

Organizational Management Models in Public Educational Institutions: Strategies to Improve Performance in Low- and Middle-Income Countries

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KEYWORDS

management model, organizational management, comprehensive basic education, educational policy.

ABSTRACT

The objective of this research study is to analyze organizational management models for comprehensive basic education in low- and middle-income countries and Latin America. A systematic review was carried out, information had to be selected and extracted from 4 databases of scientific journals. The different experiences of organizational management models, which help to increase the levels of efficiency, effectiveness and interrelation in public entities, giving priority to the structure in various structural issues of international and national interest, emphasizing education. The research design is quantitative descriptive of systematic reviews of organizational management models in public educational institutions. Given its articulation design and from its interdisciplinary perspective, an organizational model has been included to improve the performance of each of these members of an institution's working group.

1. Introduction

In this article, a systematic review was worked where the variable organizational management was taken as a priority, with the findings of the Organization, I carry out the corresponding discussion to present realities and I allow myself to have an opinion, at present, the globalized environment is very alarming the issue of management educational organization, because educational entities are not involved in an assertive way in the organization and implementation of organizational management models, because they do not evidence an effective organizational culture in the instances of organizational management, it is very possible that they will see the different operational aspects within an organizational system harmed, there are no rules that ensure the processes of an organization or there is the possibility that they ensure the various operational organization processes, such as administrative procedures, human and technological capital. To this end, there are some management structures: regulatory, prospective, situational strategic, total quality, reengineering and communicational.

We can say that an organization is understood as a group of people who carry out the observation and analysis of the management of processes, where the different capacities of the talent of each worker and their implications of the administrative organization of an entity are considered, all of which leads to the development of the various skills of human talent for the development of strategic concepts (Tamayo et al., 2014).

According to the Ministry of Education (2014), in Peru there are regulations for educational, organizational and managerial and teaching performance management, where all performances, both administrative and pedagogical, are framed. Educational institutions also take into account the evaluation reports of all schoolchildren, as well as the levels of achievement according to the national curriculum, one of the management commitments considered by the Ministry of Education.

On the subject of performance evaluations of principals and teachers, it has been taking place at the national level in the different public educational institutions at the level of basic education, census examinations of the learning achievements of students are also being carried out, obtaining as a result a poor management in the administration, the projected programming is not fulfilled in an optimal way. and an adequate school relationship is not achieved.

All this can be summed up in the fact that it is an organization with an acceptable management, since all of this is composed of objectives that help to fulfill the mission of an entity in an optimal way, ensuring the application of the management instruments (institutional organizational chart, organization and functions manual, administrative procedures manual, and internal work regulations). The objective is that teachers, public officials

and/or directors should design the appropriate mechanisms when making a timely decision for the benefit of organizational management.

The workers continue with rules or routines that have been managed for some time in the organization, observing that the educational representatives adhere to the guidelines, but are not willing to make necessary changes in public institutions.

Organizational management in education is a process where the teacher participates taking into account established functions, however, relationships must be developed within the processes, organizational projection, as well as the organizational context and correct decision-making. To this end, the question is asked: How do the experiences of Strategic plan models improve the organizational management of the employees of a UGEL -Amazonas?

However, the lack of experience in this area and the new incorporation into the rules of academic communities in Latin America and the Caribbean has reduced the results of research on the administrative issue.

For this reason, such strategies provide us with real possibilities for the allocation of resources, business and the development of collective and social communication (Mena, 2019).

The organizational culture is the model of an entity. An entity must have its formation well determined, and within it it must be concerned with the liking of all stakeholders, elaborate and appropriately apply its goals, direct and use terms of adequate explanation, be committed and there must be the possibility of observing the reciprocal contribution between population groups, exposing innovative ideas, taking charge of the consequences, and to carry out activities that serve for continuous improvement (Cantillo et al., 2011, p. 8)

Corporate values are those that are achieved by positioning oneself in a target community, constituting the conviction and basic assumptions of the organizational culture. to have an organizational culture, (...) is to have determined well-defined and sustainable values, which actively encourage these behaviors.

Therefore, the problem of institutions is not only knowing how to acquire attractive values but also knowing how to execute them as a set of rules as reconciled, clear and non-contradictory ideas, having to communicate in a timely manner and leaving learning open and to continue improving, adopting behaviors in an authentic and coherent way, then it would be that there is a self-definition of some elements in an integral way in the organization (Bravo Falcón, 2006, p. 6).

2. Methodology

The methodology to be used for this study would be the quantitative approach, through a systematic review of various articles that address organizational management models. This methodology is essential in the field of scientific research, as it provides a structured framework to achieve the proposed objectives.

It is crucial for the advancement of knowledge in all areas of science, ensuring that studies follow a normative, descriptive and comparative path. These aspects are fundamental to guide the researcher's procedure, allowing him to structure and justify his approach and procedures.

SEARCH STRATEGY

Table 1. Search results by title of systematic review

| SEARCH BASE | Strategy |
|----------------|--|
| Scopus | (educational AND management) OR (educational AND coordinational) OR (educational AND administrative AND structure) AND (educational AND models) AND (educational AND policy) |
| MDPI | (educational AND management) OR (educational AND coordinational) OR (educational AND administrative AND structure) AND (educational AND models) AND (educational AND policy) |
| Google Scholar | Models of educational organizational management |

Search results using Boolean connectors

Research Type and Design: Research Type, in order to select the right type of research after a literature review, it is important to understand the four categories; exploratory, descriptive, correlational and explanatory studies.

The strategy of this research is to include: i) The design of the study, how the study is structured and the data collection is planned, ii) Data collection, the methods and techniques used to obtain the necessary information. iii) Sampling, the selection of the appropriate sample to represent the study population. iv) Data analysis, the techniques and tools used to interpret the data collected. According to (Dankhe, 1986).

In practice, it is common for a study to contain elements of more than one of these categories, allowing for a more complete and nuanced understanding of the research problem.

Research design: Descriptive research, unlike exploratory research, is characterized by its more defined structure and requires considerable prior knowledge of the area of study to formulate specific questions. This type of research focuses on the measurement and description of one or more attributes of the phenomenon in question, providing a clear and detailed representation of what is being investigated (Dankhe, 1986). In this sense, descriptive research allows obtaining precise data that can be used to better understand the phenomenon studied and, in some cases, to formulate hypotheses that can be tested in future studies.

Table 2. PICO Format: Keywords

| | |
|-------------------|--|
| Population | From low- and middle-income countries |
| Intervention | Theories and models of educational organizational management |
| Comparison | The national educational organizational management model |
| Results | Comprehensive basic education for sustainable development: evaluation of learning achievements, evaluation of teacher performance, contextualized national curriculum Impact on quality of life |
| Research Question | How do experiences of organizational management models for comprehensive basic education impact the quality of life of the population of the low- and middle-income countries: a systematic review of low- and middle-income countries compared with national educational organizational management model? |

Variable and operationalization: Variable, Yes, indeed, variables are fundamental in scientific research. Its proper definition and management allow establishing relationships and testing hypotheses. Here is a breakdown of the key points about the variables in the research: i) Definition and Fluctuation, variables are properties that can change and whose variation can be measured or observed, they include age, weight, among others. ii) Importance in Research, when they are related to other variables. iii) Constructs or Hypothetical Constructions, when the variables are part of a hypothesis or theory. iv) Formulation of Hypothesis, it is essential to clearly define the terms or variables included in a hypothesis. v) Selection of Variables, it is important to select and record only the variables strictly necessary to avoid complications and data overload. vi) Conclusion, without a clear and precise definition of variables, effective scientific research is not possible and clarity in the definition and management of variables is crucial for the success of any study.

Variables are, therefore, the heart of any scientific research, and their correct identification and definition are essential to obtain valid and reliable results.

Operationalization is a key process in scientific research, particularly in the social sciences, which involves precisely defining how the variables that are part of a study will be measured. In the words of D'Ancona, (1998), the operational definition of a variable refers to any quality or characteristic of a study.

Indicators; Correctly defining indicators is crucial in any investigation, as it allows for a more detailed and in-depth analysis. Indicators, according to Cea D'Ancona (1998), are concepts that contain numerical values. The correct operationalization of variables through indicators facilitates the analysis of variables and dimensions.

By specifying the indicators properly, clear and precise metrics can be established that allow different aspects of the phenomenon being studied to be measured and compared. This not only enriches the analysis, but also enhances the authenticity and credibility of the study.

The measurement scale; The measurement scale is what determines the way in which the study variables are evaluated and quantified. This measurement process involves three essential elements:

1. Measuring instrument: A tool or device used to collect data.
2. Measurement scale: A system that defines how values are assigned to variables.

3. Measurement Unit System: A set of standard units used to express measurements.

According to Coronado, (2007), the choice of measurement scale significantly affects the validity, consistency, and reliability of the data obtained.

That's right, the measurement scale is crucial in research because it influences the quality of the data obtained, affecting the validity of the results and conclusions of the study.

Population and sample: Population, of course, the population under investigation refers to the complete set of individuals, objects or elements that are of interest to the study. This definition is flexible and allows the population to adapt to a wide variety of contexts and fields of study, from social and natural sciences to humanities and media studies. According to Pineda et al. (1994:108).

In this case study, it is the review of literature or the search for information on articles related to the study, published in journals and the importance of the diversity of data sources that can be the object of research is highlighted.

Sample.

The sample is a subset of a portion of a population in which the research study will be conducted. The importance of the sample lies in its ability to adequately represent the total population, thus allowing the results of the research to be generalizable. López, (2004).

Data Analysis Method

These are the methods and mechanisms used to examine, transform and model the data of reality, in order to numerically interpret the context obtained. This is related to the hypothesis raised in the study, according to Hernández and Mendoza (2018), In this study, the data will be analyzed using Excel calculations and tables, and will be organized according to dimensions and indicators.

Ethical aspects.

Research ethics is critical to ensuring that studies involving sentient beings are conducted in a fair, respectful, and responsible manner. Here are some of the key aspects covered by these principles and guidelines: i) Respect for people and animals, ii) Beneficence and non-maleficence. (iii) Justice. iv) Confidentiality and privacy. (v) Transparency and accountability. vi) Ethical review. (vii) Scientific integrity.

These principles guide not only traditional scientific research, but also social issue diagnostics and analysis, and Monitoring, Evaluation, Accountability and Learning (MEAL) activities. These guidelines ensure that any form of research, whether in interventions, policies, or programs, is conducted ethically and responsibly, protecting the sentient beings involved and promoting well-being and social justice.

3. Result

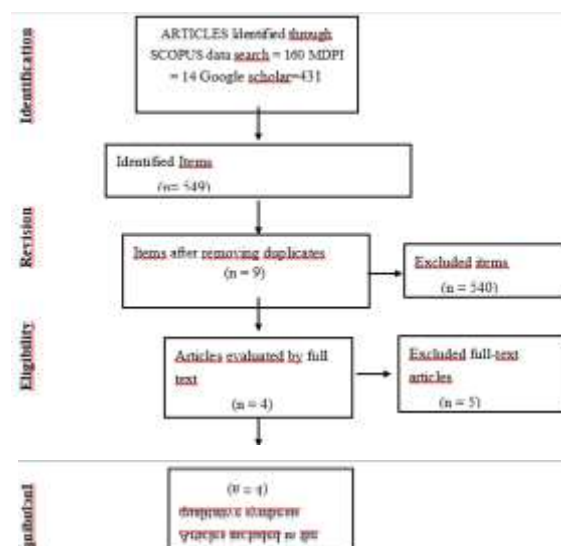


Figure 2. Study selection flowchart.

The results of the research presented below are based on the answers to the question posed. Following a methodology, the selection of the articles was made and a table is detailed that tried to include the most relevant information of the authors/year, country, study design, population and sample.

Table 2. Peer-reviewed scientific studies

| First author/year | Country | Studio Design | Population and sample | Results |
|---|-----------|---|--|---|
| Colmenares Alvares, Francis, 2024 | Venezuela | Approach quantitative | 16 teachers and 2 directors | According to the results presented, it can be concluded that the educational management in primary school of the José Palacios Educational Unit promotes the development of the organizational learning process at a positive level with an arithmetic average of 58.12% points), the same, which is observed the development of the two models of organizational learning proposed by Argyris & Schön (1974). quoted in Schön (ob. cit.) On the other hand, the educational management of the institution under study also promotes model I of organizational learning at a medium level (it is 56.93 points on average). It is pertinent to point out that Schön (op. cit.) states that from this model I made up of implicit theories or theories in use, the organization obtains a tacit knowledge, based on the ability to distinguish, identify and recognize the characteristics of something specific through experience and practice. |
| Alejandría Castro, C. 2023 | Peru | Qualitative approach basic and systematic review design | 22 items | It allowed to recognize the vision of an organizational system of a public institution where the proposed goals must be fulfilled, the function of the vision, then the management of the results; providing support during the processes at the time of their development in planning and that these processes are appropriate and involve human resources, accrediting the practice of ethical values and principles by ensuring the performance in a very noticeable way. |
| Montenegro Velandia, W, 2024 | Mexico | Exploratory and confirmatory factor analysis | 230 decision makers | The results obtained reveal that every person has characteristics that intervene in problem solving, these determine their profile as a decision-maker. These particularities of their personality are related to their way of thinking and managing their emotions. Each decision-maker develops different competencies and skills depending on the level of position they hold, the business sector and the size of the company. It was also found that the greater the development of the skills that make up decision-making styles, that is, those related to systemic, analytical, intuitive thinking and emotional management, the greater the opportunities to develop effective organizational strategies. It could be said that there is a positive level of complexity and the development of competencies that determine the decision-making style. This complexity may be due to the activities and responsibilities of the position, the demands of the business sector or the challenges posed by the size of the companies. |
| Towers Morales, A. 2024 | Mexico | Quantitative Descriptive | Review of chapters I and II of the book The trance between administration and educational management | Your analysis highlights a key distinction between administration and educational management, emphasizing how the two concepts intertwine to form a holistic approach to education. Educational administration focuses on planning, designing strategies, and creating projects that seek to establish a clear framework for action. On the other hand, educational management is responsible for the implementation of these strategies and plans, using various tools and resources available, ensuring that the established policies and plans are carried out effectively. The process of transitioning from administration to educational management, as you mention, requires a meticulous approach. Where it is a matter of executing what is planned, in a way that |

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|--|--|--|--|---|
| | | | | maintains the balance between both concepts, ensuring that the structure established by the administration is not compromised, but that, at the same time, the management is flexible and adaptable to the changing needs of the educational environment. This balance is crucial to ensure that educational institutions function effectively, promoting both stability and innovation in educational processes. |
|--|--|--|--|---|

4. CONCLUSIONS

According to the results presented from the systematic review of the studies found, it has been concluded that organizational management models are feasible to apply taking into account the proposed objectives according to the public educational institution.

In relation to the study carried out by the systematic review, we can say that it is possible to put into practice an organizational management model as a good strategy for a good learning of organizational management models in public education.

In addition, the approaches that are applied in organizational management models are related to human talent .

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