Simultaneous Control and Public Administrative Management: An Approach to Improve Institutional Efficiency in Peru

Control simultáneo y gestión administrativa pública: un enfoque para mejorar la eficiencia institucional en el Perú

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Abstract

This article analyzes the influence of simultaneous control (SC) on the administrative management (AM) of a local government. It studies how real-time control processes are related to the development of administrative activities in the public sector. In addition, it examines how a public entity can manage its resources more efficiently by detecting and correcting problems during the execution of these activities. The research adopted a quantitative approach, with a non-experimental design and a correlational descriptive level. The sample consisted of 62 workers. For data collection, a questionnaire was used to measure the perception of workers regarding SC and AM. The results show that the SC has a significant influence on public AM, by introducing a preventive, corrective and results-oriented approach in the administrative processes of the State. Therefore, SC is essential for improving administrative efficiency, as it allows errors or inefficiencies to be detected while activities are being executed, which reduces response times and avoids the repetition of processes.

Keywords: simultaneous control, administrative management, public sector.

Resumen
Este artículo analiza la influencia del control simultáneo (CS) en la gestión administrativa (GA) de un gobierno local. Se estudia cómo los procesos de control en tiempo real se relacionan con el desarrollo de las actividades administrativas en el sector público. Además, se examina de qué manera una entidad pública puede gestionar sus recursos de forma más eficiente al detectar y corregir problemas durante la ejecución de dichas actividades. La investigación adoptó un enfoque cuantitativo, con un de diseño no experimental y de nivel descriptivo correlacional. La muestra estuvo conformada por 62 trabajadores. Para la recolección de datos, se empleó un cuestionario para medir la percepción de los trabajadores respecto al CS y GA. Los resultados evidencian que el CS tiene una influencia significativa en la GA pública, al introducir un enfoque preventivo, correctivo y orientado a resultados en los procesos administrativos del Estado. Por tanto, el CS resulta fundamental para la mejora de la eficiencia administrativa, ya que permite detectar errores o ineficiencias mientras las actividades están en ejecución, lo que reduce tiempos de respuesta y evita la repetición de procesos.

Palabras clave: control simultáneo, gestión administrativa, sector público.

Introduction

In the current context, understanding the functioning of simultaneous control (SC) and administrative management (AM) is a fundamental necessity for all state entities. Globally, there is an increasing concern among governments to enhance institutional efficiency. In Iraq, this concern is manifested throughout the state system, where there is a drive to convert governmental control into a powerful tool for effectively managing resources, aiming to create opportunities that contribute to improving the quality of life for the population (Jadou & Dhibi, 2024). Similarly, in Argentina, SC has been consolidating as a key instrument for identifying risks at various stages of AM. However, irregularities persist in the processes of planning, direction, and control, which can affect the quality of services offered, especially when recommendations derived from control reports are not taken into account. Despite these challenges, SC is recognized to have a positive impact on strengthening management within institutions (Moslares, 2021).

In the case of Peru, this challenge is also present. In recent years, SC has gained greater relevance, reflected in the increase of concurrent controls, control visits, and official guidance conducted by the organs of the National Control System. Nonetheless, many of the observations noted in the reports derived from these actions have yet to be addressed, generating inefficiencies in the AM of local governments. Therefore, it is essential for responsible parties to consider these observations to correct identified deficiencies, as there is a positive relationship between SC and the improvement of AM in public institutions (Suárez & Chapoñan, 2021). In this regard, it is highlighted that in Peru, the phases of planning and direction within AM require strengthening. To achieve this, it is crucial that responsible officials adequately understand the findings of SC reports and adopt relevant measures to rectify adverse situations, thereby improving institutional management efficiency (Vélez, 2023).

Regarding previous studies, in Mexico, the research by García & Mendoza (2020) stands out, which aimed to analyze governmental control in state entities. The authors concluded that, in recent years, governmental units have undergone transformations in their control systems, implementing new mechanisms such as transparency and accountability. All of this aims to create a more transparent and responsible institutional environment, promoting integrity in the public sector. They concluded that all government dependencies must apply control measures to prevent and correct actions that may lead to administrative responsibilities. In Lima, Collantes (2020) emphasized that SC allows for the identification of inefficiencies in administrative processes, enabling immediate adjustments that improve management efficiency.

According to the General Comptroller's Office of the Republic (CGR, 2022), SC consists of a set of supervision actions carried out concurrently with the execution of activities, aimed at identifying, preventing, and correcting irregularities in real-time. This immediate intervention strengthens public administration. In the same vein, Labatut et al. (2022) describe SC as a series of oversight and supervision actions that occur during the course of activities, allowing for the detection and correction of deviations that may jeopardize the achievement of objectives. Meanwhile, Zarza et al. (2022) consider SC as a mode of oversight executed during the implementation of state projects, whose purpose is to anticipate irregularities or illicit acts through constant supervision.

From a theoretical perspective, SC is grounded in Bertalanffy's systems theory. In this framework, Cedeño & Tigua (2023) assert that the elements of a system are interrelated, such that actions in one part can influence others. This highlights the need for coordinated control that is adaptable to environmental changes, which is

fundamental in governmental contexts where authorities must respond effectively to new situations and adjust their controls and policies accordingly.

Regarding AM, Segovia & Escobedo (2021) indicate that it is a discipline that employs principles, techniques, and operational plans to achieve greater productivity and efficiency in organizations, continuously improving processes and the quality of services offered. According to Slocum et al. (2021), AM involves planning, organizing, directing, and supervising institutional resources and activities to achieve specific objectives efficiently and effectively. On the other hand, Dinh & Quang (2023) assert that management is a process that encompasses all activities necessary to ensure the proper functioning of an entity, including document administration, record maintenance, internal policy implementation, and communication management both within and outside the organization. In this context, AM is supported by Blake's organizational development theory, which, as explained by Fabara (2021), focuses on improving leadership effectiveness and interactions within work teams in organizations. This approach facilitates the identification of the predominant leadership style within the institution, providing a diagnosis that helps identify areas for improvement in management and work performance.

In this framework, the present article aims to contribute to the understanding of the role of SC in strengthening administrative processes through immediate and continuous interventions during the execution of activities. Therefore, the general objective is to determine the relationship between simultaneous control and administrative management in a provincial local government in the Amazonas region, Peru.

Methodology

This study is classified as basic research, as its primary objective was to understand why and how certain phenomena, such as simultaneous control (SC) and administrative management (AM), occur. This perspective allowed for clearer and more precise results regarding the analyzed variables. The methodological approach was quantitative, involving the use of numerical data and statistical techniques to examine the existence, direction, and intensity of the relationship between the study variables.

Regarding design, a non-experimental cross-sectional approach was chosen. This means that the variables were observed as they appear in reality, without manipulation or intervention. Data were collected at a single point in time, without conducting a longitudinal follow-up, since the purpose was not to analyze changes in the variables over time. Furthermore, the study developed a descriptive-correlational level, which allowed for both the description of variable characteristics and the identification and analysis of the existing relationship between SC and AM.

The population consisted of 110 employees from a provincial local government in the Amazonas region of Peru. From this population, a sample of 62 workers directly involved in SC processes was selected. The sample was chosen using non-probabilistic convenience sampling, selecting participants who met certain established criteria. Collaborators who continuously participate in institutional processes and expressed their willingness to participate voluntarily were included. Conversely, those who did not have a stable employment relationship with the entity or did not agree to participate in the study were excluded.

Data collection was conducted using surveys, which allowed for the gathering of perceptions, opinions, and attitudes of workers regarding the variables of interest. Two questionnaires were applied: one related to SC, consisting of 15 items, and another on AM, composed of 16 items. Both instruments were designed with standardized questions, enabling uniform comparison of results among participants. Additionally, the questionnaires were validated by experts in the field to ensure they adequately addressed relevant content. The internal reliability of the instruments was assessed using Cronbach's Alpha coefficient, ensuring the coherence and consistency of the questions.

Once the information was collected, the data were processed using SPSS statistical software version 26. Descriptive and inferential statistical techniques were applied to describe the behavior of the variables and present results in frequency tables. For hypothesis testing, the Spearman Rho test was utilized, suitable for measuring the correlation between ordinal variables.

Regarding the ethical principles guiding the research, scientific honesty, justice, and truthfulness in presenting results were ensured, as well as transparency in the study's development and the absence of conflicts of interest. Furthermore, the autonomy of participants was respected, as they participated voluntarily, with full knowledge of the study's objectives and the confidentiality of the information provided.

Results

Descriptive results

Table 1
Results by dimensions of the simultaneous control variable

	Low		Medium		High	
	n	%	n	%	n	%
D1. Concurrent control	19	30.65%	29	46.77%	14	22.58%
D2. Official guidance	14	22.58%	35	56.45%	13	20.97%
D3. Control visit	18	29.03%	32	51.61%	12	19.35%
V1. Simultaneous control	11	17.74%	41	66.13%	10	16.13%

As shown in Table 1, regarding the dimension of concurrent control, 30.65% of respondents rated it at a low level, 46.77% at a medium level, and 22.58% at a high level. For the dimension of official guidance, 22.58% considered it low, 56.45% as medium, and 20.97% at a high level. In the control visit dimension, 29.03% rated it low, 51.61% viewed it as medium, and 19.35% estimated it high. Finally, for the variable of simultaneous control, 17.74% rated it low, 66.13% considered it medium, and 16.13% rated it high.

Table 2
Results by dimensions of the administrative management variable

	Low		Medium		High	
	n	%	n	%	n	%
D1. Planning	13	20.97%	43	69.35%	6	9.68%
D2. Organization	20	32.26%	37	59.68%	5	8.06%
D3. Direction	20	32.26%	29	46.77%	13	20.97%
D4. Control	10	16.13%	40	64.52%	12	19.35%
V2. Administrative management	6	9.68%	52	83.87%	4	6.45%

In Table 2, regarding the Administrative Management (AM) variable, it was observed that in the planning dimension, 20.97% rated it low, 69.35% rated it medium, and 9.68% rated it high. In the organization dimension, 32.26% evaluated it as low, 59.68% as medium, and 8.06% as high. For the direction dimension, 32.26% rated it low, 46.77% rated it medium, and 20.97% rated it high. In the control dimension, 16.13% rated it low, 64.52% rated it medium, and 19.35% rated it high. Overall, the AM variable was rated as low by 9.68% of respondents, medium by 83.87%, and high by 6.45%.

Inferential results

Table 3
Normality test

	Kolmogorov-Smirnov		
	Statistic	df	Sig.
Simultaneous control	0.088	62	0.200
Administrative management	0.077	62	0.200

The results of the Kolmogorov-Smirnov normality test indicate a significance greater than 0.05, suggesting that there is a normal distribution. Therefore, for hypothesis testing, the Pearson correlation coefficient is employed.

Table 4

Correlation between simultaneous control and administrative management

			Administrative management
Pearson's Rho	Simultaneous control	Correlation coefficient	0.865
		Sig. (two-tailed)	0.000
		N	62

In the correlation table, a Pearson correlation coefficient of 0.865 was observed, with a two-tailed significance of 0.000 based on 62 observations. This indicates a strong positive and significant correlation between the variables SC and AM.

Discussion

After obtaining the descriptive and inferential results, an analysis was conducted and contrasted with previous research and relevant theoretical foundations. Regarding the main objective of the study, the existence of a strong and statistically significant relationship between simultaneous control (SC) and administrative management (AM) in a provincial local government in the Amazonas region of Peru was confirmed. The Pearson correlation coefficient value was 0.865, with a significance of 0.000, confirming that both variables are directly and strongly associated.

From the respondents' perspective, differences were identified in the valuation of the analyzed variables. Regarding SC, 17.74% considered it low, 66.13% medium, and 16.13% high. In the case of AM, 9.68% rated it low, 83.87% medium, and only 6.45% high. These results indicate a general trend toward an intermediate perception of both variables, although with a higher medium valuation of administrative management compared to simultaneous control.

The findings of the study align with the results of Moslares (2021), who highlighted that control is important not only in its preventive and simultaneous modality but also in the established criteria by control bodies for its interpretation according to current regulations. In his research, he concluded that control should be viewed and practiced as a form of supervision intended to ensure that government operates efficiently while ensuring the fulfillment of set objectives, such as project execution and service provision.

The study also agrees with the findings of García & Mendoza (2020), who noted that in recent years, governmental institutions have undergone significant changes regarding control, such as the implementation of new transparency systems and accountability mechanisms. These changes have promoted more efficient development. According to these authors, all public sector entities should adopt control measures to prevent and correct actions that may lead to administrative responsibilities.

Similarly, González (2020) provided evidence of the significant relationship between public control and management in regional governments, emphasizing that both dimensions act as fundamental tools for public administration. These results are also consistent with those of Jadou & Dhibi (2024), who concluded that, in the ministries of Iraq, control mechanisms have favored integrity, transparency, and strengthening of the public budget by maintaining an independent and diversified control structure.

Furthermore, the study is similar to the results of Collantes (2020), who identified that 88.3% of respondents considered simultaneous control effective for improving administrative management. The effectiveness of concurrent control (86.7%) and control visits (85.0%) was also recognized, highlighting that these practices allow for timely identification of inefficiencies and immediate corrections, thus optimizing administrative processes.

From a theoretical perspective, the results are supported by Bertalanffy's systems theory. In this regard, Cedeño & Tigua (2023) assert that the elements of a system are interrelated, meaning that actions in one part affect others. In the governmental context, this implies the need for coordinated and adaptable control that responds to environmental demands to ensure institutional efficiency and effectiveness.

Additionally, Blake's organizational development theory, explained by Fabara (2021), supports these findings by focusing on improving leadership and interaction within organizations. This perspective allows for diagnosing the predominant leadership style and identifying areas for improvement in public management. The contingency theory of Burns is also integrated, which posits that there is no one-size-fits-all solution applicable to all organizations. Success depends on the alignment between internal organizational structure and external demands. In this sense, SC, by adapting to the specific context, contributes to more effective strategic planning.

Shack (2021) also reinforces this line of argument by defining SC as a preventive and proactive strategy that acts in real-time to alert early about potential regulatory deviations or inefficiencies. This approach allows for intervention before errors materialize, protecting public funds and ensuring the fulfillment of institutional objectives.

Finally, Carrizales et al. (2023) highlight that SC aims to strengthen inter-institutional coordination, solve problems swiftly, optimize the use of public funds, and ensure regulatory compliance. All of this contributes to greater transparency, effectiveness, and accountability in public management.

Conclusions

It was confirmed that there exists a strong and significant relationship between simultaneous control and administrative management in a provincial local government in the Amazonas region of Peru, as a correlation value of 0.865 and a significance level of 0.000 were statistically obtained. This result allows us to assert that SC has a positive impact on AM by facilitating interventions during the execution of activities. This mode of control is crucial for optimizing the use of public resources, ensuring that processes are conducted efficiently and transparently, and guaranteeing that institutional outcomes are aligned with previously established objectives.

Furthermore, it was diagnosed that the level of SC in the aforementioned local government is perceived predominantly as medium by 66.13% of respondents. A total of 17.74% consider it low, while only 16.13% rate it high. These findings indicate that the municipality regularly applies recommendations derived from concurrent control reports, official guidance, and control visits. However, there is a clear need to strengthen the implementation of these mechanisms to achieve a greater impact on public management.

Similarly, the level of AM in the cited local government was identified, with 83.87% of participants placing it at a medium level, 9.68% at a low level, and only 6.45% at a high level. This distribution reflects that administrative processes are developing within acceptable margins, without showing significant deficiencies or excesses. However, it also reveals that outstanding levels of quality, adaptability, and innovation in local public administration have not yet been reached, representing an opportunity to implement improvements aimed at institutional strengthening.

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