

Motivation Of Public Service In A Municipality In Peru

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Abstract: The municipal public servant needs to be motivated to serve the citizens in order to provide a quality service, where their expectations are exceeded, for this they must have the necessary resources, the same ones that are tested by the entity; therefore, the objective was to identify the factors that influence the motivation of the public service in a municipality in Peru. The study was carried out under the qualitative approach, the interpretive paradigm, the method applied corresponded to the case study and the phenomenology, the technique applied was the interview with the respective interview guide, the reporting units corresponded to eight collaborators currently working in the institution. The four factors that include the motivation corresponding to the service vocation, the management report, the appropriate organizational climate are based on respect and loyalty to the workplace. Therefore, a weight of the opportunities in the labor market, the collaborators would not resign, because they consider that they work in the municipality for their vocation of service. Weight of the economic conditions are not encouraging, so they emphasize the homologation of their salaries, contracts according to academic achievements, and constant training to resolve cases according to current regulations and not violate the rights of citizens.

Index Terms: Motivation, vocation, organizational climate, remuneration, training, loyalty, contracts, appointment.

1. INTRODUCTION

Since the origins of civilization, human beings have considered work as a significant activity that allows them to meet their individual and group needs. The family and the economy maintain a strong solidity that addresses social development (Montaño and Calderón, 2010). In that sense, labor action in the contemporary global world is defined as the ability of the worker to perform the work entrusted by organizational demands, the timely validity of his health, and the management of his mental resources. Without a doubt, consolidating organizational identity is a challenge for managers, because to achieve this, management strategies linked to efficiency and constant motivation must be formulated (Henry and Neffa, 2019).

Motivation is a broad concept; it is understood as the stimulating action to work every day until retirement age. Without a doubt, the cohesion between the job and the employee is essential to perform a specific organizational function. In this way, the emotional aspect and the sense of work improvement by the worker tend to benefit the organization in aspects such as attention, productivity and institutional climate. It should be noted that new technologies have allowed entities to improve their actions, not only their adaptive capacity of the context in which they work but also to achieve institutional motivation in the effective fulfillment of their internal and social projection functions (Pak, Kooij, De Lange and Van Veldhoven, 2019).

At the national level, labor motivation encompasses not only the need to work, but to perform according to the sense of responsibility and fulfillment of their work in the minimum conditions. Motivation refers to the affective behavior that people direct towards the performance of work, connects the interests and needs of employees with the organization, and therefore influences employee satisfaction. One of the most critical challenges in government managers is to match the needs of the organization and employees, because an imbalance inevitably leads to a break in the relationship, and does not contribute to the achievement of institutional objectives. Taking into account that workers are considered the most crucial resource of the institution, the development of their motivation is a prerequisite to achieving the expected organizational results. In this sense, motivation is one of the essential aspects in the development of human behavior, and that at high levels leads to active development in the labor field (Maslow, 1943; Bennis, 2009 and Guntert, 2015). At the local level, the public governmental institutions present labor criteria established in protocols elaborated by the responsible entities. However, in the absence of adequate supervision of performance, there is a concurrence in the functional breach. The offenses are dealt with from a slight verbal warning, a temporary suspension without enjoyment, until the definitive separation from the job. Concerning the municipality under study, the authorities are chosen by the neighbors of the district. They develop and promote suitable strategies that allow not only functional responsibility but also encompass the motivational conditions of their workers in fulfilling their work towards the citizenship of the first national port. In this way, not only the management is improved, but the customer service is measured by satisfaction rates (Van Loon, Leisink, and Vandenabeele, 2013). At the international level, the primary research around the subject of studies is varied but significant. In this way, in the labor context of a public institution in Indonesia, it supported the importance of the commitment of employees and the human resources department to encourage motivational improvement plans. Thus, many programs are executed to increase the value of the commitment of the collaborators annually. This research aimed to analyze the influence of the work environment and flexible

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hours on the commitment of government employees (Setiyani, Setyo and Nawangsari, 2019). The second study conducted at a state institution supported the need to encourage changes in management as a convenient alternative challenge. Likewise, it was directed at the micro-level of extra-role behaviors that favor organizational improvements and the Taking Charge Behavioral (TCB) was proposed, which is the behavior of office as an essential element in the motivation of public service (MSP) indispensable in any state entity (Schott, Neumann, Baertschi and Ritz, 2019). An investigation of this kind addressed the European reality of Serbia in a state mining entity, whose main objective was to analyze the relevance of the human factor in the efficient management of resources, and how the public entity influences the maintenance of the motivation of the employees regarding the performance of their functions, implementing an adequate motivation system and their interaction. Taking into account that the mining activity is carried out under pressure, with precise times for compliance with extraction, and the work climate is exhausting, the worker's salary does not provide satisfactory results in practice for them (Bozovic and Bozovic, 2019). Likewise, it is necessary to mention that the motivational factors that affect work performance addressed from the Ecuadorian context correspond to the affiliation, job stability, constant training for functional improvement, and recognition of its institutional work (Vaca, 2017). The following study of the public sphere was addressed in terms of work and attention to users, evidencing organizational commitment as the relevant factor in institutional improvement (Homborg, Vogel and Weiherl, 2017). The relationship between public servants and their impact on the functions at the organizational level, consider the level of satisfaction as a central point, which was included as a proposal for improvement based on motivational activities of integration and empowerment of workers (Riba and Ballart, 2016). At the national level, the study on the efficiency of functional performance stated that personal motivation has a direct impact on user care. In this way, it was possible to show that, despite logistical limitations, there is motivation among workers; managers are directly responsible for promoting it at the organizational level (Soto, 2018). On the other hand, the results showed the productive relationship between motivation and satisfaction, also addressed interesting insertion strategies regarding the spontaneous development of employees to obtain better results in the medium and long term; This requires the idea of implementing relevant measures to avoid a demotivating work routine (Marín and Placencia, 2017). Likewise, it is affirmed that all external action must be directed with the identity, mission, and institutional vision so as not to fall into recreational activities but predisposed towards the purpose of reducing the turnover rate, achieving active labor stability at work and consolidating a pleasant climate (Suma, 2015; García and Forero, 2014). Due to this problem, work motivation is perceived as the indispensable dynamic factor developed by people in a work environment, in order to achieve the expectations of citizens and meet their needs. In this way, this situation is focused on institutional improvement based on the optimal development of the human resource, exclusively its motivation, with the purpose that the entity is efficient and reliable for users. In that sense, it has been considered to formulate the following problem that has originated the present investigation: How is the labor motivation perceived in a Municipality of Peru? In this way, the

study tends to become very relevant research work in practice. Furthermore, it provides an overview of the motivation of employees in the public service of a municipality. The advantage of this research is in the study of organizational behavior, based on the exchange of management ideas with employees, in order to continuously improve and strengthen the work environment; it also identifies the weaknesses of management that affects Employee motivation. It is interesting to point out that work transformed the individual, made him responsible, and created in his mental structure the idea of being better, in order to meet his needs. The first developed societies such as Egypt and Mesopotamia made work activity essential, especially for those who were close to the ruler (Naredo, 2001), because this group worked according to the needs of the government, although they did not have a job As a salaried employee, his activity was compensated by being close to power and obtaining benefits. The majority of workers fulfilled their duties indifferently; non-compliance could lead to death due to disobedience. For Grimal (2000), the arrival of slaves resulted in the most unlikely job positions; they had to assume. Fear of reprisal was the common denominator in the times of the Roman Empire. At the stage of the advent of Christianity, the satisfaction of working was eclipsed by the fear and anxiety of not being sanctioned or punished. The need to work became more imperative during the Industrial Revolution, the fulfillment of the daily wage and the obtaining of a profit product of the workforce would be extended to all forms of work, the motivation to work in one of the factories was the remuneration. In the absence of slavery, free people held the jobs in the different public institutions that, although they received a salary, their work stimulus was negligible because it was reduced to the economic factor. The ideas of the work environment and motivation for work were only evidenced once a month. During the working hours, the motivation was presented according to the passing of time, the desire for the departure time to arrive and so on until the day of the monthly payment. The theories related to work motivation are varied, Mair and Rathert (2019) emphasize the relevance of understanding the factors of the individual that cause their institutional behavior; one of them, the motivational factor, regulates the degree of activation and intensity of these behaviors, determining the theory of motivation and professional practice (Gonzales, 2001). León (2007) was one of the pioneers in considering public service as indispensable; he said that the State must promote the sense of public service in its institutions, in addition to promoting quality management based on committed, motivated and productive workers. For Shin and Grant (2019), when studying the figure of Maurice Hauriou, they pointed to the analysis of state management, as well as the presence of institutionalism as a reference of reciprocity between users and institutions predisposed to political theorization, but with visible signs of welfare towards the population. The work excellence corresponds to the efficient function that the workers fulfill in their job position. However, if there were not some work stimulus for improvement for the realization of the work activities, the planned objectives would not be achieved (Tatamuez-Tarapues and others, 2019). Similarly, the lack of interest in training in a competitive world will predispose a carefree and unaware worker of institutional, organizational improvement changes. That is why, managers in their eagerness to correspond towards work excellence must promote personal and group incentive strategies with the

purpose of making work function viable and that a pessimistic institutional environment is not perceived, nor is it open to changes that are indispensable in a globalized world (Trépanier, Forest, Fernet and Austin, 2015). Therefore, the presence of motivation in workers influences their work activity, allows them to innovate and feel stability, and is empowered towards the improvement of their functions with a high sense of responsibility towards the search for work excellence.

Extrinsic work motivation

This type of motivation among several aspects considers the infrastructure; that is to say, the comfortable workplace affects the increase in productivity; unlike a work environment that is not conducive, it can even cause discomfort in the workers and therefore migrate to other companies. Ball, Degli, Dibb, Pavone and Santiago-Gómez (2019) argued that the work environment corresponds to not only the infrastructure, but also the minimum conditions to carry out the work activity, which includes coexistence, assertive dialogue and the ability to work in equipment. Convenient facilities include enough workspace, interior aesthetics, lighting, effects, and comfort with adequate ventilation and air circulation, discrete noise levels. In this way, organizations need to implement offices that are conducive to motivate and inspire employees to work correctly and in a productive environment. Therefore, the work environment and conditions have a positive effect on motivation and commitment. If both are important in the labor planning of managers, then they become primary sources for the growth of the motivational spirit and employee participation. For Zhu, Peng and Ling (2019), the flexibility of schedules is aimed at increasing employee productivity and improving their occupational health. The various flexible ways of working can help organizations improve service to the public user. State institutional security or reliability depends mostly on public perceptions of its performance. Thus, the conditions of trust are subject to the security that comes from the fulfillment of its administrative functions, such as the ability to solve user problems. That is why security protocols not only address the care of infrastructure, but they are predisposed to the relevant management of their activity based on results and social projection. In this way, the public institution must implement viable improvement initiatives that address performance, transparency, participation and inclusion, equity, and the exercise of rights. Pavone, Santiago-Gómez and Jaquet-Chifelle (2016) expressed the importance of the points of public implementation outlined in Figure 1: first, the effective and supervised distribution of institutional resources; second, clarity and regulation of computer structural conditions; third, compliance with security policies; and finally practical safety assessment. Therefore, efficient mechanisms of reliability must be implemented between the public and state institutions, since the government administration goes beyond service. Without a doubt, the perception of security on the part of the users will benefit in the organizational improvement in terms of management, attention and conditions. Consequently, employees can function without any concern.

Intrinsic work motivation

Employees consider their work exciting and sponsoring, which means that their attention is focused on efficiency, their effort becomes more intense and persistent: the act of working is a reward in itself to satisfy the basic needs of people. In that

sense, the intrinsic motivation for Van Dijke, Leunissen, Wildschut, and Sedikides (2019) refers to the appropriate and exploratory commitment in work activities that workers find exciting and enjoyable. This type of motivation is of high organizational relevance because intrinsically motivated people are happier, persistent, responsible, efficient, productive, and creative because they value their work potential. In this way, no single phenomenon reflects both the positive potential of human nature and intrinsic motivation. It should be noted that the evident factors of this type of motivation towards workers, according to Vallerand (2001), are affiliation, respect, achievements and recognition. Therefore, managers must prioritize viable strategies for promoting institutional affiliation or identity, the sense of respect for their colleagues and with other employees. Likewise, it is relevant that both work and professional achievements and acknowledgments are public knowledge. The valuation of the worker by their employers motivates them in their work actions to improve at all times and be trained for significant labor challenges.



Figure 1. Public security implementation measures.
Source: Pavone and others (2016)

2 METHOD

This research corresponds to a qualitative approach because it is characterized according to Valles (2007) by: Emphasize the description and understanding of what is unique and particular, instead of generalizable things, proceed to the understanding and interpretation of institutional reality from the meanings and intentions of the people involved (p. 276). Its primary purpose is to obtain an approach to the subjective world of workers, to reach the critical reflexive knowledge of reality, from the meanings of the people involved by their expectations and needs to their context in an experiential way (Carhuancho, Nolazco, Sicheri, Guerrero, Casana, 2019). The paradigm corresponded to the interpretative one; according to Hernández, Fernández and Baptista (2014), allow to know with precision the subject of the study raised. Also, it is possible to interpret the observations and points of view obtained from the application of the validated research instrument through triangulation and organization of information, to explain the social phenomena found. Therefore, it is directed in the first instance towards phenomenology,

explaining both the essence of the ideas and the fundamentals of the phenomena to predispose to the understanding and analysis of personal and work experience, considering the ideas force of the phenomena of the context under study (Van Manen, 2003). Moreover, it is directed to a case study, given that it intensively addresses the units of analysis, be it a person, a family, a social group, or an institution (Stake, 1994). The Municipality of Callao, a state institution that has a considerable number of workers appointed and hired. Its organizational mission is the provision of quality public services promoting the integral and sustainable development of the district through simplified processes that respond to the needs of users and with the sense of transparency, equity and citizen inclusion. For the study, the phenomenology and case method was applied, eight employees were taken into consideration with the following characteristics: Two appointed officials, two workers in the logistics area, two workers in the project area and two collaborators in the administrative area. The information-gathering technique was the interview, it is relevant for qualitative research, and it is defined as a reciprocal dialogue that proposes a specific purpose different from the daily act of conversation (Díaz, Torruco, Martínez and Varela, 2013); whose instrument corresponded to the interview guide. The documentary review was also carried out as a complementary activity to the information extracted in the interviews. Regarding the procedure, this begins with the collection of the data, based on the personal perception or opinion of the researcher. The criterion of impartiality is manifested through the interview that is predominant and influential in this process. Then, the categorization is carried out based on the knowledge and outline of the themes or axes of study that are added in a matrix composed of categories and subcategories, firstly a priori, and after the results, the emerging ones are incorporated (Cisterna, 2005). Finally, the data were triangulated with the support of the Atlas.ti 8 software.

3 RESULTS AND DISCUSSION

For the study, interviews were conducted with eight public sector workers, who, based on the questions raised, provided information on motivation in the public service, which is why the study category was approached with three subcategories such as a) M intrinsic; b) M. extrinsic; c) Sociodemographic factors, with their respective indicators, as presented in Figure 2.

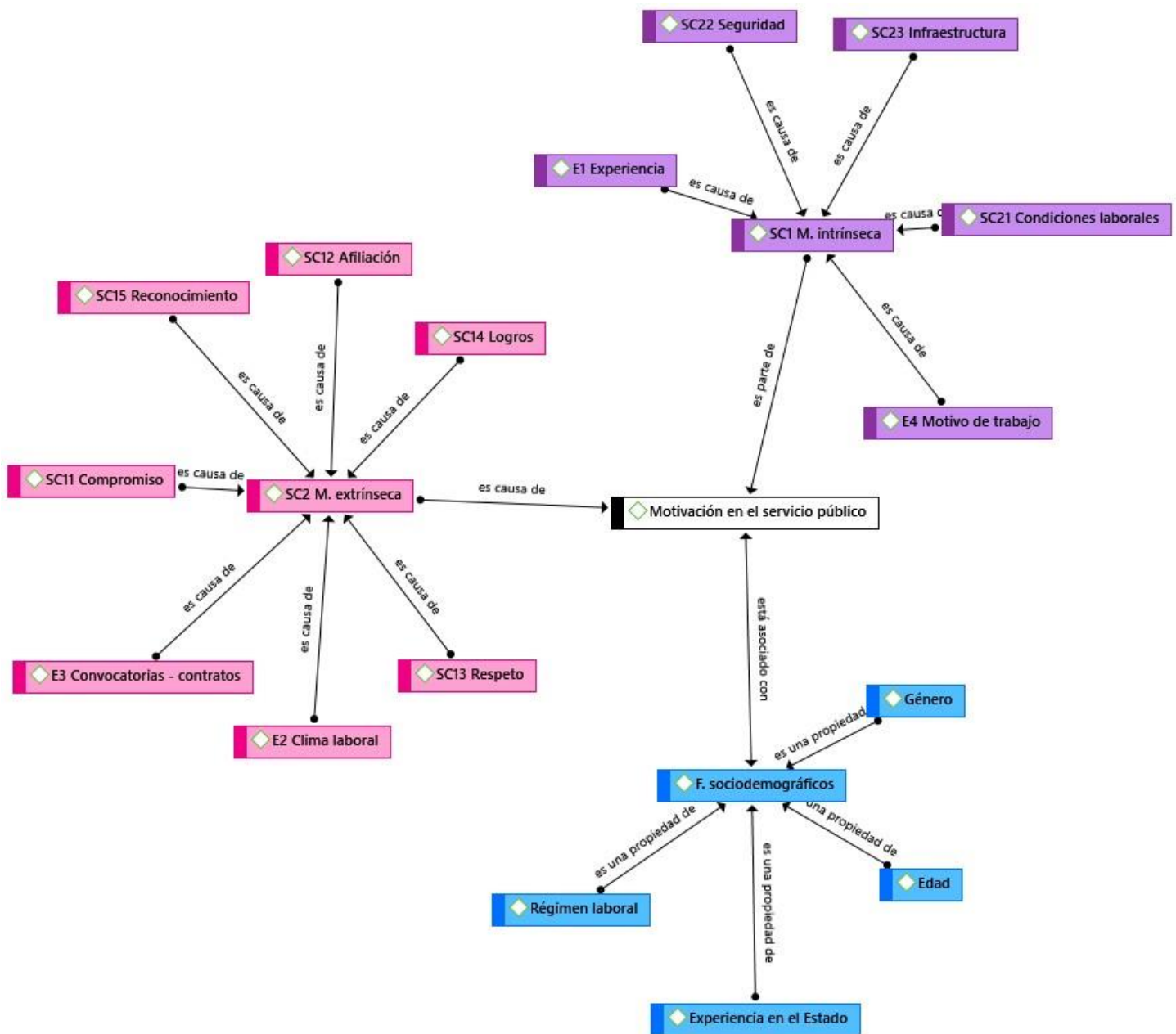


Figure 2. Categories and subcategories of motivation in the public service

The age of the interviewees was, on average, 38 years, the female gender prevailed, five works under the CAS modality, two are hired and one is appointed; the average service time was eight years. The public servants maintain that they work for the State by the vocation of service and consider that they contribute to the management of the institutions. This allowed obtaining personal achievements as well as professional development; they also rescue the work environment, belonging to reputable institutions, argue that the Organizational climate is favorable for the performance of their work. They emphasize the value of respect between their peers and superiors, while their opinions are considered in the planning and execution process, as shown in Figure 3. On the other hand, they affirm that they would not give up working in the State, although the private company offers better labor and economic conditions, they value more the career line they develop in the public sector and the possible appointment. Likewise, they argued that there is a need for greater

transparency in the hiring of employees; professional profiles must be evaluated with the impartiality of the case; promotions must be on their own merits. To this, it is added that working conditions are not the most appropriate because they do not have the material and economic resources necessary for the performance of their tasks. In many cases, they have to buy stationery, personal protection (gloves, masks) among others for the performance of their tasks, the same ones that reduce motivation and personal development.



Figure 3. Word cloud of the motivation category in the public service

Another transcendental element is training, which has ceased to be necessary for the organization because it is not budgeted or has diminished over the years. This is because the unions have lost space and do not fight for the interests of the members, such as shown in figure 3.

3.2 Extrinsic motivation

The interviewees affirmed that they work in the State for a vocation of service and they like the task they perform because they serve society. They affirm that they would not leave their work despite any job opportunity or offer; they consider that the option chosen allowed them to achieve their professional development; On the other hand, the work environment is calm, respect is first, each member focuses on their own and contributes to the achievement of the objectives. However, when we refer to the affiliation, they consider that it does not exist, although some affirm that it is good, allowing them to reach agreements in consensus, tolerance and respect prevail. However, they also highlight the fact that many enter to work by recommendation, and not necessarily by their knowledge, directly affecting the achievement of institutional objectives. On the other hand, about respect, they consider that it depends on the organizational climate and the practice of values. However, when these contracts are called, this value is not practiced. However, on the contrary, the amical or political ties are the predominant ones, which is why they do not appreciate the suitable professional, limiting professional development and the improvement of public management. Likewise, when referring to the achievement or achievements of the staff, it is limited to the economic factor, because they consider that they work for a monetary reward. However, in spite of this, there are those who argue that working in the State implies working in an environment with many challenges and requires everyone's effort. Identity of the collaborators is needed, more significant incentives are demanded, a system of promotion based on merits, remunerations according to the market, and higher training of personnel.

3.3 Intrinsic motivation

Within the intrinsic motivation, the working conditions are identified, the interviewees affirm that the material resources such as the computer are not enough for the performance of their tasks because they are obsolete and do not exist in the minimum amount required. Also, concur much noise in the

work environments, the spaces are reduced and are shared by several collaborators, directly affecting the concentration, as well as the delay in the work, at the same time limits the communication. This situation is complemented by infrastructure, who consider it to be useful, but at the same time old, there is a need for more excellent circulation of ventilation and lighting. Regarding the economic factor, they consider that a leveling of salaries and access to all benefits is required according to the current legal framework. What is happening is that there are different labor regimes such as the CAS, work order, or third parties, hired and named, where the difference lies in the payment for the work performed, the late charge with a fee receipt. A fact that affects them because they do not have the benefits such as gratification, schooling, social security and vacations; however, the second and third indicated if it has such benefit, but that the gratification and schooling is distant if we compare with the private sector because there an additional remuneration is perceived. On the other hand, training in the public sector has been declining, basically because it has not been considered in the budget of the year. This situation is aggravated because the staff does not know about the changes made in the legal framework, making it severe citizen service, which is why the interviewees argue that at least every quarter they should receive training, in addition to extending coverage to a higher number of collaborators, with the objective that everyone contributes to their achievement. We must emphasize that the experience and academic training of the collaborator is essential, their synergy allows us to achieve the results in a shorter time or in the planned time, execute the budget fully, but above all, achieve the planned attention goals. The study identified that the factors that affect the work motivation of the public servant or collaborator are: a) They work by vocation to serve the citizens, b) Contribution to the public management of the institution; c) There is a pleasant organizational climate and the value of respect is practiced; d) Loyalty with the institution, despite opportunities in private enterprise. In this sense, the results harmonize in part with Henry and Neffa (2019) because, in order to ensure that people work motivated, the implementation of management strategies is required, which allow them to achieve the objectives set, by Pak, Kooij, De Lange and Van Veldhoven (2019). On the other hand, it coincides with Van Loon, Leisink, and Vandenabeele (2013) and Setiyani, Setio and Nawangsari (2019) because when there is a committed collaborator, it provides a quality service to the citizen, therefore, manages to exceed their expectations, generates indirectly the commitment to fulfill its obligations in the Municipality. However, a relevant factor is the economic one, the same that is not in line with the market, also depending on the type and contract there are abysmal differences, so the interviewees argue that an approval is necessary and urgent, the results harmonize with Bozovic and Bozovic (2019) because, in that reality, salaries are also considered as low. On the other hand, it is worthwhile to recognize that job stability, affiliation, training, and recognition are essential elements that influence the results of the organization, a fact that also manifests itself in reality studied, coinciding with Vaca (2017).

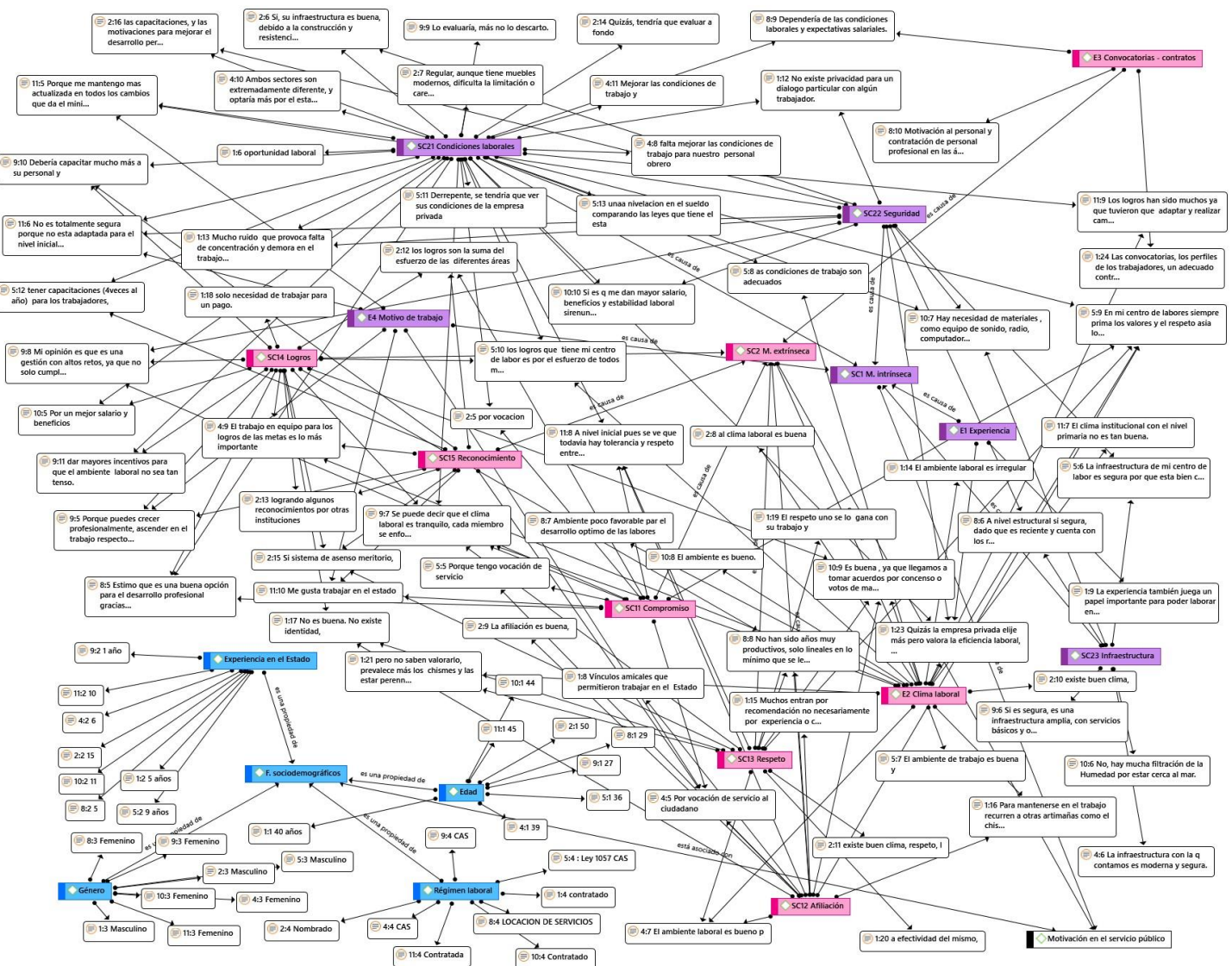


Figure 4. Motivation in the public service in a Municipality of Peru

Appointments in the jobs must also be assumed with great responsibility and commitment; however, it has been observed that when employees reach such a situation, they adopt attitudes such as conformism, low or inadequate training on their own, and even abandonment of the position. In this same sense, the training was emphasized, the same ones that have diminished over time, basically due to the lack of resources and programming. The collaborators argue that they cannot be trained at a different time than the working day, coinciding with Tatamuez-Tarapues et. to the. (2019). Another essential element is the infrastructure, the same that in the investigated reality argue that it is old, the passages are narrow, the poor ventilation and light, consequently, these conditions are not optimal, despite this, the relationship between partners and the work environment is considered as good, in accordance with what was pointed out by Ball, Degli, Dibb, Pavone, and Santiago-Gómez (2019).

4 CONCLUSIONS

In the state entity under study, the staff is not selected according to the profile of the position, nor is an exhaustive evaluation of the Curriculum Vitae and the verification of said competencies, on the contrary, the political link with the current

governor prevails, and in times Electors perform activities that do not correspond to the position. The remunerations are not commensurate with the market, except those employees who are in the Regime of Law 728 are the only ones who are on the payroll and have an indefinite term contract, in case of unjustified dismissal they can sue the entity, and enjoy of the benefits of law as the private company. State workers do not enjoy CTS, a salary for bonuses, vacations, and bonuses. Training is an essential element that motivates the worker to improve himself academically and improve his social status; however, in time, the municipality understudy has reduced said budget, and reaching the end that one semester there was no activity. This situation has added the fact that employees do not allocate a budget on their own, because the satisfaction of family needs prevails. The employees of the municipality insist that they work by vocation of service, although the private company gives them a higher remuneration and better conditions would not resign, in this sense it is a relevant and important factor for a state entity because the strengthening of the same It will improve the quality of service and achieve happy workers. The infrastructure of the municipality requires better conditions, such as ample spaces for employees and citizen care, modern technological equipment, materials, and resources for daily work, because workers to meet the

objectives of the institution choose to assume such purchase.

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