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## **Human resource management, internal communication and remote work of servers in a public entity**

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**Abstract**--Given the need to seek mechanisms to strengthen and improve the quality of educational services in the region, this study aimed to determine the influence of human resource management and internal communication in remote work on the servers of a public entity. . The study was basic with a quantitative approach of non-experimental design, correlational-causal level. The study population was made up of 120 members of a public entity in Peru, the sampling

was simple random probabilistic type, being made up of 102 participants, the technique used was the survey, for data collection a virtual questionnaire was used as an instrument made up of 46 questions structured with alternatives in Likert-type scale responses, whose reliability was determined by Cronbach's Alpha coefficient ( 0.943 ), and was validated by expert judgment. After obtaining the data, the statistical analysis was carried out using the SPSS Statistics version software. The results indicated a level of significance of  $000 < 00.5$ , and the Wald statistic 18,076 concluding that the management of means humans Y the communication internal they have a positive influence on the remote work variable of the servers in a public entity.

**Keywords**---organizational management, organizational communication, human management, labor relations, virtual work.

## **Introduction**

The COVID-19 outbreak caused, in addition to a health crisis, a global economic crisis (McKee and Stuckler , 2020). Imposing strict measures on the day-to-day life of the population, these unprecedented circumstances affected everyone's personal and professional well-being. In the business sphere, this context meant drastic changes in the way companies operate, since, just as various facets in the lives of individuals were altered, changes were also necessary in the way in which work was carried out (Bojadjev and Vaneva, 2021) .

Due to the measures imposed by the government and by the World Health Organization, various organizations around the world had to modify and suspend their operations, seeing themselves forced to close their work premises and adapt to working online, using online tools. technology to ensure the exchange of information and the flow of communication, in order to continue their work ( Caringal-Go , 2021). In this sense, virtual platforms in companies were the only tools that allowed meetings between colleagues, discussion of daily activities, planning, communication, among others; telework then emerges as a way of labor organization, where activities are carried out that are remunerated using ICT as support (Castellano et al., 2017).

In this framework, the pandemic caused a restructuring in the internal communication of organizations, having to adapt to the new provisions (Foronda et al., 2022) . Within a dynamic and complex economic environment, such as this context, for a company to have a greater probability of survival and to be competitive, it must have the ability to manage and integrate multiple resources that face the uncertainty and demands originated from the proposed strategies (Septiem and Rios, 2017) In this sense, a critical resource that must be managed effectively are the organization's workers ( Huselid , 1995).

There are many studies related to innovative human resource management practices to motivate, attract and retain the organization's staff ( Martin - Rios & Erhardt , 2017; Martin - Rios , Pougnet & Nogareda , 2017). However, given the change from the face-to-face work modality to the remote modality, it is necessary

for the entities to follow guidelines and measures to have an effective management, having as the main axis the human resources office or those that take its place.

In public entities, servers are the main assets, that is why human resources management becomes more relevant, since they must take charge of finding new ways of working and communicating both personally and professionally, this generated a great challenge for public managers who were in charge of adapting processes and managing change. Thus, SERVIR, rector of the Administrative System for Human Resources Management, prepared guiding documents so that public entities, through their human resources offices, can be guided in the process of adaptation and return to work under the remote modality (SERVIR, 2021)

For this reason, among other measures proposed, the government of Peru establishes remote work with the aim of safeguarding the safety and health of its workers Uribe et al. (2021) ; Due to what is supported, the present study poses as a general problem: How does human resource management and internal communication influence the remote work of servers in a public entity? On the other hand, the specific problems pose: How does it influence the management of human resources and internal communication in accessibility, establishment of protocols and efficiency in meetings of the servers in a public entity?

#### Theoretical framework

Vesga (2020) assures that the current society has been transformed in such a way that there is a strong tendency towards the individualization of human relations, which is why it is important for organizations to manage their human resources, since in the current context it is necessary to rethink policies and strategies, that is why in their research, the authors propose alternatives for organizations to strengthen their human resource management, among these are individualized leadership, idiosyncratic contracts, among others.

For Castro and Díaz (2020) , the internal dialogue in organizations has undergone extensive development thanks to the use of tools related to technological advances, however, many organizations place the responsibility for internal communication only on the human resources area, since this office is linked with the workers; Due to this there is a tendency to improve the experience of employees in order for them to get involved and facilitate the management of change within the company, so the authors in their research analyze the relationship between the well-being of employees, happiness and internal communication, for this they used a questionnaire for 82 companies located in Spain, according to the results obtained, it is stated that the relationship between internal dialogue and happiness is strong, despite the fact that the direction of happiness is little implemented in these Spanish companies and in most of the companies this area is in charge of the human resources office,

Belategi et al. (2019) had the purpose of research to analyze the perception of a group of female workers of a cooperative, emphasizing the perception of how managers and middle managers listen to their workers when they express their

expectations and concerns, as well as what is the perception that employees have regarding the information transmitted to them by the company. The research methodology was mixed and a questionnaire and qualitative data were used as instruments. The results obtained showed that, although the company's workers feel informed, they have the perception of being little listened to when they transmit their concerns.

For Foronda et al. (2022) , internal communication in the organization allows workers to carry out their work more effectively, this in the context of health, according to the author, refers to prioritizing the patient's quality of life and well-being. Thus, the authors had the purpose of analyzing the relationship between job performance and internal communication in health professionals in the context of the COVID-19 pandemic, the instruments were applied to 100 workers through job performance questionnaires and internal communication. According to the results obtained, professionals expressed a high level of 51% regarding job performance, on the other hand, internal communication was average 57%. Concluding that internal communication in the Chimbote public hospital was medium and is directly related to job performance.

Cost et al. (2018) proposed as an alternative solution to the lack of links between strategies, indicators and human resource management, training regarding human resource management, this training had good results obtaining a general procedure to design an evaluation system of performance at the company and individual level, taking into account its organization, encompassing the economic growth of the company as well as the human growth of its workers.

According to Chanana and Sangeeta (2020), the teleworking modality brought with it changes in the work and lifestyle of workers, this added to the health and economic crisis, caused an increase in the stress of workers in addition to that generated by the situation of being in the position of reconciling work and family life in the same place, which is why good communication with the teleworker is important in order not to hinder their work and, on the other hand, to safeguard their emotional well-being.

## **Method**

The present investigation is basic, theoretical, pure or fundamental, since it is oriented to prove a theory, in addition, the scientific knowledge developed allows to deepen the main topic, with a quantitative approach, because a numerical measurement was carried out (Hernández and Mendoza, 2018). , non-experimental design, correlational-causal level because it is aimed at estimating the relationship between two variables.

The study population was made up of 120 members of a public entity in Peru, the sampling was simple random, being made up of 102 participants, the survey was used as a technique and a virtual questionnaire made up of 46 items with alternatives on a Likert-type scale as an instrument. , reliability was calculated through Cronbach's Alpha coefficient ( 0.953 ), and was validated by expert judgment. After obtaining the data, they were organized in a matrix in Microsoft Office Excel 2016 to then proceed with the statistical analysis using SPSS

Statistics version 26 software and the preparation of graphs and tables corresponding to the stated objective.

## Results

Descriptive results

Table 1  
frequency levels management of Means Humans

F		%	% valid
bass	5	4.9	4.9
medium	13	12.7	12.7
tall	84	82.4	82.4
Total	102	100.0	100.0

Table 1 shows the frequency of Human Resources management levels, determining that 4.9% of respondents have a low level, 12.7% a medium level and 82.4% a high level.

Table 2  
frequency levels management of Internal communication

F			%	% valid
valid	bass	5	4.9	4.9
	medium	10	9.8	9.8
	tall	87	85.3	85.3
	Total	102	100.0	100.0

Table 2 shows the frequency of internal communication levels in the organization, determining that 4.9% of respondents have a low level, 9.8% a medium level and 85.3% a high level.

Table 3  
Frequency of Remote Work management levels

F			%	% valid
valid	bass	5	4.9	4.9
	medium	10	9.8	9.8
	tall	87	85.3	85.3
	Total	102	100.0	100.0

Table 3 shows the frequency of levels of remote work in the organization, determining that 4.9% of respondents have a low level, 9.8% a medium level and 85.3% a high level.

Results of the correlations

Proof of hypothesis general

Table 4  
Adjustment of model

Model	Criterion of adjustment of model			contrasts of the reason of		
	AIC	BIC	-two log verisimilitude	Chi-square	gl	Next.
Single the intersection	601,427	677,551	543,427			
Final	475,844	704,216	301,844	241,583	58	.000

Table 4 indicates the results of the goodness of fit with a significance of .000 < 0.05 adjusting to the regression model Logistics multinomial.

Table 5  
Pseudo R-square

Pseudo R-square	
McFadden	.407
Cox Y Snell	.906
Nagelkerke	.909

Based on Table 5, the Nagelkerke statistic that has the highest value and closest to 1, which is 90.9%, is selected.

Table 6  
Estimates of parameters

95% range of confidence for Exp (B)

remote work (grouped) to	B.	dev . Mistake	Wald	gl	Next.	Exp (B)	Limit lower	Limit higher
bass Intersection	89,955	1263.50	.005	1	.943			

Management Means Humans (grouped)	of- 28,634 two	3500.48 ,000	1	.993	3.666E-13	.000	. b
Communication internal (grouped)	-5,352 two	3414.43 ,000	1	.999	.005	.000	. b
medium Intersection Management Means Humans (grouped)	22,045 of12,244	5,185 1,457	18,076 70,610	1 1	.000 .000	207739.11946,1 4 42 9	3612521. 97 42
Communication internal (grouped)	- 18,860	,000 .	1	.	6,444E-9	6,444E-96,444E-9	

Additionally, table 6 shows the parameter estimates with a significance level of .000 less than  $p=0.05$  and the Wald value of 18.076 greater than 4. It can be stated that human resource management and internal communication have a significant influence. positive in the remote work of the collaborators of a public entity.

Proof of Hypothesis specific 1

Table 7  
Information of adjustment of model

Model	Information of adjustment of model					
	Criterion of adjustment of model			contrasts of the reason of verisimilitude		
	AIC	BIC	-two log verisimilitude	Chi-square	gl	Next.
Single the intersection	438,012	482,637	404,012			
Final	335,864	469,738	233,864	170,148	3.4	,000

Note: Elaboration own

Table 7 presents the results for the goodness of fit of the model with a significance of ,000 < 0.05 indicating that adjust to the regression model Logistics multinomial.

Table 8  
Pseudo R-square Y estimate of parameter

Pseudo R-square	
Cox Y Snell	.8110
Nagelkerke	.8220
McFadden	.3860

Of the table 8, the Nagelkerke statistic that has the highest value and closest to 1, which is 82.2%, is selected.

Table 9  
Hypothesis specific 1 - Estimate of parameters

95% range of confidence for Exp (B)			dev .				Limit	Limit
remote work (grouped) toB.		Mistake	Wald	gl	Next. Exp (B)		lower	higher
bass	Intersection	89,955	1263.5	.005	1	.943		
		0						
		9						
	Management Means Humans (grouped)	- 28,6348	3500.4	,000	1	.993	3,666E-,000	. b
							13	
			two					
	Communication internal (grouped)	-5,352	3414.4	,000	1	.999	.005	,000
		3						. b
			two					
mediu	Intersection	22,0455	185	18,076	1	,000		
m								
	Management Means Humans (grouped)	12,244	1,457	70,610	1	,000	207739.11946,14	3612521.
							4	2
							97	42
	Communication internal (grouped)	- 18,860	,000	.	1	.	6,444E-6,444E-9	6,444E-9
							9	

In the same way, in table 9 the estimations of parameters are observed with a level of significance of .000 less than  $p=0.05$  and the value of Wald 18.076 greater than 4, it can be affirmed that the management of human resources and internal communication present a positive influence on the accessibility of the collaborators of a public entity.

Proof of Hypothesis specific two

Table 10  
*Information of adjustment of model*

Information the adjustment of model

Model	Criterion of adjustment of model			contrasts of the reason of	gl	Next.
	AIC	BIC	-2log verisimilitude	Chi- square verisimilitude		
Single the intersection	467,136	511,761	433,136			
Final	359,071	492,944	257,071	176,066	3.4	.000

Note: *Elaboration own*

Table 10 presents the results for the goodness of fit of the model with a significance of  $.000 < 0.05$  indicating that adjust to the regression model Logistics multinomial.

Table 11  
*Pseudo R-square Y estimate of parameter*

Pseudo R-square	
Cox Y Snell	.8220
McFadden	.3750
Nagelkerke	.8300

Of the table 11 the Nagelkerke statistic that has the highest value and closest to 1, which is 83%, is selected.

Table 12  
*Hypothesis specific two - Estimate of parameters*

95% range of confidence for Exp (B)							
Establishment of Protocols (grouped) to	B.	dev . Mistake	Wald	gl	Next. Exp (B)	Limit lower	Limit higher

Management Means Humans (grouped)	- 46,806	338476.,000 0 87	1	1,000 4,702 ,000	. b
Communication internal (grouped)	-6,570338292.,000 1	1,000.001 ,000	. b		
medium Intersection	18,67 4,570 6	16,698 1	,000		
Management Means Humans (grouped)	-3,9891,359	8,621 1	.003 .019 .001	.265	
Communication internal (grouped)	-1,5041,616	.866 1	.352 .222 .009	5,275	

Similarly, table 12 shows the parameter estimates with a significance level of .000 less than  $p=0.05$  and the Wald value of 16.698 greater than 4. It can be stated that human resource management and internal communication have a positive influence in the establishment of protocols of the collaborators of a public entity.

Proof of Hypothesis specific 3

Table 13  
*Information of adjustment of model*

Model	Information of adjustment of model					
	Criterion of adjustment of model			contrasts of the reason of verisimilitude		
	AIC	BIC	-2log verisimilitude	Chi- square	gl	Next.
Single the intersection	446,400	488,400	414,400			
Final	358,499	484,497	262,499	151,901	32	.000

*Note: Elaboration own*

Table 13 presents the results for the goodness of fit of the model with a significance of  $.000 < 0.05$  indicating that adjust to the regression model Logistics multinomial.

Table 14  
Pseudo R-square Y estimate of parameter

Pseudo R-square	
Nagelkerke	.7830
Cox Y Snell	.7740
McFadden	.3330

Of the table 14, the Nagelkerke statistic that has the highest value and closest to 1, which is 78.3%, is selected.

Table 15  
Hypothesis specific 3 - Estimate of parameters

95% range of confidence for Exp (B)							Limit lower	Limit higher
Efficiency of meetings (grouped) to	B.	dev .	Mistak Wald	gl	Next. Exp (B)			
bass	Intersection	120.951	1078.1013	1	,911			
	Management Means Humans (grouped)	-2,8378	359,39,000	1	.994 .059	7,050E-308	4,874E+04	
	Communication internal (grouped)	-32,373	,000 .	1	.8,719	8,719E-15	8,719E-15	
mediu m	Intersection	77,969	5,349	212.4817	,000			
	Management Means Humans (grouped)	-3,020	1,419	4,534	1 .033 .049	.003	,786	
	Communication internal (grouped)	-17,400	,000 .	1	.2,774	2,774E-8	82,774E-8	

Finally, table 15 shows the parameter estimates with a significance level of .000 less than  $p=0.05$  and the Wald value of 212.487 greater than 4. It can be stated that human resource management and internal

communication have a significant influence. positive in the efficiency in meetings of the collaborators of a public entity.

## **Discussion**

In accordance with the results shown, it is affirmed that the management of means humans Y the communication internal positively influence the remote work of the collaborators of a public entity. These results refer to those found by Maritsa and Kalemis (2020) who affirm that in the context of remote work due to the pandemic, the management of human resources through leadership is important, so that workers can adapt to the changing context, as well as create strategies that allow them to feel connected with their colleagues, that is, strategies must be created that improve internal communication between the employees of the organization, in this way the workers feel valued and motivated despite the distance .

For de Lucas Ancillo et al. (2020) the context of the pandemic made it clear that it is essential for a company to have contingency plans that allow it to manage human resources, according to Ngoc Su et al. (2021) these plans should consider crisis management operational skills and interventions that facilitate organizational performance at the individual and collective level. For their part, Bennett and McWhorter (2021) assure that the current digitalization of work, that is, remote work, is linked to the transformation of the human resources area since it accelerated the changes that organizations had already been gestating. Teleworking brings with it challenges not only in maintaining the activities of the company but also in the satisfaction of workers, in this sense the results determined in this study confirm that in a public entity , teleworking has a significant relationship with the human resource management and internal communication, these results coincide with Dirani et al. (2020) who affirms that it is important that organizations establish guidelines for the evaluation of results and the exchange of information in the organization, likewise the author affirms that it is the responsibility of the leaders of the company to help their subordinates to receive an updated and correct information .

Tanpipat et al. (2021) considers it relevant that the human resources office guarantees the connection between workers, since previous research showed that before the pandemic, virtual communication between workers was not very common, in addition, the author highlights that the commitment to carry out the functions remotely and teamwork require the support of the management area and the systems area in order to satisfy the needs generated in the workers and provide them with work tools.

For his part, Pino (2021) in his research aimed to determine that the organizational culture and human resource management significantly influenced the work environment of the educational institutions under study. According to the results obtained, the author indicates that it is crucial for managers to develop teamwork and leadership, to allow their collaborators to perform their duties properly.

## Conclusions

According to the results obtained, it is concluded that the management of means humans Y the communication have a significant and positive relationship with the remote work of servers in a public entity. Regarding the specific research objectives, it was obtained that the human resource management and internal communication positively influence the establishment of protocols, the efficiency of meetings and the accessibility of the staff of a public entity. These results demonstrate the importance of managing human resources taking into account the technological and administrative factors that include leadership and internal communication, it should also be considered that this change management requires the active participation of the leaders and managers of the entities. On the other hand, it should also be considered that remote work requires more tools and training regarding new technologies so that non-attendance does not negatively affect their performance.

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