education, marketing, services and similar sectors where workers interact with other people in their daily work have shown a significant relationship between the work environment and job satisfaction and stress. This confirms that stress is manifested in any type of company or organization where the worker faces negative situations or environments. As demonstrated in the study conducted by Intriago (2019) to 65 physicians, paramedics and nurses, where 15% suffered from chronic fatigue syndrome; similar to the study by Muñoz del-Carpio-Toia et al. (2022) applied to 147 hospital workers in pandemic, with 70.7% presence of the syndrome.

Burnout syndrome measures the psychosocial work overload of the worker in the "Burnout" Inventory of Maslach and Jackson (1997), in three dimensions: emotional exhaustion, depersonalization and job satisfaction. It should not be treated lightly, as it affects the worker, his family, friends, colleagues and the company.

3. Methods

The study was an applied research by collecting information on the perception of workers, with a quantitative approach, ordinal scales and statistical development based on a questionnaire of cross-sectional application (Hernández et al., 2014). To measure the workers' perception of the administrative management of the organizations where they work, the Scale of Perception of the Internal Informality of Administrative Management - EPIIGA was designed, where a reliability (0.98) and a significant validity among its dimensions were obtained (Requejo, 2017); likewise, to measure work stress, the Maslach Burnout Inventory was used because it is better known and designed to detect professional burnout (Garcés et al., 2020), (Maslash and Jackson, 1997).

The population was considered to be the workers of various companies in Metropolitan Lima, which reached 4,763,100 economically active according to the National Institute of Statistics and Informatics (INEI, 2012); with a margin of error of 0.0413, the bias of choice was obviated with the same probability of choice (P=0.50) the sample was established in 563 workers in a non-probabilistic and intentional way, with prior consent and information to the respondent and the commitment of confidentiality on the information of the worker and the company. Workers in companies with six or more months of seniority in a single company, between the ages of 16 and 70 years, were considered. Those who had...
less than six months of work in a company, those who registered very high or very low scores when filling out the questionnaire were not considered. The sample reached 563 workers, 284 respondents were excluded according to the aforementioned criteria (Requejo, 2017). An important aspect is the size of the companies where the workers work (see Figure 3), it highlights the companies considered small that do not exceed 50 workers with 59 % of the sample. The results were analyzed, interpreted and compared with other studies.

**Figure 3:** Distribution of the sample by company size according to the number of employees.

![Figure 3](image)

Source: Own elaboration, 2023 based on Requejo (2017).

### 4. Results

The study was an applied research by collecting information on workers' perceptions. After the analysis, the result obtained was that 80 % of the workers in the sample perceive inadequate administrative management, which leads to a negative environment that would be affecting their physical and emotional health.

**Figure 4:** Percentage bar of the dimensions of formal and informal administrative management.

![Figure 4](image)

Source: Own elaboration, 2023 based on Requejo (2017).

The result shows that workers have a level of stress when perceiving an inadequate administrative management between 25 and 62 % in its dimensions. For the study, the value of self-fulfillment was inverted.
The result of the correlation study of the perception of administrative management with each dimension of work stress, very significant coefficients with negative direction were identified between the perception of non-compliance with administrative management and the aforementioned factors. This indicates that when less compliance with administrative management is perceived, emotional fatigue and depersonalization are greater, and vice versa; the examinee considers that in his company there are informal groups that enjoy personal benefits expressed in schedule preferences or in fulfilling their own way the functions outside the regulations. Thus, they provoke emotional reactions of impotence in the group of formal workers, which generates stress and the increase of the psychosomatic symptomatology of tiredness and the reaction of indifference taking distance, which can be against the same organization. However, the positive and significant relationship between the personal fulfillment factor and the adequate perception of the internal informality of the administrative management, expressed in the attachment to formality with the organization, as can be seen in Table 2, attenuates the overflowing levels.

When analyzing the relationship between workers’ perception of the five functions of administrative management and the three dimensions of work stress, the following results were obtained:

The result of the correlations indicates that failure to comply with adequate administrative management also has negative inverse interactions with emotional fatigue and depersonalization, being positive with personal fulfillment. Therefore, the higher the non-compliance with administrative management, the higher the result of the dimensions of emotional exhaustion and depersonalization; the opposite occurs in each of the five dimensions.

### Table 1. Percentage frequency of workers with stress level and without stress by dimensions.

<table>
<thead>
<tr>
<th>Stress at work</th>
<th>Stress-free</th>
<th>Stress level</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional fatigue</td>
<td>60</td>
<td>38</td>
<td>100</td>
</tr>
<tr>
<td>Depersonalization</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td>Personal realization (*)</td>
<td>38</td>
<td>62</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Own elaboration, 2023 based on Requejo (2017).

### Table 2. Rho correlation coefficients between the perception of administrative management and stress in its dimensions.

<table>
<thead>
<tr>
<th>Perception general</th>
<th>Correlation coefficient</th>
<th>Fatigue emotional</th>
<th>Depersonalization</th>
<th>Personal realization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig. (bilateral)</td>
<td>-0.617**</td>
<td>-.669**</td>
<td>.619**</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>563</td>
<td>563</td>
<td>563</td>
<td></td>
</tr>
</tbody>
</table>

(**) Correlation is significant at the 0.01 level (bilateral test).

Source: Own elaboration. Adapted from Robbins and Judge (2009) based on Requejo (2017).

### Table 3. Rho correlation coefficients between the perception of the dimensions of administrative management and the dimensions of work stress.

<table>
<thead>
<tr>
<th>Administrative management</th>
<th>Fatigue emotional</th>
<th>Depersonalization</th>
<th>Personal realization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
<td>-.556**</td>
<td>-.565**</td>
<td>.661**</td>
</tr>
<tr>
<td>Organize</td>
<td>-.595**</td>
<td>-.652**</td>
<td>.609**</td>
</tr>
<tr>
<td>Address</td>
<td>-.607**</td>
<td>-.668**</td>
<td>.624**</td>
</tr>
<tr>
<td>Coordinate</td>
<td>-.613**</td>
<td>-.660**</td>
<td>.636**</td>
</tr>
<tr>
<td>Check</td>
<td>-.503**</td>
<td>-.582**</td>
<td>.576**</td>
</tr>
</tbody>
</table>

Note: (**) Correlation is significant at the 0.01 level (bilateral test).

Source: Own elaboration, 2023 based on Requejo (2017).
The results obtained from the application of the survey and data processing show a level of perception of compliance with administrative management and work stress according to demographic characteristics of the sample. The sample was analyzed by sex, age, marital status, educational level, profession-occupation, seniority in the organization, type of organization, size of the company according to number of workers and by contractual relationship.

The result shows that the degree of education in the perception of administrative management becomes a significant factor in the perception of administrative management with respect to adequate compliance. The highest arithmetic mean reaches 6.20 for the dimension of planning and the lowest 3.55 for controlling, as shown in Figure xx. The high arithmetic means obtained in planning correspond to those with a higher level of education, which indicates that the way to control and reduce the subculture of informality in administrative management is through training, with academic and professional development that contributes to decision making and favors companies.

**Figure 5.** Average values of the perception of administrative management by level of education.

![Figure 5](image)

Source: Own elaboration, 2023 based on Requejo (2017).

The result according to profession or occupation does not show significant differences in the perception of administrative management; it reached a minimum level of 3.81 and a maximum of 5.64. It can be affirmed that the group is homogeneous by the averages reached and close to grade 4 of ambivalent. Planning is identified with a tendency to formality or execution and the other dimensions are oriented to the negative level as shown in Figure 6.

**Figure 6.** Average ranges of perception of administrative management by profession or occupation.

![Figure 6](image)

Source: Own elaboration, 2023 based on Requejo (2017).

The perception of administrative management by dimensions according to the size of the company by number of workers only affects the dimension of organizing, but located in grade four, distributed towards positive and negative tendencies. The difference is due to the greater concentration towards the positive tendency, where companies with extreme workers, few and many, are inclined towards internal formality or compliance with administrative management in organizations whose number of
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workers in our range is intermediate, between 51 and 999 workers. In the other dimensions, no differences are found. Consequently, it can be affirmed that the number of workers may have some influence, but it is not a determinant, as can be seen in Figure 7.

**Figure 7.** Average values of the dimensions of the perception of administrative management according to the size of the company by number of employees.

![Figure 7](image)

Source: Own elaboration, 2023 based on Requejo (2017).

It is necessary to mention that the values of the self-fulfillment dimension were inverted for the statistical analysis.

The level of education has a significant impact on the dimensions of work stress. Thus, it is found that the higher the educational level, the greater the emotional fatigue and depersonalization, but also the better the personal fulfillment, as can be seen in Figure 8.

**Figure 8.** Mean values of job stressors by level of education

![Figure 8](image)

Source: Own elaboration, 2023 based on Requejo (2017).

The dimensions of job stress and occupation-occupation are independent. As in previous cases, it is within the normal range, but personal fulfillment should be better. According to the data found, it is confirmed that the occupation-occupation does not affect the dimensions of stress, as shown in Figure 9.
The studies carried out on management as a science are important for the human being in the course of time, which leads us to the use of administrative functions as a reference to maintain order, organization and structure new managerial knowledge. Scholars such as Koonts, Weihrich and Cannice (2012) and Robbins (2010) define management as the process through which companies can achieve their goals and objectives, becoming rules applicable to any situation and organization.

Fayol’s five functions are present in business activities (Chiavenato, 2007), therefore they have been considered in the study of administrative management to evaluate their fulfillment in the development of activities of formal and informal groups within organizations oriented to the achievement of business objectives.

According to the above, every formally constituted organization or institution has a formal organization and formal groups, performs a formal administration, which together is the formal organization. In parallel, there is the informal organization, informal groups that carry out an informal management.

The correlation between the perception of administrative management and stress is demonstrated and coincides with the result of the study of Vidoti et al. (2019) where 20.9% present burnout syndrome and high levels of stress, as well as, Anchelia-Gonzales et al. (2021) reaches 44% do not recognize a good administrative management in their organization.

The result of the study shows that there are highly significant coefficients between the general perception of administrative management and the dimensions of job stress. This fact indicates that the lower the perceived formality of administrative management, the higher the job stress of emotional exhaustion and depersonalization, and vice versa, so that the alternative hypothesis is fulfilled. The reason is attributed to the fact that when the perception of internal informality with respect to administrative management is greater, the worker considers that in his company there are informal groups that enjoy personal benefits, expressed in schedule preferences or to fulfill the functions in their own way outside formality. This coincides with Saavedra & Delgado (2020) when they state that not all workers are completely satisfied due to low remuneration, inadequate work environments and poor leadership, requiring strategies to direct the organization and meet its goals.

With the result of the information collected, it is concluded that workers perceive 80% of an inadequate administrative management in the organizations where they work (see table 1). Additionally, the result meets the characteristics of “Burnout” syndrome by having a low score in personal accomplishment with respect to emotional exhaustion and depersonalization, reaching 62% of affected workers. It coincides with the study by Muñoz del-Carpio-Toia et al. (2022) applied to a sample of 147 health workers, who found that 70.7% of the personnel presented burnout syndrome; as well as with the study by Vidotti et al. (2019) applied to 502 nursing professionals with 20.9% of the personnel with burnout syndrome levels.

Fifty-nine percent of the sample works in companies where the number of workers does not exceed 50 employees (Figure 3); it is observed that they perceive inadequate administrative management, which reaches 80%, which would be affecting them physically and emotionally (Figure 4); the level of stress is perceived between 25 and 62% among its dimensions (Table 1). With respect to the perception by level of education, it is evident that the higher the level of education, the more inadequate
administrative management is perceived. On the other hand, the perception of administrative management does not show a major difference by profession-occupation (Figure 6), similar to what was observed by company size according to the number of workers, which does not show significant differences.

Administrative management is accompanied by management documents such as regulations, policies, manuals, processes, procedures, among others, which must be prepared and disseminated for compliance. Their existence does not guarantee efficient and effective administrative management, since it is the people who must be aware of and comply with their provisions, and it is up to senior management and managers to enforce compliance with their provisions.

5. Conclusions

The study shows a significant relationship between the perception of the internal informality of administrative management functions and work stress in the dimensions of emotional fatigue, depersonalization and personal fulfillment in workers of organizations in Metropolitan Lima. The result allows us to affirm that work stress not only affects workers in health services, teaching or similar companies, but all those who find themselves in a negative environment propitiated by an informal, unfair and inefficient administrative management in the development of their activities and tasks.

It was also demonstrated that the perception of administrative management and the functions of planning, organizing and directing have negative inverse correlations with emotional fatigue and depersonalization, and positive correlations with respect to personal fulfillment. When there is adequate administrative management, emotional fatigue and depersonalization are lower and personal fulfillment is higher. Regarding the functions of coordinating and controlling, it was found that they have significant inverse negative correlations with emotional fatigue and depersonalization, and significant positive correlations with personal fulfillment.

Regarding the perception of administrative management, no differences were found in the levels of perception according to gender, profession or occupation, seniority in the organization, type of company, company size or employment relationship. The opposite is the case with the level of education, where non-compliance with administrative management was detected more frequently.

With respect to the levels of work stress, it has been found that there is no difference by sex, age, marital status, profession or occupation, seniority in the company, size of the company or work relationship; in general, everyone experiences an average level of stress. The type of company is the only factor that makes a difference, with commercial companies being the places where workers are significantly affected with work stress in the dimensions of emotional exhaustion and depersonalization as they perceive that they are in a negative environment to work in due to the existing internal informality. In general, other demographic variables do not significantly affect work stress.

The workers surveyed reached a level of job stress in the three dimensions studied of 38% in emotional exhaustion, 25% in depersonalization and 62% in personal fulfillment.

All of them show different levels of work stress that reach 62% of the sample regarding the lack of adequate administrative management in the organizations where they work.
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