

# Administrative management and organizational commitment in a public electric utility in Ancash

*Gestión administrativa y compromiso organizacional en una empresa pública de servicio eléctrico de Áncash*

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**Kelly Dafve Nuñez Rojas**

<https://orcid.org/0000-0001-6378-0110>

[Kedaf03@gmail.com](mailto:Kedaf03@gmail.com)

Universidad César Vallejo. Peru

**Julio Antonio Rojas Yoshida**

<https://orcid.org/0000-0002-4292-1436>

[juliantonio@gmail.com](mailto:juliantonio@gmail.com)

Universidad Nacional del Santa. Peru

**Lourdes Betzabeth Lecca Cruzado**

<https://orcid.org/0000-0002-9428-5064>

[lleccacruzado@gmail.com](mailto:lleccacruzado@gmail.com)

Universidad César Vallejo. Peru

**Nestor Daniel Gonzalez Rueda**

<https://orcid.org/0000-0002-8540-560X>

[ngonzalezrueda@ucvvirtual.edu.pe](mailto:ngonzalezrueda@ucvvirtual.edu.pe)

Universidad César Vallejo. Peru

**Mirelly Sonia Aguilar Sánchez**

<https://orcid.org/0000-0002-4445-865X>

[selectos2020@gmail.com](mailto:selectos2020@gmail.com)

Universidad César Vallejo. Peru

**Maria Elena Chauca Quiñones**

<https://orcid.org/0000-0002-2379-4937>

[mchaucaq@ucvvirtual.edu.pe](mailto:mchaucaq@ucvvirtual.edu.pe)

Universidad César Vallejo. Peru

## Abstract

The research aimed to determine the relationship between administrative management and organizational commitment in a public electricity company in Áncash. To this end, a descriptive, correlational, and quantitative methodology was used, with a non-experimental, cross-sectional design. The population consisted of 350 employees, from which a sample of 113 company workers was selected. Cronbach's alpha coefficient was applied to evaluate the reliability of the variables, obtaining values of 0.948 and 0.974, indicating high internal consistency. The results showed that the relationship between the variables, measured by the rho coefficient, was 0.274, reflecting a favorable and significant correlation. In conclusion, a significant relationship was demonstrated between administrative management and organizational commitment, which positively contributes to the efficient work and economic development of the company, aligning with Sustainable Development Goal 8 (SDG-8), which promotes decent work and economic growth.

**Keywords:** organizational commitment, direction, administrative management, planning.

## Resumen

La investigación tuvo como objetivo determinar la relación entre la gestión administrativa y el compromiso organizacional en una empresa pública de electricidad en Áncash. Para ello, se empleó una metodología aplicada, descriptiva, correlacional y cuantitativa, con un diseño no experimental y de corte transversal. La población estuvo constituida por 350 empleados, de los cuales se seleccionó una muestra de 113 trabajadores de la empresa. Se aplicó el coeficiente Alfa de Cronbach para evaluar la fiabilidad de las variables, obteniendo valores de 0.948 y 0.974, lo que indica una alta consistencia interna. Los resultados mostraron que la relación entre las variables, medida mediante el coeficiente Rho, fue de 0.274, reflejando una correlación favorable y significativa. En conclusión, se demostró una relación importante entre la gestión administrativa y el compromiso organizacional, lo que aporta positivamente a la labor eficiente y al desarrollo económico de la empresa, alineándose con el Objetivo de Desarrollo Sostenible 8 (ODS-8) que promueve el trabajo decente y crecimiento económico.

**Palabras clave:** compromiso organizacional, dirección, gestión administrativa, planificación.

## Introduction

Globally, administrative management is considered a key factor for organizational commitment, particularly in the electricity sector, where efficient communication practices, clarity in roles, and continuous development enhance engagement, staff loyalty, and the quality of public service (Meyer & Allen, 2004). In Peru, the electricity sector faces challenges related to coverage and quality, especially in complex areas like Áncash, where efficient administrative management would contribute to strengthening organizational commitment, optimizing operational effectiveness, and ensuring service sustainability in response to increasing regulatory demands (OSINERGIM, 2022).

Locally, the electricity company has exhibited weaknesses in its strategic plan, such as low automation, deterioration of rural infrastructure, and delays in procurement processes, which have hindered service continuity (FONAFE, 2023). In this context, several regional projects have faced stoppages and cost overruns due to unforeseen requirements, compounded by failures in safety supervision, highlighting the need to strengthen operational planning (Huaraz, 2024). Thus, the primary question of this study was: what is the relationship between administrative management and organizational commitment in a public electricity company in Áncash?

From a social perspective, the research justifies its relevance by emphasizing the importance of electricity service quality for regional development, proposing the strengthening of management and staff commitment to improve operational efficiency and reduce inequalities, benefiting vulnerable communities. In terms of practical justification, guidelines are presented aimed at implementing strategies that enhance human capital through improved internal communication, development, and recognition. Theoretically, efficient administrative management strengthens organizational commitment by optimizing resources, improving processes, and fostering a sense of belonging, which enhances performance in public institutions. Methodologically, a correlational descriptive approach was applied using validated questionnaires to measure both variables in the electricity entity.

Regarding international antecedents, Jaramillo et al. (2025) identified significant shortcomings in institutional management, evidenced by poor access to basic services and intermittent supply. Similarly, Carrillo (2023) concluded that the physical conditions of the environment do not significantly affect employees' commitment levels. Núñez (2023) demonstrated limitations in administrative management due to the failure to provide resources that ensure efficient and quality performance. Gamboa (2022) established a favorable and consistent relationship between administrative management and competitiveness, and Hoz (2023) confirmed an important link between administrative management and organizational commitment. Nava-Soto et al. (2022) noted that normative and instrumental predispositions directly and positively influence affective and instrumental commitment, while Pulla (2022) highlighted the clear impact of transformational leadership on organizational commitment.

In terms of national antecedents, Vizcarra et al. (2024) showed a favorable and significant relationship between administrative management and commitment within the municipal institution. Cayotopa (2024) reported deficient administrative management and moderate service quality. Loza and Coaquira (2024) identified an important and positive relationship between administrative management and work motivation. Pelayo (2024) concluded that there is a moderate and favorable correlation between managerial skills and organizational commitment, suggesting that optimizing these skills increases teachers' commitment. Quispe (2024) confirmed a favorable relationship between administrative management and service quality, while Duran (2023) found a high and positive correlation between administrative management and commitment. Additionally, Estela and Salazar (2022) indicated that optimizing administrative management increases teacher commitment.

Regarding the variable of administrative management, Peña et al. (2022) define it as the set of actions aimed at achieving goals through the efficient use of resources. Mendoza-Fernandez and Moreira-Chóez (2021) describe it as a series of systematic tasks performed in sequence to achieve objectives through specific processes. Longenecker et al. (2012) understand it as the coordinated application of processes involving all members of the organization.

With respect to theoretical models, Orellana-Orellana et al. (2020) support the Deming approach based on the PDCA cycle—plan, do, check, act—promoting decisions grounded in objective information and involving the entire organization in continuous improvement. Sandoval (2015) emphasizes that the human relations approach prioritizes understanding and valuing social and emotional interactions, fostering well-being, effective communication, participatory leadership, and teamwork to create committed work environments. Koontz et al. (2012) highlight the dimensions of planning, organizing, directing, and controlling, underscoring the importance of leadership, organizational structure, and decision-making for success.

Regarding specific dimensions, Sánchez (2017) defines planning as the set of tasks necessary to achieve pre-established objectives. Camarena (2016) conceives organization as an integrated system composed of interrelated organs functioning as subsystems. Peralta et al. (2023) explain that direction includes leadership, decision-making, strategic planning, organization, control, human talent management, and financial administration to achieve sustainable organizational goals. Finally, Chiavenato (2017) states that control is the process that ensures the execution of activities according to the plan.

Concerning the variable of organizational commitment, Espinoza (2017) describes it as an attitude towards work that develops during social integration within the organization. Similarly, Placeres-Salinas et al. (2022) evaluate it considering the degree of emotional bond and relationship that employees have with the entity.

According to Meyer and Allen (1991), the organizational commitment model encompasses three dimensions: affective, continuance, and normative. Regarding affective commitment, Winter and Jackson (2006) indicate that the worker trusts that their collaboration will be rewarded with motivations that exceed their expectations, reflecting identity and commitment to the organization. Fonseca et al. (2018) define continuance commitment as a loyal and sustained permanence manifested in constant collaboration toward the institution's objectives. As for normative commitment, Littlewood (2014) notes that individuals remain in the organization when they receive special treatment, such as training or scholarships.

Khan et al. (2013) establish that work commitment integrates active presence, personal connection, and emotional expression, strengthening job satisfaction and performance. Finally, Sánchez (2015) proposes a positive organizational commitment model that fosters the connection between employees and the company by aligning personal objectives with institutional mission through trust, cooperation, and mutual recognition.

## Methodology

The research methodology was based on a quantitative approach, chosen due to the need to measure and verify hypotheses grounded in the available theoretical information (Delgado et al., 2018). The study was non-experimental, characterized by the absence of manipulation of independent variables, as noted by Kerlinger and Howard (2002). Additionally, the research was classified as applied, as it sought to provide solutions to specific problems through the application of scientific knowledge and academic methods oriented towards real contexts (Castro et al., 2022).

This study had an inferential character, employing descriptive statistics to present unidimensional and bidimensional tables and graphs that show the levels of each variable. A normality test was also applied to determine whether the data followed a normal distribution, thereby allowing for the selection between the parametric Pearson test or the non-parametric Spearman Rho test (Cabrera et al., 2019). Significance levels were established at  $p < 0.05$  for relevant relationships and  $p < 0.01$  for highly relevant ones. For statistical analysis, the programs SPSS 26.0, Excel, and Word were utilized (Rivadeneira et al., 2020).

The design was correlational, aiming to validate and confirm the statistical relationship between the proposed independent and dependent variables (Hernández et al., 2014). In terms of operational definition, the variable administrative management was measured as a quantitative ordinal scale, composed of four dimensions: planning, organization, direction, and control. Meanwhile, organizational commitment was also quantitative and ordinal, consisting of three dimensions: affective, continuance, and normative commitment.

Regarding measurement, Triola (2018) states that the ordinal scale classifies categories according to a specific order without quantifying the magnitude of their differences. Therefore, a Likert scale was used to assess staff perception.

The population was defined as the set of individuals with particular characteristics for observation, according to López (2004), comprising 350 collaborators. Inclusion criteria included both male and female

employees of the institution, excluding clients and suppliers. The sample consisted of 113 collaborators, calculated using statistical formulas according to Hernández et al. (2014). A probabilistic sampling method with simple random sampling was applied, which selects a representative part of the population for the study (Hernández et al., 2014).

The data collection technique was the survey, utilizing questionnaires as the primary instrument. Hurtado (2010) emphasizes that this methodology facilitates obtaining relevant information to address the research problem. Moreover, Sánchez and Reyes (2015) highlight that techniques serve as resources for gathering significant information in line with the study's objectives.

To measure the variable administrative management, a survey was administered based on the questionnaire designed by Huaman (2022), which encompasses four dimensions: planning (5 items), organization (5 items), direction (6 items), and control (6 items), totaling 22 questions. This instrument employed a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing participants to express varying degrees of agreement or disagreement. For the variable organizational commitment, the model proposed by Atoche (2022) was used, which includes a questionnaire with the affective, continuance, and normative dimensions, each consisting of 8 items, also evaluated using a Likert scale.

Furthermore, content validity was supported by a theoretical foundation that ensured the indicators adequately captured the meaning of each variable (Borjas, 2020; Corbetta, 2007). Validation was conducted through expert judgment, where specialists analyzed the relevance and suitability of the items concerning the study's objectives, incorporating observations and recommendations from five experts.

Regarding reliability, Hernández and Mendoza (2018) indicate that it reflects the instrument's ability to produce consistent results when applied to the sample. A pilot test was conducted with 25 volunteers, and the Cronbach's Alpha coefficient was calculated, yielding values of 0.961 for administrative management and 0.956 for organizational commitment, demonstrating acceptable reliability.

Data were collected using Google Forms applied to the sample, and subsequently organized and analyzed in Excel and SPSS 26. Descriptive statistics were employed using frequencies and graphs, and inferential statistics were conducted through normality tests. Finally, Spearman's Rho correlation was applied to identify significant relationships between variables.

Concerning ethical aspects, fundamental principles such as autonomy, dignity, beneficence, and justice were considered (Koepsell & Ruiz, 2015). Participation was voluntary, with informed consent and the provision of clear information to ensure participants made informed decisions. Confidentiality, respect for intellectual property, and compliance with biosafety protocols were guaranteed. Additionally, APA guidelines were followed for data management, references, and bibliographic citations.

## Results and discussion

The results of the statistical analysis conducted on the variables of administrative management and organizational commitment are presented below, along with an integrated discussion interpreting these findings within the relevant theoretical and empirical framework. The normality tests and correlations between the administrative dimensions and staff commitment are analyzed, aiming to demonstrate how effectiveness in management directly influences the level of organizational commitment within the public electricity company in Áncash.

**Table 1**  
*Normality test*

	Kolmogorov-Smirnov <sup>a</sup>		
	Statistics	df	Sig.
Administrative Management	0.168	132	0.000
Planning	0.197	132	0.000
Organization	0.186	132	0.000
Direction	0.155	132	0.000
Control	0.210	132	0.000
Organizational Commitment	0.166	132	0.000
Affective Commitment	0.182	132	0.000
Continuance Commitment	0.143	132	0.000

Normative Commitment	0.197	132	0.000
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In Table 1, the normality test using Kolmogorov-Smirnov shows that all variables present a significance value of 0.000 ( $p < 0.05$ ), indicating that the data do not follow a normal distribution. Therefore, non-parametric statistical techniques were chosen for subsequent analysis.

**Table 2**

*Hypothesis correlation between administrative management and organizational commitment*

		<b>Administrative Management</b>	
<b>Spearman's Rho</b>	Organizational Commitment	Correlation Coefficient	0.965**
		Sig. (two-tailed)	0.000
		N	132

Table 2 analyzes the correlation between administrative management and organizational commitment, finding a very strong and statistically significant association ( $\rho = 0.965$ ;  $p < 0.01$ ;  $N = 132$ ). This indicates that higher levels of administrative management are clearly related to greater commitment from the staff.

**Table 3**

*Hypothesis correlation between planning and organizational commitment*

		<b>Planning</b>	
<b>Rho de Spearman</b>	Organizational Commitment	Correlation Coefficient	0.894**
		Sig. (two-tailed)	0.000
		N	132

Similarly, Table 3 shows that the planning dimension has a strong and significant correlation with organizational commitment ( $\rho = 0.894$ ;  $p < 0.01$ ;  $N = 132$ ), suggesting that quality planning is linked to a higher level of commitment.

**Table 4**

*Hypothesis correlation between organization and organizational commitment*

		<b>Organization</b>	
<b>Spearman's Rho</b>	Organizational Commitment	Correlation Coefficient	0.925**
		Sig. (two-tailed)	0.000
		N	132

Table 4 reveals a very strong and relevant correlation between organization and organizational commitment ( $\rho = 0.925$ ;  $p < 0.01$ ;  $N = 132$ ), indicating that an efficient organizational structure promotes high levels of commitment.

**Table 5**

*Hypothesis correlation between direction and organizational commitment*

		<b>Direction</b>	
<b>Spearman's Rho</b>	Organizational Commitment	Correlation Coefficient	0.872**
		Sig. (two-tailed)	0.000
		N	132

On the other hand, Table 5 shows a favorable and significant correlation between direction and organizational commitment ( $\rho = 0.872$ ;  $p < 0.01$ ;  $N = 132$ ), demonstrating that effective leadership fosters staff commitment.

**Table 6**  
*Hypothesis correlation between control and organizational commitment*

		Control
<b>Spearman's Rho</b>	Organizational Commitment	0.958**
		Sig. (two-tailed)
		N
		0.000
		132

Finally, Table 6 indicates a very strong and significant correlation between control and organizational commitment ( $\rho = 0.958$ ;  $p < 0.01$ ;  $N = 132$ ), evidencing that effective control systems are closely associated with higher commitment levels.

The discussions in this research reveal, according to the general hypothesis, that the relationship between administrative management and organizational commitment in a public electricity company is very strong, with a correlation coefficient of  $\rho = 0.965$ . This underscores that comprehensive administrative management is a decisive predictor of organizational commitment, significantly strengthening the emotional and behavioral bond of collaborators. This result is supported by Vizcarra et al. (2024), who concluded that there is a favorable and significant relationship between these variables in a municipal entity. Conversely, Cayotopa (2024) indicated that deficient administrative management impacts service quality moderately. Collectively, studies agree that administrative management significantly influences key organizational variables.

Regarding Hypothesis 1, which analyzes the relationship between planning and organizational commitment, the findings show that strategic planning is fundamental for strengthening organizational commitment ( $\rho = 0.894$ ). Jaramillo et al. (2025) demonstrate serious deficiencies in institutional management, particularly in planning, which are reflected in issues such as limited access to basic services and intermittent, low-quality supply. Although these shortcomings affect service quality, Carrillo (2023) notes that physical environmental conditions do not significantly impact employee commitment. Together, these studies suggest that while certain environmental factors may not directly influence work commitment, solid administrative management that includes adequate planning is key to improving both service quality and the level of commitment and performance of staff.

Concerning Hypothesis 2, which examines the relationship between organizational structure and commitment, it was found that structure ( $\rho = 0.925$ ) has an almost determining impact on commitment. This result aligns with Núñez (2023), who indicated that administrative management does not always provide the necessary resources for efficient performance. Additionally, Gamboa (2022) found a positive and consistent relationship between administrative management and competitiveness. Collectively, the evidence indicates that robust organizational management, with well-defined roles and processes, is significantly associated with greater organizational commitment.

Regarding Hypothesis 3, which evaluates the relationship between executive leadership and organizational commitment, the results show that leadership ( $\rho = 0.872$ ) acts as an essential driver of commitment. This finding is reinforced by studies such as that of Loza and Coaquira (2024), who detected a positive and significant correlation between administrative management and work motivation. Likewise, Pulla (2022) concluded that leadership styles, particularly transformational leadership, have a clear impact on organizational commitment. Studies agree that effective leadership and proper management strengthen staff commitment.

Finally, concerning Hypothesis 4, which investigates the relationship between control and organizational commitment, it was determined that control mechanisms ( $\rho = 0.958$ ) are the second most influential variable. It is interpreted that performance evaluation, continuous feedback, and deviation adjustments create an environment of accountability and continuous improvement, which strengthens adherence to the organization. This result aligns with Quispe (2024), who identified a favorable relationship between administrative management and service quality, and with Duran (2023), who reported a high correlation between administrative management and organizational commitment. Additionally, Nava-Soto et al. (2022) noted that normative and instrumental predispositions have a direct and positive effect on affective and instrumental commitment. Estela and Salazar (2022) also concluded that as administrative management is optimized, teacher commitment increases. Collectively, these studies recognize that control mechanisms are fundamental for improving processes, results, and stimulating commitment within organizations.

## Conclusions

It is concluded that there is a significant and highly positive relationship between administrative management and organizational commitment in a public electricity company ( $\rho = 0.965$ ), confirming that an adequate synergy between both significantly strengthens the emotional and behavioral bond of employees.

Moreover, it was evidenced that strategic planning is significantly related to organizational commitment ( $\rho = 0.894$ ), constituting a key element for its enhancement. Similarly, organizational structure demonstrated an almost perfect impact on commitment ( $\rho = 0.925$ ), indicating that a well-defined structure significantly favors that commitment.

On the other hand, executive leadership was identified as an essential driver of commitment, with a significant correlation ( $\rho = 0.872$ ). Finally, control mechanisms proved to be the second most influential variable, with a very high correlation coefficient ( $\rho = 0.958$ ), highlighting the importance of performance evaluation and process adjustments to create environments of accountability and continuous improvement that foster organizational adherence.

Therefore, it is recommended to optimize administrative management through efficient strategic planning, technological modernization, and strengthening secure infrastructure. Additionally, it is crucial for leadership to inspire commitment and shared responsibility, supported by rigorous control that ensures organizational sustainability and employee well-being.

This comprehensive approach will contribute to improving performance and the quality of public electricity service, as well as promoting a committed and productive work environment.

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## TABLE OF CONTRIBUTIONS

Role / Activity	Description of Contribution	Responsible Authors
Conceptualization	Original idea based on a doctoral thesis proposal from a Peruvian university, aimed at analyzing the relationship between two variables in a service company.	Kelly Dafve Nuñez Rojas
Data Curation	Review, cleaning, and organization of obtained data to ensure quality before analysis.	Néstor Daniel González Rueda and María Elena Chauca Quiñones
Formal Analysis	Application of statistical tests, such as Cronbach's Alpha and correlational analysis, to determine reliability and interpret results.	Julio Antonio Rojas Yoshida
Funding Acquisition	Management of financial and material resources necessary for conducting the study.	Research team collectively
Research	Collection of information, application of instruments, and field monitoring throughout the research process.	Lourdes Betzabeth Lecca Cruzado and Mirelly Sonia Aguilar Sánchez
Methodology	Design and development of the agreed-upon methodology, selecting a correlational quantitative approach and the main variables of the study.	Kelly Dafve Nuñez Rojas, Julio Antonio Rojas Yoshida, Lourdes Betzabeth Lecca Cruzado, Néstor Daniel González Rueda, Mirelly Sonia Aguilar Sánchez, María Elena Chauca Quiñones

Project Management	General coordination of meetings, progress monitoring, and tracking of the activity schedule.	Kelly Dafve Nuñez Rojas
Resources	Provision of materials, equipment, and access to necessary information sources for the study.	Néstor Daniel González Rueda and María Elena Chauca Quiñones
Software	Use of statistical programs and digital tools for processing and analyzing information.	Julio Antonio Rojas Yoshida
Supervision and Leadership in Planning	Academic direction, general guidance of the work, and verification of objective fulfillment.	Kelly Dafve Nuñez Rojas
Validation	Cross-checking and verification of statistical results and data consistency.	Lourdes Betzabeth Lecca Cruzado
Visualization	Design and creation of tables, graphs, and diagrams to facilitate visual interpretation of results.	Mirelly Sonia Aguilar Sánchez
Writing – Original Draft	Preparation of the initial draft and writing of theoretical and methodological sections.	Mirelly Sonia Aguilar Sánchez
Writing – Proofreading and Editing	Review and improvement of the final manuscript in virtual sessions, ensuring coherence, clarity, and appropriate formatting.	Kelly Dafve Nuñez Rojas, Julio Antonio Rojas Yoshida, Lourdes Betzabeth Lecca Cruzado
Financing	Self-managed financing and collective contributions from all team members.	Research team collectively