INFLUENCE OF ORGANIZATIONAL CULTURE AND MANAGEMENT SKILLS ON SERVICE QUALITY: A CRITICAL ANALYSIS OF CONFLICTS IN ASSOCIATIONS OF DISMISSED AND RETIRED TEACHERS

INFLUENCIA DE LA CULTURA ORGANIZACIONAL Y LAS HABILIDADES GERENCIALES EN LA CALIDAD DEL SERVICIO: UN ANÁLISIS CRÍTICO DE LOS CONFLICTOS EN ASOCIACIONES DE PROFESORES CESANTES Y JUBILADOS

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ABSTRACT

When one thinks of associations that bring together unemployed and retired teachers, it is natural to think that they should be an example of assertive communication, collaborative work and harmony, because they bring together teachers with higher education studies, with extensive experience and experience, who are living out their old years. However, this initial perception is far from reality in the Junín region of Peru,

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where these associations have become social spaces characterized by conflicts caused by power struggles, politicking, and attacks, affecting timely compliance. of services to members. Starting from this problem, the research aims to determine the influence of organizational culture and managerial skills of managers on the quality of service offered by these associations, all under the perception of their members. The methodology was quantitative, applied type, explanatory scope and multiple causal correlational non-experimental design. There was a stratified probabilistic sample of 354 members divided among the three existing associations in the region. To measure the variables, survey questionnaires were used, which were validated by experts, with a Cronbach's Alpha reliability coefficient greater than .80 in each of the three instruments. The results show that 51.6% of service quality is explained by the influence of organizational culture and managerial skills, a significance level of less than .05 was obtained, $R^2 = .516$ and t_c (19,326) > t_t (1.96). The values of the variables, on a scale of 1 to 4, were high with 2.51 for organizational culture, 2.58 for managerial skills, and 2.58 for service quality. To overcome conflicts, the research proposes the design and implementation of an organizational change process based on action research, the implementation of an awareness and team integration program, and the audit of the functions of human resources offices.

Keywords: Organizational culture, management skills, quality of service, leadership, motivation, problem solving, teamwork, communication, association of dismissed and retired teachers.

RESUMEN

Cuando se piensa en asociaciones que agrupan a profesores cesantes y jubilados, es natural opinar que las mismas deben ser un ejemplo de comunicación asertiva, trabajo colaborativo y armonía, debido a que agrupan a maestros con estudios superiores en Educación, de amplia trayectoria y experiencia, que están viviendo sus años de ancianidad. Sin embargo, esta inicial percepción dista mucho de la realidad en la región Junín en el Perú, donde estas asociaciones se han convertido en espacios sociales caracterizados por los conflictos originados por las pugnas por el poder, la politiquería y los ataques, afectando el cumplimiento oportuno de los servicios hacia los afiliados. Partiendo de esta problemática, la investigación toma como objetivo determinar la influencia de la cultura organizacional y las habilidades gerenciales de los directivos en la calidad del servicio que ofrecen estas asociaciones, todo ello, bajo la percepción de sus afiliados. La metodología fue cuantitativa, de tipo aplicada, alcance explicativo y diseño no experimental correlacional causal múltiple. Se tuvo una muestra probabilística estratificada de 354 afiliados divididos entre las tres asociaciones existentes en la región. Para medir las variables, se emplearon cuestionarios de encuesta, los cuales fueron validados por expertos, con un coeficiente de confiabilidad Alfa de Cronbach superior a .80 en cada uno de los tres instrumentos. Los resultados demuestran que 51,6% de la calidad del servicio es explicada por la influencia de la cultura organizacional y las habilidades gerenciales, se obtuvo un nivel de significancia menor a .05, $R^2 = .516$ y t_c (19.326) > t_t (1.96). Los valores de las variables, en una escala de 1 a 4, fueron altos con 2,51 para la cultura organizacional, 2.58 para las habilidades gerenciales y 2.58 para la calidad del servicio. Para superar los conflictos, la investigación propone el diseño e implementación de un proceso de cambio

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organizacional basado en la investigación acción, la implementación de un programa de sensibilización e integración de equipos y la auditoría a las funciones de las oficinas de recursos humanos.

Palabras clave: cultura organizacional, habilidades gerenciales, calidad de servicio, liderazgo, motivación, resolución de problemas, trabajo en equipo, comunicación, asociación de profesores cesantes y jubilados.

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RESUMO

Quando se pensa em associações que reúnem professores aposentados e reformados, é natural pensar que elas deveriam ser um exemplo de comunicação assertiva, trabalho colaborativo e harmonia, pois reúnem professores com estudos avançados em educação, com vasta experiência e vivência, que estão a viver a sua terceira idade. No entanto, esta perceção inicial está longe da realidade na região de Junín, no Peru, onde estas associações se tornaram espaços sociais caracterizados por conflitos causados por lutas de poder, politiquices e ataques, afectando a prestação atempada de serviços aos membros. Com base nesta problemática, a investigação visa determinar a influência da cultura organizacional e das competências de gestão dos directores na qualidade do serviço prestado por estas associações, tal como é percebida pelos seus membros. A metodologia foi quantitativa, aplicada, de âmbito explicativo e não-experimental, com desenho correlacional causal múltiplo. Foi utilizada uma amostra probabilística estratificada de 354 membros, dividida entre as três associações existentes na região. Foram utilizados questionários de inquérito para medir as variáveis, que foram validados por peritos, com um coeficiente de fiabilidade Alfa de Cronbach superior a 0,80 para cada um dos três instrumentos. Os resultados mostram que 51,6% da qualidade do serviço é explicada pela influência da cultura organizacional e das competências de gestão, com um nível de significância inferior a 0,05, $R^2 = 0,516$ e tc (19,326) > tt (1,96). Os valores das variáveis, numa escala de 1 a 4, foram elevados com 2,51 para a cultura organizacional, 2,58 para as competências de gestão e 2,58 para a qualidade do serviço. Para ultrapassar os conflitos, a investigação propõe a conceção e a aplicação de um processo de mudança organizacional baseado na investigação-ação, a aplicação de um programa de sensibilização e de integração das equipas e a auditoria das funções do gabinete de recursos humanos.

Palavras chave: cultura organizacional, competências de gestão, qualidade do serviço, liderança, motivação, resolução de problemas, trabalho em equipa, comunicação, associação de professores reformados e demitidos.

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1. INTRODUCTION

The associations of retired and pensioned teachers existing in Peru are organizations that bring together educators who have completed their years of service in both the public and private sectors. These institutions, through a monthly fee, offer various services to their members, including: loans with minimal interest, rest and recreation activities, sports events, trips, coverage in case of death, assistance to family members, and more. Due to their legal nature, these institutions are non-profit, and they have an associative governance model governed by their bylaws and under the legal provisions established in the General Law of Companies No. 26887.

According to their private governance regime, all the authorities forming their governing and supervisory bodies are elected by universal suffrage. Considering the participation of all existing members in a region and organizing them based on geographic zones, which are generally determined based on the province to which the associates belong.

In the Junín Region, there are three duly formalized associations, with their main office located in the city of Huancayo, the capital of the province of the same name. Of these three associations, the largest is called (ARCIJE Junín), an acronym that stands for Regional Association of Retirees and Pensioners of the Junín Region, an institution composed of more than 3600 members with offices in the 09 provinces in the region. On the other hand, there are the Regional Pension Fund of the Education Sector (DERESE) and the Pension Fund for Education Pensioners of the Junín Region (DEPSERJ), all of them having fewer than 500 members and being present only in the province of Huancayo.

Communication between these institutions is limited, even though a large number of teachers register in two or three of them at the same time, with rivalry among the directors. An explanation of the unavoidable political behavior existing in these organizations comes from the fact that among their ranks are teachers who, in their youth, led union movements fighting against the abuses they received from various governments. Therefore, despite their advanced age, they continue to harbor a reactive sentiment against anything that in any way signifies a lack of attention to their needs or demands.

Due to the significant sums of money that circulate monthly, resulting from the contributions of the members and the fact that the authorities are elected by universal suffrage, granting them the ability to decide on assets and properties; in all these organizations, political movements and power groups have emerged, fiercely vying for governance and positions.

Social conflicts, characterized by protest actions, physical and verbal attacks against opponents, filing complaints and lawsuits as intimidation measures, and causing disturbances during meetings, have become everyday situations. On the other hand, cases of embezzlement and misappropriation of funds are already under fiscal investigation, as well as making deals with suppliers in exchange for money. All these actions undermine the purposes for which these associations were created, causing discomfort among their members and social ostracism for those who disagree with this

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level of corruption. This, of course, gives rise to the phenomenon we know as politicking or political action (Robbins and Judge, 2009).

As a consequence of conflicts and poor financial management, the administrative staff neglects the quality of service provided to the members, resulting in multiple complaints about delayed loan disbursements and the non-observance of funeral rights and burial expenses. Many of these complaints go unaddressed, leading to the resignation of members, even though the bylaws stipulate that any member who requests resignation automatically loses their total contributions. The political situation has reached a point where many of the members are not interested in attending events, workshops, and especially meetings. They fear witnessing acts of violence or, worse, being assaulted if they express views contrary to those of the power groups.

During the exploratory stage prior to this study, unstructured interviews were conducted with the directors of ARCIJE and DERESE. The responses obtained and subsequent analysis allowed us to distinguish three variables that were consistently reiterated by the interviewees. On one hand, it is mentioned that the organizational culture fosters conflicts and prevents resolution. At the same time, the directors believe that if managerial skills were used properly, the issue could be reversed by identifying the best alternative solutions. Undoubtedly, what concerns them the most is that conflicts result in service quality failures, causing member attrition and putting the sustainability of these organizations at serious risk in the medium and long term.

The literature review allowed us to identify a set of previous studies that addressed these variables in organizational settings similar to the present study. First, we have Salirrosas (2022), who conducted a quantitative study in the hotel sector of Lima, using a causal correlational design and employing a survey technique with a questionnaire administered to 80 employees. According to the results, based on the Nagelkerke coefficient, service quality depends on organizational culture by 40.1%. Therefore, there is a significant impact of organizational culture on service quality and its dimensions.

On the other hand, Hernández (2020) leaned towards the quantitative approach, conducting a descriptive, correlational, and trans-sectional study, applying questionnaires to a sample of 46 teachers from an Adventist educational association. The results, consistent with the focus of this research, indicate that the correlation coefficient between organizational culture and managerial skills is R= 0.830, indicating an above-average correlation. Likewise, "knowledge," "practice of values," and "ways of life" explain the technical skills of directors and teachers.

Eulogio (2018) also opted for the quantitative approach, conducting an applied study with a non-experimental correlational design. The study sample consisted of 301 workers from the Office of Pension Standardization in Peru, to whom questionnaires were applied to measure organizational culture and service quality. The conclusion mentions that both variables have a positive and significant relationship, with a Rho coefficient of .688.

Additionally, Santander (2020) conducted a qualitative study with a grounded theory design at an exploratory level, using structured interviews, observation guides, and

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checklists as instruments. The interviews were conducted with the president and six managers of an association of hotels, restaurants, and related businesses in Churín. The results demonstrate that managers have a low level of development of their managerial skills, which has a close implication on the quality of service offered by their establishments. Thus, the quality of service provided is the result of an empirical and emotional administration because they are unaware of the norms, typologies, concepts, and indicators of these and the industry they belong to.

Next, the theoretical framework of the research is presented, consisting of the theoretical foundations underlying the existence and nature of the three study variables

1.1. Organizational culture

Culture is the product of human interactions and is composed of various elements. Hofstede (1991) proposes five elements that explain the way in which culture manifests itself in the process of its construction:

- Values are the foundation and are at the core of culture, acquired since childhood, with many of them remaining unconscious and manifesting through people's behavior in different circumstances.

- Practices are formed by symbols, heroes, and rituals; these have been grouped as they are visible elements to an external observer; however, they are invisible as cultural meaning.

- Rituals are collective activities within a culture, considered socially essential; therefore, they are performed for their own sake.

- Heroes are individuals, alive or dead, real or imaginary, who possess highly valued characteristics in a culture and serve as models for behavior.

- Symbols are words, gestures, images, or objects that carry a particular meaning recognized only by those who share the culture.

According to Gómez (2003, p. 75), "organizational culture takes into account elements shared by all members of an organization; it is a phenomenon different in many ways from a national culture." An organization is a social system of a different nature than a nation, where members of the organization have a certain influence on their decisions during working hours.

Schein (1989, 1999), considered one of the most important theorists in the field, believes that organizational culture is a model of basic assumptions invented, discovered, or developed by a group that has exerted enough influence to be considered valid and, consequently, taught to new members as the correct way to perceive, think, and feel about these problems.

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Analyzing organizational culture in-depth, authors such as Schein (1988), Pümpin and García (1993), and Hofstede (1991) agree that this variable consists of values, beliefs, practices, behaviors, and symbols shared and learned by members of a group or a company, reflecting the image of an organization. It can also be influenced or modified by external variables belonging to the environment. Ouchi (1981) suggests that culture is deeply rooted within the company and therefore can also be inherited. The organization's culture consists of a series of symbols, ceremonies, and myths that communicate to the company's staff the most ingrained values and beliefs within the organization. "These rituals give substance to what would be vague and abstract ideas, bringing them to life and meaning so that a new employee can perceive their influence" (Ouchi, 1981, p. 49). Harrison (1972), in his analysis of organizations, points out that they are climate-oriented according to a series of elements and characteristics that determine these orientations. Various authors (Garmendia, 1994; Leal, 1991) interpret these climate orientations as genuine cultural orientations.

In general, we can say that the organization's culture usually exists in the minds of the organization's members, a mental structure with important ideas and values. It is reflected in how people see, think, feel, and behave within the organization.

1.1.1. Dimensions of organizational culture

Power Orientation: This dimension characterizes an organization that bases all its values on power, exercising it not only over its components but also towards the external environment. The position of its leaders seeks to dominate the internal and external environment and does not accept any opposition.

Role Orientation: This dimension characterizes an organization where legality, responsibility, rules, and procedures of actions are the most important. The organization is governed by regulations and laws. What is right takes precedence over what is effective. The "how" of doing things comes before the "what" and "why". There is concern for legality, legitimacy, and responsibility.

Task Orientation: This dimension characterizes the organization where the fundamental focus is on the established objectives and goals. Everything in the organization, including management style, structure, flexibility of procedures, promotion and remuneration systems, etc., is subordinate to achieving these objectives. Therefore, authority and power are vested in those individuals with the necessary knowledge and competencies.

People Orientation: This dimension characterizes an organization where the most important aspect is the needs of the individuals who constitute it, aligning its existence in serving the needs of its members. Decisions are usually made collectively, and there is widespread participation in organizational management. Tasks are often designed to provide personal fulfillment.

1.2. Managerial skills

Current management expects individuals to be capable of incorporating their knowledge and skills into the processes developed within the company (Fernández et

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al., 1996; Ferrer and Clemenza, 2006), aiming to identify demonstrable skills and knowledge that lead to the successful achievement of organizational objectives.

Whetten and Cameron (2011) state that 'managerial skills are the vehicle through which strategy and management practice, tools and techniques, personality attributes, and style work to produce effective results within organizations' (p. 8).

Robbins and Decenzo (2022) affirm that 'successful managers recognize the rapid changes occurring in their environment and are flexible to adapt their practices and face these changes' (p. 12). The authors relate a manager's good performance to the mastery of conceptual skills, interpersonal skills, technical skills, and political skills. Specific skills include controlling the environment and its resources, organizing and coordinating, managing information, fostering growth and development, motivating employees, and conflict management and strategic problem solving.

1.2.1. Dimensions of managerial skills

Taking into account the different authors reviewed and the various classifications of skills mentioned in the previous section, as well as the work by Lazarte (2014), in this study, it is considered that the variable of managerial skills is composed of 04 dimensions:

Leadership: It is one of the most important managerial competencies within the strategic management of organizations, as it defines key policies and action plans for achieving institutional objectives in a way that collective success can be achieved. This is stated by (Koontz and Weihrich, 1998).

Motivation: It is the process that governs preferences among different forms of voluntary activity, attributing to the individual the possibility to choose among various behaviors. It can be said that motivation is the psychological mechanism underlying goal-directed behavior and can present varying degrees of activation depending on the intensity with which the goal is desired. Motivation is therefore a multidimensional concept that appeals to the notions of direction (the objective), intensity (degree of effort), and duration (continuity of effort). Following the same idea, it can be affirmed that motivation is the process that triggers action, sustains ongoing activity, and regulates the pattern of activity.

Problem Solving: It is the ability to adequately address situations considered difficult. When thinking about something, one starts from facts, which are what is there and form part of the situation. Together with the conditions that constitute the facts, ideas about possible courses of action emerge. The individual enters a searching, projecting attitude, in which they must differentiate the trivial from the important.

Teamwork: For a manager, the ability to work in a team becomes a preeminent factor in achieving organizational projects and objectives. The management will find coherence through the application of guidelines constructed with the collective participation of the community and the groups they comprise, aligning common proposals to achieve effective goals that improve organizational conditions. For this

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reason, Franco and Velázquez (2000) state that teamwork is characterized by the integration of a group of people with different skills, who are committed to common purposes or goals for their achievement.

Communication: It is the ability of a manager within the workplace to effectively and timely communicate different situations, events, and generalized strategic processes that occur within it. In addition to this, Hellriegel and Slocum (2009) mention that communication skill is understood as a strategic process through which managers, in general, effectively transmit and exchange important and vital information for organizational processes, so that the community can understand the common objectives and strategies for their application and achievement. The manager must have the intention and ability to inform important events within the organization, listen and respond to the concerns of the organization's members, and share the company's objectives, using communication strategies according to the established contexts.

1.3. Service quality

According to Cristóbal (2007), the term quality refers to the property or set of inherent properties of a thing that allow it to be perceived as equal, better, or worse than others of its kind. On the other hand, Maqueda and Llaguno (1995) indicate that 'quality is the set of inherent or acquired properties of the evaluated object: product, service, etc., that allow distinguishing the peculiarities of the object and its producer (company), and estimating it (valuing it) in relation to other objects of its kind' (p. 8).

1.3.1. Dimensions of service quality

Barrera and Reyes (2006), and later Cristóbal (2007, p. 194), conducted a comparison of service quality measurement models and their dimensions, focusing on the instruments in terms of reliability and validity. Their findings demonstrated that the questionnaires and scales used by the SERVQUAL and SERPERF models scored the highest, especially in construct validity. The SERPERF model uses the same dimensions and the same instrument as SERVQUAL, differing only in that the application is done once to measure customers' perceptions after receiving the service. In the present research, consistent with the cross-sectional research design, the SERPERF model by Cronin and Taylor (1994) will be used, considering the following 05 dimensions:

Tangible Elements of Service: It is the set of physical characteristics or elements that the customer can evaluate and take into account regarding the service.

Reliability of Service: It is the ability that the company providing the service must have to offer it in a reliable, safe, and careful manner.

Responsiveness: Refers to the attitude shown in assisting customers and providing the service promptly; it also considers the timely fulfillment of commitments.

Security or Assurance of Service: Understood as the measures taken by the company to make the customer feel that the service is being provided by knowledgeable individuals who know how to perform their job.

Empathy: It is the ability to experience the customer's feelings as if they were one's own.
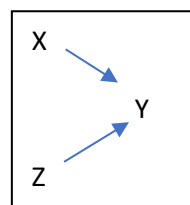
2. OBJECTIVES

The general objective was to identify the influence of organizational culture and managerial skills on the service quality of associations of retired and pensioned teachers in the Junín Region.

The first specific objective was to identify the influence of organizational culture on service quality. The second was to identify the influence of managerial skills on service quality. Finally, the third was to determine the relationship between the three variables.

3. METHODOLOGY

The research approach was quantitative, utilizing descriptive, correlational, explanatory, inductive-deductive, and statistical methods. The research scope was explanatory, as it seeks to explain why certain events or phenomena occur, the causes of how they happen, or the conditions in which causal relationships between the variables under study occur (Hernández et al., 2010). The research type was applied as it aims to understand how the independent variables, organizational culture, and managerial skills, determine the behavior of the dependent variable, service quality. Furthermore, in terms of temporal scope, it was cross-sectional, as the measurement of variables was conducted at a single point in time (Mejía, 2005).

The research design employed was non-experimental, transactional correlational-causal complex as it involved two independent variables and one dependent variable. The framework is:

Where:
    X: Independent variable organizational culture.
    Z: Independent variable managerial skills.
    Y: Dependent variable service quality.
    ◄ : Relationship of influence between the variables..

Multiple regression modeling was also conducted to identify the degree of influence or effect among two or more variables (Hernández et al., 2010) expressed as: Y = f(X, Z, i). The 'i' represents other intervening variables.

The study population consisted of 4,360 members affiliated with the associations of retired and pensioned teachers in the Junín Region. The sample was probabilistic and amounted to 354 members. Stratified sampling was applied, proportionally dividing

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the number of members based on the total membership of each association. Accordingly, ARCIJE had 300 members, DERESE had 36 members, and DERPSERJ had 18 members.

The technique used was the survey, and the instrument was the questionnaire. For organizational culture, the questionnaire proposed by Harrison (1972), adapted by Cárdenas (2006), was employed, consisting of 15 items, each with 4 response alternatives. The measured dimensions were power orientation, role orientation, task orientation, and people orientation. The questionnaire was validated by 05 experts, yielding a content validity of 0.913, construct validity of 0.782, and criterion validity of 0.900. Reliability was obtained using Cronbach's Alpha and was 0.897.

For the managerial skills variable, the questionnaire proposed by Lazarte (2014) was used, consisting of 15 items with 04 response alternatives. The observed dimensions were leadership, motivation, problem-solving, teamwork, and communication. The instrument's validity was established by 05 experts, resulting in a content validity of 0.925, criterion validity of 0.850, and construct validity of 0.783. The instrument's reliability was assessed using Cronbach's Alpha and was 0.878.

For the service quality variable, the adapted attitude scale by Parasuraman et al. (1998) was used, comprising 15 items with 04 Likert-type alternatives. The studied dimensions were tangibility, reliability, responsiveness, security, and empathy. The instrument's validity was determined by 05 experts, yielding a content validity of 0.913, criterion validity of 0.830, and construct validity of 0.625. The instrument's reliability was established using Cronbach's Alpha and was 0.803.

With validated and reliable instruments, protocols for data analysis and processing were followed using Excel and SPSS. Descriptive and inferential statistics were employed among the variables, organized in tables, figures, and systematized using measures of central tendency, dispersion, multiple regression, coefficient of multiple correlation R^2 or variance of common factors (coefficient of determination), Pearson's correlation coefficient 'r', and Student's 't' test for significance, for hypothesis testing.

4. RESULTS

Next, we present the descriptive results obtained for the variables under study:

Table 1. *level of organizational culture variable.*

Dimensions.	Mean	Level
Power orientation.	2.44	Bajo: 1.76 − 2.50
Role orientation.	2.59	Alto: 2.51 − 3.25
Task orientation.	2.52	Alto: 2.51 − 3.25
People orientation.	2.51	Alto: 2.51 − 3.25
Final Mean	2.51	Alto: 2.51 − 3.25

Source: Database of organizational culture variable.

To measure organizational culture, the four levels of measurement expressed in the organizational culture assessment questionnaire (Harrison, 1972) were used as a reference. In the table, it can be observed that the calculated mean (2.51) aligns with

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the table of levels, identifying that the organizational culture in the associations of retired and retired teachers in the Junín region is high. It falls within the range of 2.51 to 3.25. A high level of organizational culture implies that the members have a strong connection to the organization they belong to. They share values and beliefs with their peers, considering their involvement in the organization as an important element in their lives.

Table 2. *The level of managerial skills variable.*

Dimensions	Very low		Low		High		Very High	
	F	%	F	%	F	%	F	%
Leadership	20	5.6	148	41.8	111	31.4	75	21.2
Motivation	25	7.1	94	26.6	140	39.5	95	26.8
Problem Solving	22	6.2	141	39.8	138	39.0	53	15.0
Teamwork	22	6.2	122	34.5	142	40.1	68	19.2
Communication	40	11.3	151	42.7	69	19.5	94	26.6
Managerial Skills	08	2.3	161	45.5	158	44.6	27	7.6

Source: Database of managerial skills variable.

As can be seen in Table 2, the subjects constituting the studied sample consider that the existing leadership in the associations is mostly low, with 41.81% of the sample equivalent to 148 subjects out of a total of 354. Meanwhile, the second significant trend is the high level of leadership, with 31.36%, equivalent to 111 subjects in the sample. The very high level (21.19% - 75 subjects) ranks third in importance. Despite the first impression that could be drawn from the results, if a comparison is made between the positions in favor and against the leadership exercised by the leaders of the studied organizations, the high polarization of opinions can be noticed. This is because 168 subjects in the sample believe that the leadership is bad or very bad, while 177 believe it is good or very good. The polarization highlights the existence of power groups that position the members' stance in terminal aspects, for or against. There doesn't seem to be a certain consensus on how to evaluate leadership and its implications as an influencing factor in the behavior of the members of an organization.

Table 3. *The level of service quality variable.*

Dimensions	Very Low		Low		High		Very High	
	F	%	F	%	F	%	F	%
Tangibles	46	13.0	109	30.8	116	32.8	83	23.4
Reliability	45	12.7	102	28.8	128	36.2	79	22.3
Responsiveness	43	12.1	103	29.1	131	37.0	77	21.8
Security	16	4.5	97	27.4	142	40.1	99	28.0
Empathy	24	6.8	134	37.9	146	41.2	50	14.1
Service Quality	04	1.1	166	46.9	157	44.4	27	7.6

Source: Database of managerial skills variable.

The results, presented in Table 3, show that the members consider the quality of tangible elements complementary to the services offered by the associations to be primarily high, at 32.8% (116 subjects). Meanwhile, the low level is expressed by 30.8%, equivalent to 109 members. The very high level is at 23.4% (83 subjects),

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while the very low level is at 13% (46 subjects). The results indicate that the reliability of the services offered by the associations of retired and retired teachers in the Junín region is at a high level, with 36.16% (128 subjects) and very high with 22.32% (79 subjects). The opposing levels, that is, low and very low, are shown at 28.81% (102 subjects) and 12.71% (45 subjects) respectively. The results presented in the table and figure allow us to show that the responsiveness of the studied associations has a primarily high level, at 37.01%, equivalent to 131 of the 354 members in the sample, and very high at 21.75% (77 subjects). The high and very high levels have a higher proportion in the sample compared to the opposing low and very low levels, accounting for more than 58.76% of the sample. According to the results obtained, presented in the table and figure, it can be stated that the members of the sample consider that the safety dimension of the service has a high level, at 40.11%, equivalent to 142 subjects out of 354 in the sample. In second place, the very high level stands out with 27.97%, comprising 99 subjects. The low and very low levels rank third and fourth in the scores, with 27.4% (97 subjects) and 4.52% (16 subjects) respectively. Regarding empathy, understood as the ability of the workers to put themselves in the clients' situation, the high level is relevant at 41.24% (146 subjects), followed by the low level with a value of 37.85% (134 subjects). In this case, the very high and very low levels had values of 14.12% (50 subjects) and 6.78% (24 subjects) respectively.

For the hypothesis testing, the null and alternative statistical hypotheses were formulated:

Ho: R^2 (x,y,z) sig.> .05 (The multiple regression expressed in the variance of common factors, measured by the multiple correlation coefficient R^2, between the independent variables organizational culture and managerial skills on the dependent variable service quality has a p-value greater than 0.05)

H1: R^2 (x,y,z) sig. ≤ .05 (The multiple regression expressed in the variance of common factors, measured by the multiple correlation coefficient R^2, between the independent variables organizational culture and managerial skills on the dependent variable service quality has a p-value less than or equal to 0.05)

The level of significance or considered risk was α = .05. The test statistics used were: R^2 (coefficient of determination) resulting in .516, with p-value 0.000. Similarly, r = 0.718 and t-value = 19.326, greater than the critical t-value of 1.96. Therefore, statistically, it is demonstrated at 95% confidence, with R^2 = 0.516 and t-value (19.326) > critical t-value (1.96), that organizational culture and managerial skills together influence 51.6% of the service quality behavior of the associations of retired and pensioned teachers in the Junín Region.

With the same structure, tests for the specific hypotheses were conducted, leading to the following statistical conclusions: In the first hypothesis, it is statistically indicated that organizational culture significantly influences 50.4% of the variability in service quality, with a significance level less than .05, R^2 = .504 and t-value (18.916) > critical

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t-value (1.96). In the second hypothesis, it was statistically established with a significance level less than .05 that managerial skills significantly influence service quality, R2 = .362 and t-value (14.144) > critical t-value (1.96). Finally, to test the third hypothesis, the corresponding analysis was performed, resulting in the following table:

Table 4. *Correlations between the variables.*

		Organizational Culture	Managerial Skills	Service Quality
Organizational Culture	Pearson correlation	1	,745**	,710**
	Sig. (two-tailed)		,000	,000
	N	354	354	354
Managerial Skill	Pearson correlation	,745**	1	,602**
	Sig. (two-tailed)	,000		,000
	N	354	354	354
Service Quality	Pearson correlation	,710**	,602**	1
	Sig. (two-tailed)	,000	,000	
	N	354	354	354

**. The correlation is significant at the 0.01 level (2-tailed).
Source: Correlation analysis in SPSS.

Consequently, it is indicated that there is a direct and significant relationship between organizational culture (r= .710), managerial skills (r= .602), and service quality (r= .745) of the associations of retired and pensioned teachers in the Junín region, with a significance level less than .05 and t-values (18.916; 14.144 and 21.278) > critical t-value (1.96) respectively.

5. DISCUSSION AND CONCLUSIONS

The associations of retired and pensioned teachers in the Junín region, Peru, face severe conflicts among their members, which disrupt institutional life, hindering the proper development of services and threatening the present and future sustainability of these organizations. To address this issue, an initial exploration was conducted through non-structured interviews with the directors of two of the three existing associations. Common responses indicated that, for them, the existing organizational culture in these institutions was a barrier to reducing conflicts, and that the strengthening of managerial skills of the directors was needed. Both variables, in turn, affected the quality of service.

To verify if these premises were correct, a study with a correlational causal multiple design was proposed. Through inferential statistics, clarity could be obtained regarding the cause-effect relationship between the three variables.

The results are clear: 51.6% of the behavior of service quality provided by these associations is explained by organizational culture and managerial skills. The remaining value is explained by other variables. The bivariate causal relationships are equally clarifying: 50.4% of the behavior of service quality is explained by organizational culture, and only 36.2% by managerial skills. The results obtained are consistent with

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what other researchers identified (Eulogio, 2018; Hernández, 2020; Salirrosas, 2022; Santander, 2020).

This causal relationship confirms the details exposed in the theory of organizational culture (Pérez, 1997; Robbins and Decenzo, 2022; Robbins and Judge, 2009), defining culture as a set of shared values and beliefs, which are intimately linked to managerial skills expressed in terms of guidance from managers and the pressures they experience from cultural control mechanisms. Implicit in this relationship is a strong influence on the final variables such as service quality, customer satisfaction, and the organization's image.

These figures, resulting from the perception of the members, demonstrate, first of all, a clear awareness that the main problem causing deficiencies in the quality of service of the associations is the conflicts caused by a strong organizational culture characterized by shared beliefs and criteria that lead to negative behaviors by members and are not consistent with the values that originated the existence of these organizations. These beliefs favor conflicts as they have transferred the unionist feeling to a private organization that does not have such nature, while also giving rise to the emergence of power groups, following the same principles of class struggle and the left-wing perspective characteristic of the Peruvian teaching profession.

The organizational culture of the associations studied has a clear orientation towards power and role, when it should be towards people, based on its mission and non-profit nature. The reason for being of the associations has been denatured, and they are being seen as if they were institutions whose resources are at the disposal of the election winners, emphasizing the political component.

On the other hand, the leaders responsible for leading these institutions, who were elected by universal vote, have a low level of managerial skills, so they do not know how to confront the conflict and end up adding more political pressure, prioritizing their personal and partisan interests over the general interest of the organization. Despite this, not mastering managerial skills is not a key factor in the deterioration of service quality, with the dimensions of problem-solving and teamwork being the least used by the directors.

The critical appreciation that the research makes, based on the results, considers that the conflicts observed in these associations are harmful to their existence. Firstly, the chosen legal figure for the creation of these organizations is inadequate because it promotes the construction of an organizational culture that, instead of helping its development, becomes a negative factor. The errors of the legal figure are mainly the modality of election of authorities, which promotes the formation of parties and power groups, and the fact that decision-making is done through general assemblies, again through voting.

Secondly, the economic model of these associations is inadequate because the contributions requested from the members are very small, barely S/ 10 soles per month (equivalent to approximately three dollars), which means that the association's accounts are always on the verge of deficit.

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Thirdly, being private associations, they do not apply selectivity with the acceptance of their future members, that is, their internal regulations and constant economic problems force them to accept all those who wish to join, even though they know that many of those who are going to enter have union and conflictive histories. This is counterproductive and illogical since these organizations are free not to accept an applicant by simply modifying their regulations, without this implying irregularity and without the need to provide further explanations.

The solutions to the sources of conflict imply the following: transferring the association to another modality, such as a savings and credit cooperative or another where the authorities are not elected, and once the modality is changed, modifying the regulations, so that the institution is directed by a board formed by professionals hired temporarily for this purpose.

Finally, taking into account the statistical results obtained, to improve the existing organizational culture, three mechanisms should be implemented: designing and implementing the organizational change process based on action research, implementing the awareness and team integration program, and analyzing the functions of the human resources department with a view to optimization.

6. CONCLUSIONS

It was identified that organizational culture and managerial skills significantly influence the service quality of the associations of retired and pensioned teachers in the Junín Region, with a significance level less than .05, obtaining a multiple correlation of $R2 = .516$, and tc (19.326) > tt (1.96). The average values of the variables, calculated on a rating scale from 1 to 4, were: 2.51 for organizational culture, 2.58 for managerial skills, and 2.58 for service quality.

It was identified that organizational culture significantly influences service quality, with a significance level less than .05, obtaining a coefficient of determination of $R2 = .504$, tc (18.916) > tt (1.96). It was identified that managerial skills significantly influence service quality, with a significance level less than .05, obtaining a coefficient of determination of $R2 = .362$, tc (14.144) > tt (1.96).

The research determined that there is a moderate and significant direct relationship between the three variables, by calculating three Pearson correlation coefficients: .710 for the relationship between organizational culture and service quality, .602 for the relationship between service quality and managerial skills, and .745 for the relationship between organizational culture and managerial skills.

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