Governance and remote work in the pandemic era: A study of SUNARP-UCAYALI workers

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A B S T R A C T

During the pandemic year, governance and remote work became more common in employment due to their significant role in addressing societal challenges. This study uses a positivist approach with deductive methods, a quantitative approach, and a correlational descriptive design. The research includes a total population of 51 workers from the National Superintendence of Public Records (SUNARP-UCAYALI), with all 51 workers participating in the study. The results show a strong relationship between governance and remote work, with most participants (90.2%) perceiving governance and remote work as being at a regular level. The study concludes with actionable recommendations for the administrative leader of the Directorate of Registration Zone No. VI-Pucallpa Headquarters-National Superintendence of Public Records to maintain the positive levels of governance and remote work in 2021.

1. Introduction

Governance is the action and process by which different areas of a system are directed or led in a timely and unidirectional manner by those in charge while also considering the contributions of those governed to ensure social acceptance and relevance of decisions (Erman and Furendal, 2024).

Governance is linked to democracy, which involves attributing policies and actions to meet the demands of various social actors, considering equity, relevance, justice, and balance as pillars in decision-making so that these decisions are accepted by the governed (Blanchet Garneau et al., 2021).

Governance enables the State and its agencies to govern their processes, acts, and decisions within a framework of responsibility and respect for life and democratic principles. This often involves reducing or restricting social participation or external organizations whose proposals are not binding. Governance is the responsibility of those endowed with power, who must take direct responsibility for their decisions and all acts of government (Levi-Faur, 2012).

In Peru, governance has progressively consolidated within a democracy, directing decisions toward improving people's situations and the responsible and comprehensive maturation of institutions (McNulty, 2013).

In Ecuador, Peralta (2021) conducted a study in a public entity to identify positions that best adapted to the work demands of the COVID-19 pandemic. The descriptive study, which involved a questionnaire applied to 85 workers, concluded that the entity adapted well to teleworking and had high motivation levels. The computer systems area adapted most quickly, while legal, innovation, and personnel activities faced the greatest challenges.

In Spain, Dominguez (2020) researched governance in certain Latin American universities to determine if governance structures affect university student performance. The descriptive study, with a sample of 131 students using regression approaches, concluded that governance significantly contributes to sustainable development and enhances quality and competitiveness in institutions.

In Peru, Rojas (2021) researched remote work and its relation to worker performance in an entity. The descriptive correlational study, using two questionnaires on a sample of 60 people, found a highly significant relationship between remote work management and worker performance. Remote work, adopted due to the COVID-19 pandemic, conditioned work performance, with management perceived at a regular level and performance at an

efficient level, though only a quarter saw their performance as very efficient.

Another study in Peru by Herrera (2021) analyzed remote work's impact on teachers in a province during a health emergency. The non-experimental, descriptive, and cross-sectional study, with a sample of 28 workers interviewed, concluded that adapting to different contexts and managing them effectively leads to good work performance and fulfillment of institutional goals based on remote work.

In another Peruvian study, Edquen (2020) explored how remote work affects worker performance in a highland province. Using a quantitative methodology with a simple descriptive design and a sample of 10 professionals surveyed, the study concluded that while improved institutional organization aids task execution, tasks are not fully developed due to restrictions on devices, processes, and daily activities. Thus, remote work does not guarantee problem resolution.

The objective of the study was to determine the governance and remote work of the workers of the National Superintendence of Public Records SUNARP of UCAYALI.

2. Methodology

This research is based on the positivist paradigm and follows a deductive method with a quantitative, descriptive, non-experimental, correlational, and cross-sectional design approach (Park et al., 2020).

The population consisted of 51 workers from the National Superintendence of Public Records (SUNARP) in UCAYALI, including full-time and part-time workers under administrative service contracts. Inclusion criteria required workers to be on stable payroll and not on any type of leave or vacation. Exclusion criteria included workers on leave, on vacation, under administrative service contracts, or those who did not properly complete the questionnaires.

Non-probabilistic sampling was used due to restrictions on working with a random sample and, for convenience, choosing the sample based on accessibility and simplicity of locating each sample unit. The final sample included 51 workers from SUNARP-UCAYALI who were either appointed or part of the stable payroll as of May 31, 2021.

As this is a quantitative study, the survey technique was applied. Data collection involved two questionnaires, ensuring anonymity for participants. Both questionnaires had the same instructions for all subjects. The governance variable questionnaire included three dimensions and the remote work variable questionnaire also considered three dimensions.

These questionnaires were validated by expert judgment, where experts provided information, certainty, judgments, and assessments to verify the reliability of the instruments. Since the instruments had been used in previous studies, additional reliability testing was not necessary.
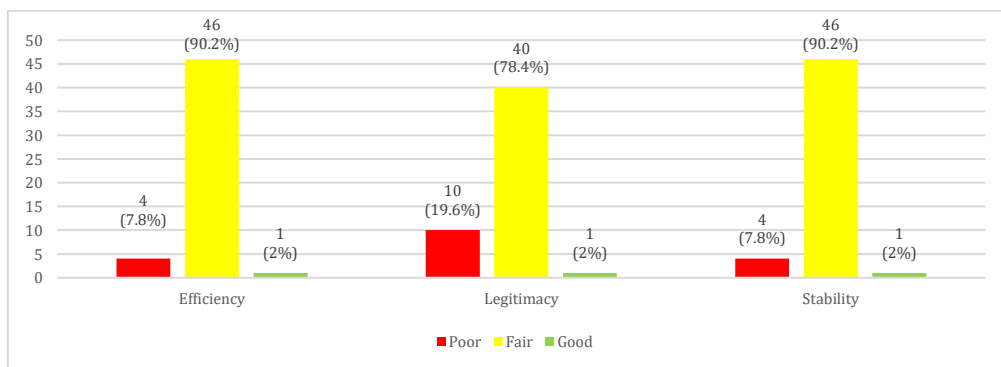
3. Results

In Table 1, the results for the governance variable show that 90.2% of respondents perceive governance at a regular level, 7.8% at a deficient level, and 2% at a good level. Therefore, the majority of the sample perceives governance as regular. Table 1 presents the distribution of frequencies based on the questionnaire applied to workers of the National Superintendence of Public Registries-UCAYALI.

Table 1: Governance in the national superintendence of public records-UCAYALI

	Frequency	Percentage
Deficient	4	7.8
Regular	46	90.2
Well	1	2.0
Total	51	100.0

In Fig. 1, the results for the dimensions of Governance are shown. For the efficiency dimension, 90.2% perceive it as regular, 7.8% as deficient, and 2% as good, indicating that most of the sample views efficiency as regular. For the legitimacy dimension, 78.4% perceive it as regular, 19.6% as deficient, and 2% as good, again showing that the majority sees legitimacy as regular. For the stability dimension, 90.2% perceive it as regular, 7.8% as deficient, and 2% as good, with most respondents viewing stability as regular.
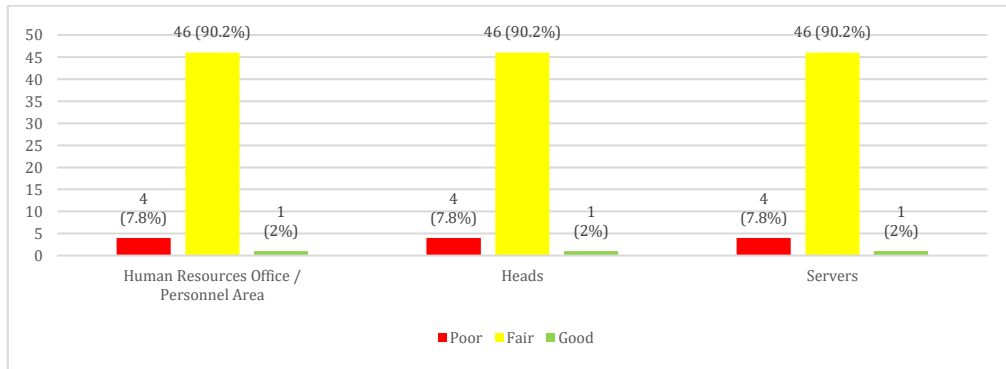

Fig. 1: Governance in relation to its dimensions in the national superintendence of public registries-UCAYALI

In Table 2, the results for the remote work variable show that 90.2% perceive it at a regular level, 7.8% at a deficient level, and 2% at a good level. Therefore, the majority of the sample views remote work as regular. Table 2 presents the distribution of frequencies based on the questionnaire applied to workers of the National Superintendence of Public Registries-UCAYALI.

Table 2: Remote work at the national superintendence of public records-UCAYALI

	Frequency	Percentage
Deficient	4	7.8
Regular	46	90.2
Well	1	2.0
Total	51	100.0

Fig. 2 shows that in the human resources office/personnel area, 90.2% of respondents perceive it as regular, 7.8% as deficient, and 2% as good. Therefore, the majority perceive this area as regular. Similarly, for the dimension of heads, 90.2% perceive it as regular, 7.8% as deficient, and 2% as good, indicating that most respondents see this dimension as regular. For the dimension of servers, 90.2% perceive it as regular, 7.8% as deficient, and 2% as good. Hence, the largest percentage of respondents also view the servers dimension as regular. The similarity of Tables 1 and 2 and Figs. 1 and 2 show identical distributions across the categories of 'deficient,' 'regular,' and 'well.' This suggests that the majority of workers perceive both governance and remote work at a regular level within the organization.

Table 3 shows the relationship between governance and remote work. The highest percentage of the sample (90.2%) perceives both governance and remote work at the regular level. Table 3 presents the distribution of frequencies based on the questionnaire applied to workers of the National Superintendence of Public Registries-UCAYALI.

Fig. 2: Remote work in relation to its dimensions in the national superintendence of public records-UCAYALI

Table 3: Relationship between governance and remote work in the national superintendence of public registries-UCAYALI

| | | | Remote work | | | Total |
			Deficient	Regular	Well	
Governance	Deficient	Count	4	0	0	4
		% of total	7.8%	0.0%	0.0%	7.8%
	Regular	Count	0	46	0	46
		% of total	0.0%	90.2%	0.0%	90.2%
	Well	Count	0	0	1	1
		% of total	0.0%	0.0%	2.0%	2.0%
Total		Count	4	46	1	51
		% of total	7.8%	90.2%	2.0%	100.0%

4. Discussion

Knowing the results requires an effective analysis. Table 1, which corresponds to the governance variable, shows that governance is generally rated as regular at the study headquarters. Only a small group rated it as good. Governance is crucial for institutions as it contributes to sustainable development and distinguishes institutions through effective methods (Dominguez, 2020). It must balance the demands of social actors with the decision-making system's capacity to respond effectively and collectively (Blanchet Garneau et al., 2021).

Fig. 1 highlights shortcomings in the effectiveness, legitimacy, and stability dimensions of governance at the study headquarters, leading to a regular rating overall. Addressing these shortcomings can guide sustainable development within a state by improving the economy, society, and institutions. Effective governance involves implementing policies that adapt to management demands and consider social needs. This requires inter-institutional consultation between the public and private sectors, but the study found a lack of consolidated participation from both entities and citizens, often due to a lack of interest and interactive mechanisms for participation (Zhang et al., 2024).

The remote work variable shows that most workers perceive it as regular, indicating they have not fully adapted to institutional goals. Herrera (2021) noted that remote work must address differences in time and space through proper equipment and telecommunications, as mentioned by Martin et al. (2021). When these issues are

addressed, it demonstrates worker commitment and highlights individual employee strengths. Managers should support this system, which can improve the work environment and employees' personal and family lives.

Regarding the dimensions of human resources, management, and servers in remote work, the execution of their functions is generally seen as regular. This indicates incomplete identification of functions (Oakman et al., 2020). Effective remote work requires clear employment relationships, an understanding of distances, and the use of ICT to streamline communication and improve organizational models. Productivity should be a focus for public entities, along with improving support and motivation, avoiding punitive measures. Peralta (2021) noted that proper adaptation is crucial, with computer systems adapting quickly, while legal, innovation, and personnel activities faced more challenges.

5. Conclusions

To the head of the Directorate of Registration Zone No. VI-Pucallpa Headquarters-National Superintendence of Public Registries in 2021, it is essential to implement effective actions to achieve good governance and promote positive labor development, even when working in diverse environments and decentralized agencies. These actions should aim to enhance service quality and provide benefits to the workers. By fostering a supportive and adaptive work environment, the organization can ensure that employees remain motivated and productive, which in turn will lead to improved service delivery and overall organizational success.

To the administrative leader of the Directorate of Registration Zone No. VI-Pucallpa Headquarters-National Superintendence of Public Registries in 2021, relevant actions should be formulated and implemented to maintain the current positive levels of governance and remote work within the organization. This involves continuous assessment and adjustment of policies to ensure they meet the evolving needs of the workforce and the organization. Emphasis should be placed on enhancing communication, providing adequate resources, and offering support systems that enable employees to thrive in remote work settings. By doing so, the organization can sustain high levels of efficiency and employee satisfaction.

For future researchers, it is crucial to study the factors that influence governance and remote work, particularly within national institutions. Future research should focus on identifying the key elements that contribute to successful governance and effective remote work practices. This includes exploring the role of technology, management strategies, employee engagement, and organizational culture. By understanding these factors, researchers can propose comprehensive plans that promote a positive work environment, ensuring that workers are satisfied with their jobs and motivated to achieve institutional goals. Additionally, investigating the long-term impacts of remote work on employee performance and organizational outcomes will provide valuable insights for policymakers and leaders in designing effective governance and remote work frameworks.

Overall, this study highlights the importance of adaptive and supportive governance practices in enhancing remote work experiences and organizational success. The findings emphasize the need for continuous improvement and innovation in management approaches to meet the challenges posed by changing work environments.

Compliance with ethical standards

Ethical considerations

This study was conducted following the ethical guidelines and principles to ensure the protection of the participants involved. Informed consent was obtained from all participants, ensuring they were fully aware of the study's purpose, procedures, and their right to withdraw at any time without any consequences. Participants' anonymity and confidentiality were strictly maintained throughout the research process. The study adhered to the ethical standards set forth by the institutions involved, including the Universidad César Vallejo and Universidad Nacional de Cañete. Ethical approval was obtained from the respective institutional review boards before commencing the research. All data collected were stored securely and used solely for the purposes of this study.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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