

Administrative management of the work area in the "Pampas de Sananguillo" penitentiary establishment

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Abstract

The objective of the research was to evaluate the administrative management model in the penitentiary establishment "Pampas de Sananguillo", The type of research was non-experimental, quantitative and descriptive design. The sample was made up of 22 administrative and 170 inmates, the data collection instrument was questionnaires. Conclusion: An administrative management model was designed in the "Pampas de Sananguillo" penitentiary; In order to prepare it, it was necessary to first evaluate the components such as: planning, organization, direction and control; where from this it was possible to know the internal deficiencies, this being the correct way to be able to structure the proposal according to the needs that are pursued. In addition, it was identified that the management was inadequate since this was assumed by the answers provided by 64% of the administrative workers, which indicates an internal problem; because there is a greater availability of resources such as wood, paint, nails, etc. In addition, with Spearman's non-parametric inferential Rho statistical test, it was shown that management in its dimensions was significantly related to efficiency in the work area, being contrasted with bilateral significance ($0.000 < 0.05$).

Keywords: Model, management, control, efficiency.

I. INTRODUCTION

The present research work began by contextualizing the problem from the problematic reality, which indicates the following: currently, the criminal acts that are occurring within society, which is causing prisons to house a large number of inmates, since this result over the years generated an overpopulation, however, despite having the possibility of exercising a profession and/or activity, they do not choose to do so. With respect to Murcia, Valencia, community of Madrid, a total of 15 prisons, seek to implement an administrative methodology that aims to improve the skills for employment (personal, social and professional) of their inmates and, consequently, increases their opportunities to access a job once their sentence is over.

As a result, the time it takes for inmates to join the labour market was reduced from 90 to 52 days and the quality of insertions was improved, which are now mostly full-time, according to the results of a pilot experience carried out at the Madrid III-Valdemoro Penitentiary Centre and at the Josefina Aldecoa Social Insertion Centre in Navalcarnero (Compromiso Empresarial, 2018, paras. 1-3). In addition, Latin America is currently experiencing a deep prison crisis, according to a study that was collected from the international penitentiary center of the University of Essex, highlighting countries such as Peru, Venezuela, Bolivia and Salvador, which have a high rate of overpopulation

worldwide, which has been translated by living conditions. However, despite the reality, there are some programs that offer inmates job opportunities, as is the case of the Peruvian initiative "Penal-Escuela Taller".

The project, implemented in Cusco by the National Penitentiary Institute of Peru, in conjunction with the World Bank, trains 800 inmates in handicrafts, textiles and leather, products that are later sold in tourist circuits or supermarkets. In this way, the Peruvian Ministry of Justice presented this year the "Productive Prisons" program, an initiative that seeks to ensure that inmates work while serving their sentences, being paid for their work and trained for their social reintegration.

224 workshops were implemented to make carpentry, leather, and textile products, among others, in which 25 thousand inmates from the Inca country have participated (Morgan, 2017, paras. 14-16). The penitentiary establishments of Arequipa are currently generating jobs for more than 1,035 inmates, which represents 50% of the total population of the prison. This result is assumed by the six workshops within the framework of the "Productive Prisons" program, whose main tasks are work in leather, shoemaking, machine weaving, textile manufacturing, metal and wood carpentry. Everything made by the inmates is of high quality and they manage to be sold through private companies in agreement with the INPE, which generates 150 million soles of annual income from selling the items generated by the inmates (Heresi, 2018 para. 4-9).

Locating ourselves in the department of San Martín, we find the penitentiary establishment "Pampas de Sananguillo", which is recognized as a penitentiary center of Ordinary Closed Regime, which is located in the Jr. Almendras s/n Sector "Pampas de Sananguillo", in the district of the Banda de Shilcayo. Likewise, the shelter capacity of the prison is 664 inmates, later it has been expanded with additional beds of metal structure. Within this penitentiary center there is a work area, which has the function of directly collecting the resources generated by each activity, with the purpose of training the inmates for their reintegration into society.

Similarly, these activities generate an expense for the inmates, since they must issue a percentage of the sales of their production to the penitentiary establishment, the percentages established by the "Pampas de Sananguillo" prison are the Minimum Vital Wage in Force, which results from 10% of 40% of the Minimum Vital Remuneration, which is to date S/.1025 soles. therefore, S/.41.00 soles would be paid. Finally, the affidavit whose collection amount totaled S/. 10,006.70 soles, which corresponded to the legal withholdings of 10%, with 243 inmates contributing out of a total of 303 (MAPRO penitentiary work, 2015, p 5). However, the institution has been presenting problems around efficiency in the work area on the part of the inmates; for which they made it known that the working conditions are not adequate; taking into account the infrastructure, logistical material and environments that the establishment has.

In addition, productivity in the workplace is not as expected, limiting the level of income because the products lack innovation and creativity. On the other hand, it is perceived that the dimensions: planning, organization, direction and control; they are not being carried out in optimal conditions; whereas in advance, the objectives, control plans and standards are not adequately established; this has been limiting the responsibilities and administration of human resources.

On the other hand, the level of motivation, leadership, communication and individual behavior are not directed towards a specific objective, which means that the goals set within the prison establishment are not met. In this sense, the "Pampas de Sananguillo" prison in the city of Tarapoto, is in search of the improvement of an administrative management model with the aim of improving efficiency within the work area, since the main purpose

of this area is to reincorporate inmates into society as good people. with attitudes and skills that contribute to the growth of the place where they are.

Following the description and explanation of the problem, the background was presented, starting at the international and national level; considering Asencio, L., Burgos, R. & Campello, E. (2019), *Analysis of community organizational management models for productive, social and economic development*. (Scientific article). University of Guayaquil, Ecuador. The study was descriptive and explanatory, with a non-experimental research design, the technique used for the collection of information was the bibliographic review, with its instrument the textual files. He concludes: that the Malcolm Baldrige Model is extremely important for institutions that develop economic activities indistinctly, in which the human factor is part, the same one that according to its nature allows the objective to be achieved in the given time. Likewise, for this reason, the researchers suggest that each process be applied in order to achieve the success of the organization in which it is developed. In addition, the determining factor of this management model is social responsibility, culture diagnosis, knowledge management, learning, complexity in each process, human development and productivity.

Cañizares, J., Pombosa, E., Espín, E. & Morales, N. (2018), *Proposal of an Administrative Management Model for Brick Producing Companies in the Canton*

Chambo-Province of Chimborazo. (Scientific article). Polytechnic High School of Chimborazo, Ecuador. The study was proactive, with a non-experimental longitudinal research design. The sample consisted of 204 brick kilns, the techniques of observation, survey and interview were used, with their instruments the observation guide, the questionnaire and the interview guide. Finally, it was concluded: the proposal of the management model involves the areas of planning, organization, direction, coordination and control, all of them were considered as the pillars for the development of companies and their application is subject to the needs that each brick producer will present.

Saltos, M., Muñoz, E., Rodríguez, L. (2016), *Model of Organization by Processes*

– *Case of Exemplification in a Public Institution*. (Scientific article). Central University of Ecuador. Quito, Ecuador. The study had a descriptive level methodology, not experimental with proposal, applying questionnaires to a sample that is the total number of workers of the General Directorate of Administration and Finance, in addition to carrying out the respective documentary analysis. It was concluded that the proposal or model facilitates the improvement of performance in the institution, seen in the design of a sales portfolio that fits what customers need. In addition, the use of the model's processes in the entity favors change within the organization seen in the structure of the company, developing with greater efficiency and effectiveness.

Rodríguez, E. (2016), *Comprehensive financial information system to optimize the public management of cooperative associations, communal banks, in the state of Nueva Esparta*. (Scientific article). Universidad de Oriente, Núcleo Nueva Esparta. Venezuela. The study was of a descriptive level, of an applied type and a non-experimental design with a cross-sectional section. As a sample, 49 Cooperative Associations and Communal Banks were used, making use of research techniques such as observation, questionnaire, interview, files, and content analysis, collecting data from each director of the institution. It is concluded that the directors of the institutions do not have an academic profile for management, however, they want to know by putting into practice the proposal raised, to influence better results with a more fluid communication.

Chilán, et al., (2016), *Administrative management model to optimize the performance of Parochial Decentralized Autonomous Governments*. (Scientific article). State University of the South of Manabí, Manabí, Ecuador. The methodology used was descriptive with a non-

experimental design and cross-sectional. The sample was made up of the number of SMEs that are in the area, using questionnaires of questions to collect the information. In this way, it was concluded that it is necessary to make an adequate use of resources and in this way to achieve adequate performance, this will also be reflected through the proposed program seeking efficiency, effectiveness and equity through training.

Villacis, J., Villacis, J., & Hernández, A. (2016), Design, elaboration and implementation of an administrative and financial management model in the limited company Donoso Constructores de la ciudad de Riobamba and its impact on the levels of profitability and administrative efficiency. (Scientific article). National University of Chimborazo, Chimborazo, Ecuador. The study was at the application level, with a qualitative approach and a quasi-experimental design, considering as a sample 60 workers to whom questionnaires of questions were applied to know the status of the variable. It is concluded that through the implementation of the financial administrative management model, it was possible to establish the strategic direction of the Donoso Constructores Company, thus being able to achieve its organizational objectives through efficiency and effectiveness in the management of processes, favoring to increase the profitability of the entity.

Carrión, L., Zula, J., Palacios, W. & Castillo, L. (2016), *Administrative management model for small companies in the catering industry of the popular and solidarity economy of the city of Riobamba, Ecuador*. (Scientific article). Polytechnic High School of Chimborazo, Ecuador. This study was considered as propositional, with a non-experimental research design, the sample was made up of 15 catering companies in the city of Riobamba, the techniques used were the survey and the interview, with their respective instruments that are the questionnaire and the interview guide. Finally, the research concluded: the proposed administrative management model fills a gap within the small businesses that belong to the catering industry in the city of Riobamba, since it is providing an indispensable tool for them to achieve their development as an organization.

Romero, A., López, F., Hernández, L. & Caballero, M. (2016), *Administrative management supported by an Administrative Educational Model for alternative education modalities*. (Scientific article). Autonomous University of the State of Mexico. This research was propositional, with a non-experimental design, the technique used was bibliographic analysis, finally it was concluded that: quality education aims to train citizens who will be able to understand the complex interrelations that exist between science, technology, social, economic, political and cultural, with the purpose that in the future there will be instruments that will be essential for inclusion and participation in decision-making that will contribute to the construction of a much more democratic society.

After presenting the background at the international level, it proceeded at the national level, for which it is mentioned: Santillán, J., and Asmat, F., (2014), *Strategic management model to improve the quality of health services and economic income of the Regional Teaching Hospital of Trujillo* (Scientific article). National University of Trujillo, Trujillo, Peru. The research was applied, with a correlational descriptive level, with a non-experimental design; with a sample of 246 patients attended, making use of questionnaires of questions to collect data from patients. With the study it was concluded that there is a direct relationship between quality, production and economic income and that therefore quality management has to be much more linked to strategic management, and therefore be more involved in senior management, which is why the proposed model helps to solve these difficulties by improving the quality of the service as such by modifying management within the public entity.

In this way, once the presentation of the background at the international and national level was finished, the theory of variables was carried out, this being the object of study. It begins with the variable Administrative Management, in which Gullo & Nardulli (2015) define

management as a set of steps that give rise to a systematized process controlled by corporate agents, in order to use strategies and tactics to develop a readaptation of organizational structures, through the planning of functions, constant intervention, experience and knowledge in optimal transformation mechanisms to develop a better strategic plan within an organization, it supposes a mechanical process of constant improvements necessary for the benefit of institutional management (p.36). Similarly, Morales & Moreno (2011) cites Cabrero (n.d.) who points to management as "a process that regulates the operational demands in the company, requiring as a starting point, the commitment of senior managers, including the participation of subordinates, in order to update administrative tools, modernizing technology and organizational strategies for better institutional management" (p.21).

For their part, Molina, Bañón, & Catalá (2018), breaks down the management activity, into direct management, which constitutes the administrative activity of the public establishment, so that, through its corporate agents, between bosses and subordinates, they act through a specialized organization with administrative bases to guarantee the expected results in an institution. This implies the active participation of a manager and consequently his entire administrative body, without excluding areas such as accounting, internal budget and external financing, and indirect management, which consists of activities carried out on behalf of organizations of origin, which does not maintain the ownership of the service or the responsibility it implies, but guides the activity from an external approach and in a global way. creating competencies and skills for corporate decision-making at an administrative level (p.111). The Inter-American Center for the Development of Knowledge in Vocational Training (2014) reflects on the application of the term management in relation to the prison environment, so that it does not differ in its entirety from management activities in other contexts, but, due to the same problems presented, mainly because it is a context where a conditioned framework is developed, depriving people of their freedom. For this reason, the management applied within a prison environment lacks particularities, at the time of being carried out, so it is mainly advisable to resolve tensions regarding the functions of work, education and maintenance of functions both for the inmates and collaborators of the penitentiary center. This is one of the concerns for proper management, since it is intended to achieve a possible economic income through the opportunity to change sedentary lifestyle and confinement, for a work activity within it. Likewise, the management in a penitentiary ensures the possibility of social and labor reintegration of the inmates, as an element within their "treatment" and also manages a way to reduce the established sentence (p.36).

In addition, the Inter-American Center for the Development of Knowledge in Vocational Training (2014) considers that different dimensions can be identified in terms of management, which can be: economic, which includes the management of salaries, benefits and contracts (distribution and utility), social, which includes interpersonal relationships and the management of social skills in inmates and administrative staff, Its function includes programs and projects that aim to generate useful activities and reinforce the possibility of the inmate's social and labor reintegration. This dimension establishes educational criteria to enhance or acquire work skills, which are part of the "treatment" received in prisons, and other dimensions such as: pedagogical, security, political and cultural (p.38). Similarly, Osorio, Murillo, & González (2015) cites Dosi (1988) who defines innovation as a constant search for the discovery of new ways of creating, through the ideation, experimentation, development or even imitation of products or processes that would transform previously established structures (p.116).

Likewise, he mentions the concept of innovation granted by the Royal Spanish Academy (2015) understanding this term as "novel construction or primary elaboration of a product,

which intends to be launched into the commercial field", under this definition, the author informs us that innovation not only requires creating a new product, but also making significant changes. Even if a product is modified in its entirety to improve its operability, it turns out to be the product of something already existing in its best updated version (p.43). In the case of Ríos (2018), being one of the pioneers of using the term, he defines the concept of innovation as "actions carried out by a specific population, in order to perfect its products and methods for effective marketing, introducing a culture of constant change, as it is required" (p.43). Likewise, those who consider innovation as a source of improvement towards a process or product, which follows the path of originality, transforming what has been done previously, with creative bases and knowledge to achieve a much optimal result (p.4).

In addition, Goñi (2012) states the importance of recognizing the need to manage innovation within an organizational environment, implying a change towards the way in which a process is produced or maintained in a traditional way, avoiding being improvised, confusing or irrelevant, in order to establish an organized and/or planned management, through the certainty of a decision made. When an organization manages innovation, it must consider it, since it consists not only of improving its traditional management instruments or criteria, but also motivates the creative transformation of processes, in order to optimize the results and products of an organization. This management involves a conglomerate of new instruments and criteria applied to achieve a guarantee for the institution (p.13). According to what was mentioned by Ríos (2018) in accordance with the proposal of Pineda, Durán, Ciraso & Espona (2015) regarding the strategies that promote innovation in employees, they mention the following: teamwork, multidisciplinary skill, application of didactic and educational methods, scope of experimentation materials, learning through mistakes and failures (p.32).

For Orozco & Ríos (2010) they cite Drucker (n.d.) who presented some recommendations to consider, when thinking about innovating, within this, we find three strategies, which in the first place are mentioned to enter in a big way, which involves the loss of fear of tackling an unexplored field, overcoming prejudices and limiting thinking when deciding to bet on an investment. This strategy includes the individual's confidence to achieve success, using motivation and the conclusive satisfaction of having achieved what he set out to do from the beginning. Thinking big and visualizing the development of the execution, hitting where no one has hit, which indicates wanting to do things, desire to find answers. Face fear and learn to broaden the vision of your goals. Venturing to innovate without being one hundred percent sure of achieving it or not. As long as you do the unexpected to find an answer or improve a process, you will be innovating, and finding ecological niches; To this end, it implies the search for opportunities or ecological niches that manage to exceed the expectations of specialists, becoming a source of secure income (p.4).

Likewise, Ríos (2018) cites Seaden, Guolla, Doutriaux, & Nash (2003), who state that the phenomenon of innovation within the organizational sphere, understanding it as the reformulation of existing processes by new management approaches, with the purpose of increasing the efficiency and effectiveness of operational functions. For its part, the Andalusian Institute of Technology (2012) understands that: "Innovation is the result of new processes, products and services that have undergone changes, in order to improve their management". Therefore, he proposes three ways to distinguish one innovation from another: Technological innovation, which incorporates up-to-date technology available in the market, to develop a product, improve processes and services. Technological innovation is the most traditional and easy to measure, its main activity being the acquisition of new and better materials (equipment and machinery), to be used to achieve perfect results, innovation in technology that involves the activity of generating and applying new

technologies to exchange them or adapt them to already consolidated innovative processes, products or services (p.13).

Riaza (2014) proposes three types of innovation that can occur in a public entity: incremental innovation, which is usually more frequent, based on small changes in the procedure and service offered by the organization; This involves an analysis of the steps taken to obtain a different and improved result from a product or service, which is reflected by planning and selecting innovative activities for its implementation. In the case of semi-radical innovation, it includes the change within the management model or in the technology used, being a change that directly influences the results of both areas. Technological changes and management changes intervene and have an effect on various organizational results; On the other hand, radical innovation implies a relevant change within the management model and in the technology used. By making a change in the model and improving it using technology, we would be facing a radical innovation (p.18).

In the case of Estrín (2010), he proposes fundamental values of innovation, which in addition to the set of human attitudes and beliefs, when in balance, work to create the capacity for change, implying innovation. Next, the values: questioning, which indicates that every innovator has the characteristic of questioning everything that surrounds him, starting from its origin, its operation and its construction. This curiosity to explore and seek answers in different contexts will inspire people around them to discover potential to create and innovate, it drives curiosity about what does not yet exist and what could exist, it will require taking risks to succeed. This innovation supposes a positive change in organizations, hence the need to transform all the time, leaving traditional models and giving way to innovation, risk, which indicates that every great idea has a certain level of risk, it is the job of the innovator not to be carried away by the fear of failure, but to follow the vision of the objective to be achieved. An organization with people who take risks to innovate is an institution that will be open to change, and, therefore, find better ways to continue functioning effectively and efficiently (p. 52).

METHODOLOGY

Type and design of research Type of research

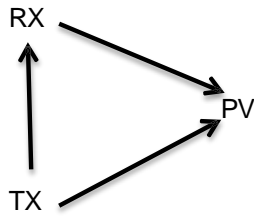
It was applied, which is also recognized as practical or empirical, and according to its nature this was oriented to practical purposes based on knowledge and grounded in a theoretical way. In addition, the level was predictive, since the model as such was practically associated with the prognosis identified, thus seeking an improvement to the reality determined by the "Pampas de Sananguillo" penitentiary establishment (Palella, & Martins, 2012, p.35)

Quantitative approach: this one aimed to predict the problem to be addressed, which looked for the variations and causes of the elements that were taken into account. This made it known that its main purpose was to formulate and demonstrate the theories (Hernández, Fernández & Baptista, 2014, p. 93).

Research Design

It was **descriptive propositional**, so it allowed describing a certain reality according to the object of study and on these conditions to elaborate a proposal that aims to solve the identified problem. Likewise, the study variables focused on the administrative management and efficiency of the work area in the "Pampas de Sananguillo" penitentiary establishment, 2019 (Juárez, 2014, p. 25).

Where:



TX = Theories of administrative management and efficiency of the work area
 RX = Reality of the variables

Pv = Validated Proposal

Variable: Administrative management

Because it is a large population, the following formula was applied to determine the sample:

$$n = \frac{Z^2 pq N}{E^2(N - 1) + Z^2 pq}$$

95%

Z = 1.96
 E = 0.05
 p = 0.5
 q = 0.5
 N = 303

n =	$\frac{3.8416 \quad * \quad 0.25 \quad * \quad 303}{0.0025 \quad * \quad 302 \quad + \quad 0.9604}$
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n =	$\frac{291.0012}{1.72}$
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Source: "Pampas de Sananguillo" penitentiary establishment

Sampling

To determine the unit of analysis in the inmates, a probabilistic sample was taken into account, where the formula described above was applied. However, in the administrative part, the sampling was non-probabilistic, where the researcher's criterion in working with the entire population intervened.

Selection criteria

The analysis unit was made up only of the inmates and collaborators who have been working in the work area of the "Pampas de Sananguillo" penitentiary establishment

Data collection techniques and instruments, validity and reliability.

These techniques were standardized, as this implied that they were developed in order to gather specific data. Similarly, this information was collected through direct observation, documentation and other sources, therefore, they were validated and reliable. In addition, the items were specific, which provided an answer.

Technique

A quantitative diagnosis was taken into account, which was oriented to the collection of information for the study variables considering a survey beforehand. It was also provided to the administrative workers and inmates of the "Pampas de Sananguillo" prison.

Instruments

The questionnaire was taken into consideration as an instrument as a Likert-type scale, in order to obtain the necessary data and above all the objective according to each item that is proposed. In which the Likert-type ordinal scale for the variable administrative management and efficiency in the work area included: never, almost never, sometimes, almost always, always. In addition, the first instrument was addressed to the administrative staff and the second was to the inmates of the work area presented by the "Pampas de Sananguillo" penitentiary.

Administrative management

Scale in results	Interval
Inadequate	24 – 55
Regular	56 – 87
Adequate	88 – 120

Reliability

On the premise, to estimate the reliability of each instrument to be applied, the analysis of Cronbach's alpha was taken into account, whose value for consistency and to be applied to the unit of analysis, it had to be as close as possible to the value of 1. For this reason, reliability was obtained under the processing of the data with the application of a pilot test corresponding to each variable, it is in this way that the reliability of the instruments that were developed for each variable was guaranteed.

According to (Ñaupas, Valdivia, Palacios & Romero, 2018), as a general criterion, the scores according to the results of Cronbach's alpha coefficient were taken into consideration:

- Alpha coefficient = 1 perfect reliability
- Alpha coefficient = 0.72 to 0.99 excellent reliability
- Alpha coefficient = 0.66 to 0.71 very reliable
- Alpha coefficient = 0.60 to 0.65 reliable
- Alpha coefficient = 0.54 to 0.59 low reliability
- Alpha coefficient = 0.53 at minus zero reliability (p. 279)

The reliability of the instrument of the variable administrative management and efficiency of the work area was calculated through 24 and 14 items, respectively, through Cronbach's alpha.

Administrative management

According to the result obtained, this allowed the calculation of reliability, having as a final value 0.899 as it was higher than 0.75 this was significant, thus determining an excellent reliability. In this way, content validity was emphasized considering all items.

RESULTS

management according to dimensions of the penitentiary establishment "Pampas de Sananguillo", 2019.

Table 1

Management in its planning dimension

Qualification	Freq.	%
Inadequate (6 - 13)	19	86%
Regular (14 - 21)	3	14%
Suitable (22 - 30)	0	0%
Total	22	100%

Source: Questionnaire applied to the administrative area of the "Pampas de Sananguillo" prison

Interpretation: In Table No. 01, it can be identified that 86% (19) of the administrative workers of the "Pampas de Sananguillo" penitentiary establishment indicated that the planning is inadequate; since they made it known that the objectives to be achieved on a monthly and annual basis have not been established; since this is assumed by the delimitation of strategies which must be outlined. Likewise, means and tools are not established for them to be used and fulfilled in the scheduled times. In addition, they announced that the activities are not documented or recorded. However, 14% (3) of the administrative workers described as regular the planning that is being developed in the "Pampas de Sananguillo" penitentiary.

Table 2

Management in its organizational dimension

Qualification	Freq.	%
Inadequate (4 - 8)	9	41%
Regular (9 - 14)	10	45%
Suitable (15 - 20)	3	14%
Total	22	100%

Source: Questionnaire applied to the administrative area of the "Pampas de Sananguillo" prison

Interpretation: According to the results of Table 2, 45% (10) of the administrative workers surveyed indicated that management in its organizational dimension has been developed on a regular basis; they considered that responsibilities are almost never distributed in order to avoid overloading functions (work performed). Likewise, there is almost never a staff who fulfills the functions and capacities for the development of an activity, mainly due to the competencies they present. In addition, 14% (3) state that the organization was adequate. However, 41% (9) rated it as inadequate.

Table 3

Management in its management dimension

Qualification	Freq.	%
Inadequate (8 - 18)	11	50%
Regular (19 - 28)	10	45%
Suitable (29 - 40)	1	5%
Total	22	100%

Source: Questionnaire applied to the administrative area of the "Pampas de Sananguillo" prison

Interpretation: In this table n° 3, in its management dimension, it was classified by 50% (11) of the administrative staff as inadequate, since they considered that forms of incentives are almost never stipulated for the personnel who work within the work area. Likewise, they do not feel confident working with the person who directs them to achieve goals and objectives. As for communication, the staff is almost never in constant communication with the rest of the areas, bringing with it low teamwork. On the other hand, 45% (10) reported that the address was regular; however, 5% (1) rated it as adequate.

Table 4

Management in its control dimension

Qualification	Freq.	%
Inadequate (6 - 13)	15	68%
Regular (14 - 21)	7	32%
Suitable (22 - 30)	0	0%
Total	22	100%

Source: Questionnaire applied to the administrative area of the "Pampas de Sananguillo" prison

Interpretation: In Table 4, according to the control dimension, it was rated inadequate by 68% (15) of the administrative workers of the "Pampas de Sananguillo" penitentiary. This result was due to the fact that the dates on which the evaluations are carried out are almost never stipulated, also considering the measurement indicators at the beginning of each year. In addition, this was added to the fact that comparisons are never made of the current results with the results of past years in relation to other penitentiaries. However, 32% (7) went so far as to qualify it as fair. Table 5

Administrative management

Qualification	Freq.	%
Inadequate (24 -55)	14	64%
Regular (56 - 87)	8	36%
Adequate (88 - 120)	0	0%
Total	22	100%

Source: Questionnaire applied to the administrative area of the "Pampas de Sananguillo" prison

Interpretation: According to Table 5, it was evident that 64% (14) of respondents rated the management as inadequate, since many deficiencies and failures were determined within the work area of the Penitentiary, however, these deficiencies constituted aspects that should be improved. On the other hand, 36% (8) of the administrative workers rated it as regular.

Table 6

Consolidation of the administrative management variable

	Planning	Organization	Address	Control
Inadequate	86%	41%	50%	68%
Regular	14%	45%	45%	32%
Adequate	0%	14%	5%	0%

Source: Questionnaire applied to the administrative area of the "Pampas de Sananguillo" prison

Interpretation: Regarding this table, it is possible to show the percentages that were obtained by the analysis carried out on the administrative management variable, thus identifying that, for the 4 dimensions analyzed, the highest score obtained (according to the answers of the administrative workers) was inadequate and the lowest was adequate. Thus, according to the results obtained, the dimension with the lowest rating was planning.

DISCUSSION

The administrative management of the penitentiary establishment "Pampas de Sananguillo" as such; it was rated as inadequate by 64%; This was due to the fact that there is no correct application of objectives and policies that should be carried out in the institution, which should have been directed through the use of strategies to generate greater responsibility on the part of the administrators who make it up. In addition, another important aspect is that there is a low scheduling of times; which should be controlled to measure the level of efficiency and effectiveness in each working day. Next, despite the fact that the institution has management tools, it does not document or record the functions of the operational part, so it is necessary to pay greater attention to it to obtain better performance, These results based on what was found were related to what Asencio, L., Burgos, R. & Campello, E. (2019) maintained, who concluded that the Malcolm Baldrige Model, It is extremely important for institutions that carry out economic activities indistinctly, considering the very fact that it is made up of the human factor, which according to its nature allows the objective pursued to be achieved in the given time. For this reason, they also suggest that each process be applied in order to achieve the success of the organization in which it develops.

In addition, the determining factor of this management model was social responsibility, culture diagnosis, knowledge management, learning, complexity in each process, human development and productivity. In the same way, these results were contrasted by Cañizares, J., Pombosa, E., Espín, E. & Morales, N. (2018), where they concluded that the proposal of the management model involves the areas of planning, organization, direction, coordination and control, all of which were considered as the pillars for the development of companies, and their application is subject to the needs that each brick producer will present. then Saltos, M; Muñoz, E; Rodríguez, L. (2016) also shares the conclusions of previous research, revealing that the proposal or model facilitates the improvement of performance in the institution, seen in the design of a sales portfolio that fits what customers need. In addition, the use of the model's processes in the entity favors change within the organization seen in the structure of the company, developing with greater efficiency and effectiveness. these difficulties improving the quality of the service as such by modifying the management within the public entity.

Administrative management to improve the efficiency of the work area in the "Pampas de Sananguillo" penitentiary; He managed to identify processes that were segmented into the

following: knowing, promoting, organizing, controlling and ultimately evaluating, so it seeks to have a greater capacity to direct objectives, assistance, quality in products and above all creativity in the work area. In addition, in order to achieve what was described above, the strategy to be carried out was personal interviews, monitoring of how other inmates interact, supervision of activities, this is more focused on the registration of all resources and/or tools. It is necessary to mention that the proposal according to its scope will be executed within a period of 2 years, a period of time that continuous evaluations must be carried out in order to identify the deficiencies, considering a feedback process; this will also guarantee its application on a permanent basis. This result is related to what was found by Villacís, Villacís and Hernández (2016), who concluded that through the implementation of the financial administrative management model, it was possible to establish the strategic direction of the Donoso Constructores Company, thus being able to achieve its organizational objectives through efficiency and effectiveness in the management of processes, favoring to increase the profitability of the entity.

The validation of the proposal for the administrative management model in the "Pampas de Sananguillo" penitentiary establishment, 2019; At this point, what was done was practically to validate the instruments based on the judgment of the experts, taking into account the criterion of objectivity, sufficiency, intentionality and above all consistency for their subsequent application. In this sense, what Romero, A., López, F., Hernández, L. & Caballero, M. (2016), finds different from what was obtained as results, this is where he concludes that quality education aims to train citizens who will be able to understand the complex interrelationships that exist between science, technology and in the social field. economic, political and cultural, with the purpose that in the future there will be instruments that will be essential for the inclusion of participation in decision-making that will contribute to the construction of a much more democratic society, the same depending on the objective does not contrast with the results found.

CONCLUSIONS

1. The administrative management determined the necessary processes to improve the efficiency of the work area in the "Pampas de Sananguillo" penitentiary, which will be reflected in the working conditions, productivity in favor of the inmates and the administrative staff who are working, which is recognized as an ordinary closed regime penitentiary.
2. Management has been implemented inadequately in the "Pampas de Sananguillo" penitentiary, since this was assumed by the responses provided by 64% of the administrative workers, which indicates an internal problem, since they went so far as to state that the objectives that they must achieve periodically are not established; the same that was related to the delimitation of strategies in the work area, in the same way this involved the fulfillment of responsibilities. In addition, they announced that there is low communication with the rest of the areas, bringing with it inadequate teamwork.
3. It was identified that administrative management in its dimensions (planning, organization, direction and control) were significantly related to the efficiency of the work area. Likewise, this result was validated because the bilateral significance obtained was 0.000; this being less than the margin of error 0.05; which allows evidence that there is a significant relationship. In addition, the value obtained from the correlation coefficient was 0.732, thus specifying an average positive correlation. This revealed that the more inadequate the administrative management in its components, the level of efficiency in the work area will be deficient.

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