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The Managerial Skills of Officials and Their Influence on Teamwork in the Alto De La Alianza District Municipality

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Abstract

The main objective of the work carried out is to determine the influence of the management skills of the employees on teamwork in the Alto de la Alianza District Municipality; the type of research is applied and the design is non-experimental, of explanatory scope, the sample is of 81 workers. It was concluded that there is an influence of the managerial skills of the employees on teamwork, which means that if the managers manage to develop their managerial skills more, then they will be able to maximize the efficiency of teamwork; similarly, there is an influence of the technical skills of the employees on teamwork in the entity. It was also found that there is an influence of the human skills of the employees on teamwork, which means that if the managers manage to develop their human skills, they will be able to maximize the efficiency of teamwork; and finally, there is an influence of the conceptual skills of the employees on teamwork.

Keywords: *Management skills, teamwork, technical skills, human skills, conceptual skills.*

Introduction

Entities seek to be competitive to remain in force in their target market, for which they must be clear about the needs that characterize their clients or users, and mainly about how to satisfy them. Specifically, something similar happens in public institutions, since the entities must have diagnoses of local problems that allow them to propose investment projects leading to the closing of gaps, to improve the living conditions of the population, but unfortunately, there are cases where public resources are not used properly, seeking to prioritize the interests of the population, and one of the factors that cause this to happen is the presence of public officials who do not have the managerial skills to cope with the responsibility given in the different functions to be performed.

In Peru, the different cases of proven corruption that the Judiciary and the Public Prosecutor's Office are bringing to light, and the failure to execute public resources for investments in percentages close to 100%, only reinforce the fact that several public entities do not have officials and managers with the competencies and managerial skills to cope with the power to meet the expectations of the population referred to improve social, economic and environmental conditions of the jurisdiction where they live.

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In the region of Tacna, this also happens and based on our work experience as an official of the municipal entity of the district of Alto de la Alianza. It is evident that the main objectives of the management set out in the Local Development Plan, referring to the closing of gaps in the social, economic and environmental management areas, have not been met. This can be seen in the following report on the execution of investments of the District Municipality of Alto de la Alianza in 2018.According to MEF (2021), the budget execution, which is one of the most important indicators to measure the spending capacity, therefore the municipal management, this entity is located in the 26th place among 28 local governments, i.e., provincial or district municipalities. This is not exactly a favorable result, taking into account that the ideal is to execute 100% of the annual budget allocated for the management to meet its objectives within a period that in this case was 2018. On the other hand, with the same source of information, the consultation was made for the budget periods 2019 and 2020 and until 2021, although this one has not yet culminated and it was found that its indicator remains the same in the period 2019 and 12th place in 2020, finally on June 13, 2021, it is in 24th place out of 28 municipalities in the department of Tacna.

Table 1. Report on the execution of investments of the District Municipality of Alto de la Alianza 2018

Department: TACNA 2018	575,828,297	427,949,080	74.3 %
Province: TACNA 2018	382,153,461	289,089,959	75.6 %
Alto de la Alianza District Municipality 2018	26,635,980	17,115,648	64.3 %
Source of Financing	**PIM**	**Earned**	**Advance % 2018**
Regular Resources	253,469	253,468	100.0
Resources Directly Collected	8,473,279	2,677,608	31.6
Resources By Operations Credit Officers	3,854,321	3,577,329	92.8
Donations and Transfers	1,670,820	501,674	30.0
Determined resources	12,384,091	10,105,570	81.6

Comparative by periods

Comparative budgetary progress	Modified Initial Budget S/.	% Budget executed	Position in Ranking of budget execution of municipalities Tacna
2014	43,492,247	57.9 %	27°
2015	31,662,308	48%	26°
2016	32,448,041	72.4%	16°
2017	21,656,669	61.1%	24°
2018	26,635,980	64.3 %	26°

Source: Economic transparency - Ministry of Economy and Finance

As can be seen, the municipality has only

managed to execute 64.3% of 2018 its investment program totaling S/. 26,635,980 which represents being below the average of all municipalities in the Tacna region which is 74.3%, and this is a consequence of the fact that officials do not have the managerial skills to perform their duties efficiently.

Considering that Tacna has 4 provincial municipalities and 24 district municipalities, ending each period in last place (taking into account the "Ranking" of budget execution of Tacna municipalities) is practically not favorable. At the same time, it is also evident that the entity is not able to work as a team; each area tries to fulfill the tasks entrusted to it but does not seek to interact with the other areas to face the problems sustained in the main public processes provided by the entity.Therefore, the present study seeks to analyze the extent to which the managerial skills of the officials can influence the level of teamwork that should exist in the municipal institution.

2. Objectives

2.1 General objective

To determine the influence of the managerial skills of officials on teamwork in the Alto de la Alianza District Municipality.

2.2 Specific objectives

- To determine the influence of the technical skills of employees on teamwork in the Alto de la Alianza District Municipality.
- To determine the influence of the human skills of the employees on the teamwork of the Alto de la Alianza District Municipality.
- To determine the influence of the conceptual skills of officials on teamwork in the Alto de la Alianza District Municipality.

3. Hypothesis

3.1 General hypothesis

Influence of the management skills of the employees on teamwork in the Alto de la Alianza District Municipality.

3.2 Specific hypotheses

- Influence of the technical skills of employees on teamwork in the Alto de la Alianza District Municipality.
- Influence of the human skills of employees on teamwork in the Alto de la Alianza District Municipality.
- Influence of the conceptual skills of officials on teamwork in the Alto de la Alianza District Municipality.

4. Methodology

4.1 Type of research

It is applied because existing models will be used; the level will be explanatory, given that a cause-effect analysis will be performed on the study phenomenon (Hernández *et al*., 2014).

4.2 Research design

Regarding the design, it is non-experimental, given that the study variables will not be altered in a premeditated way; information will be collected as a cross-sectional (Hernández *et al*., 2014).

4.3 Population and sample

4.3.1 Population

The workers of the District Municipality of Alto de la Alianza represent the population, which is 102 based on the Table of Assignment of Positions - CAP. The workers are between appointed and contracted.

4.3.2 Sample

The type of sample will be simple random probability sampling, it is worth mentioning that in this type of sampling all the elements of the population have the same probability of being chosen to be part of the sample, however, each member of the population can be selected as part of the sample.

If sampled randomly, the characteristics of the sample should be very similar to the characteristics of the population. Considering a 95% confidence level and a 5% margin of error once the number of customers has been estimated.

The respective formula has been used; it should be noted that this is to be used as a reference point considering the entire population of 102 workers.

$$\frac{Z^2 \times p(1-p)}{1+(\frac{Z^2 \times p\,(1-p)}{e^2 N}}$$

N = Population 102 workers

Z = Confidence level 1.65 (95% of confidence)

p = Probability in favor 0.5

q = Probability against 0.5

e = Error ± 5 %

Sample: 81 workers

4.4 Data collection techniques and instrument

The proposed technique to be used was the survey, and the instrument is the questionnaire, to analyze the managerial skills of officials from the perspective of the personnel in charge and the questionnaire to analyze the level of teamwork within the municipal entity.

For this purpose, a pilot test has been elaborated and obtained from 10 people to fill out the surveys and the data have been tabulated to a spreadsheet considering a total of 35 questions that correspond to 15 questions for the managerial skills variable and 20 questions that correspond to the teamwork variable.

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The tabulated data were imported and taken to the statistical program SPSS version 25 for the respective reliability analysis with Cronbach's Alpha:Through this, the results of the surveys collected in the pilot test with 10 workers were recorded.The results of the reliability test are shown in Annex 03, taking into account 35 questions to 10 workers, the result of the analysis was a Cronbach's Alpha index of 0.868, which means that the reliability is good, so the data collection work continued.

5. Results

5.1 Presentation of results by variables

5.1.1 Independent variable Management Skills

Technical skills

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Disagree	12	14.8	14.8	14.8
	Moderate	19	23.5	23.5	38.3
	Agree	46	56.8	56.8	95.1
	Completely agree	4	4.9	4.9	100.0
	Total	81	100.0	100.0	

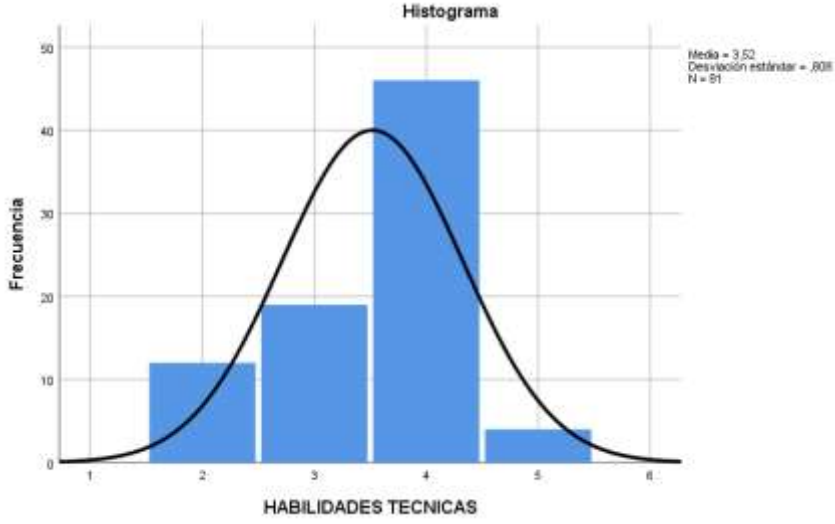

Table 2. Table of frequencies “technical skills”

Source: Own elaboration

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Interpretation: The results obtained for the technical skills dimension of the managerial skills variable are shown. Taking into account that the highest score is category E, that is, "Completely agree" that the employees have technical skills. However, in this case, the category that presents the highest frequency is category D "Agree" that the employees have this skill with 56.8%, followed by category C " Moderate" with 23.5% followed by category B "Disagree" with 14.8% and finally with category E "Completely agree" that the employees have this skill with 4.9%.

Human skills					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Disagree	2	2.5	2.5	2.5
	Moderate	26	32.1	32.1	34.6
	Agree	45	55.6	55.6	90.1
	Strongly Agree	8	9.9	9.9	100.0
	Total	81	100.0	100.0	

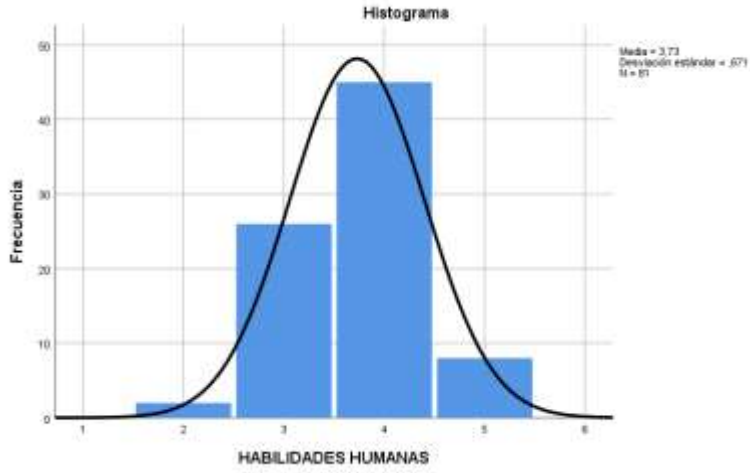

Table 3. Table of frequencies "human skills".

Source: Own elaboration

Interpretation: The results obtained for the human skills dimension of the managerial skills variable are shown. Taking into account that the highest score is category E, i.e., "Completely agree" that the employees have human skills. However, in this case, the category with the highest frequency is category D "Agree" that the employees have human skills with 55.6%, followed by category C "Fair" with 32.1%. The next highest rating is in category E "Completely agree" with 9.9%, followed by category B "Disagree" that officials have human skills with 2.5%. There is no rating for the category "Completely disagree".

Conceptual skills

		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Completely disagree	2	2.5	2.5	2.5
	Disagree	6	7.4	7.4	9.9
	Moderate	16	19.8	19.8	29.6
	Agree	42	51.9	51.9	81.5
	Completely agree	15	18.5	18.5	100.0
	Total	81	100.0	100.0	

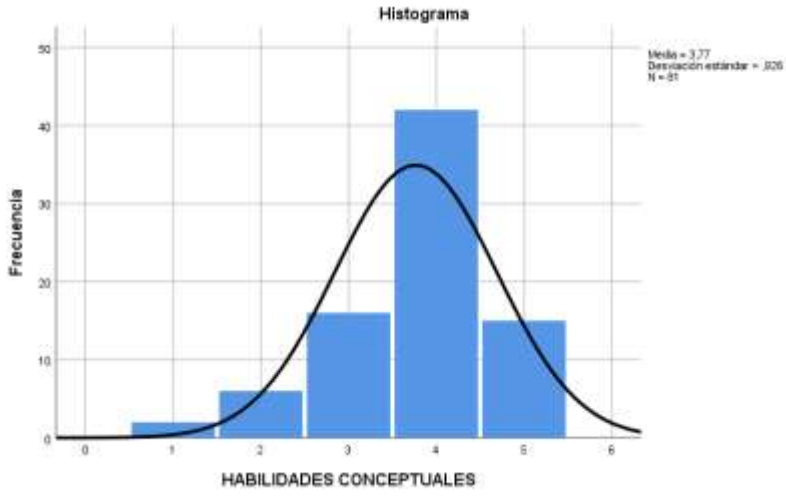

Table 4. Table of frequencies "conceptual skills".

Source: Own elaboration.

Interpretation: The results obtained for the conceptual skills dimension of the managerial skills variable are shown. Taking into account that the highest rating is category E, that is, "Completely agree" that the employees have conceptual skills. In this case, the category with the highest frequency is Category D "Agree" with 51.9%, followed by Category C "Fair" with 19.8%, then Category E "Strongly agree" with 18.5%, followed by Category B "Disagree" with 7.4%, and finally Category A "Strongly disagree" with only 2.5%.

5.1.2 Dependent variable Teamwork

Teamwork, the dependent variable, was analyzed using the SPSS statistical system. The results of the behavior of this variable were analyzed by descriptive techniques, one of them using frequency tables.

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Complementarity

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Completely disagree	1	1.2	1.2	1.2
	Disagree	2	2.5	2.5	3.7
	Moderate	20	24.7	24.7	28.4
	Agree	53	65.4	65.4	93.8
	Completely agree	5	6.2	6.2	100.0
	Total	81	100.0	100.0	

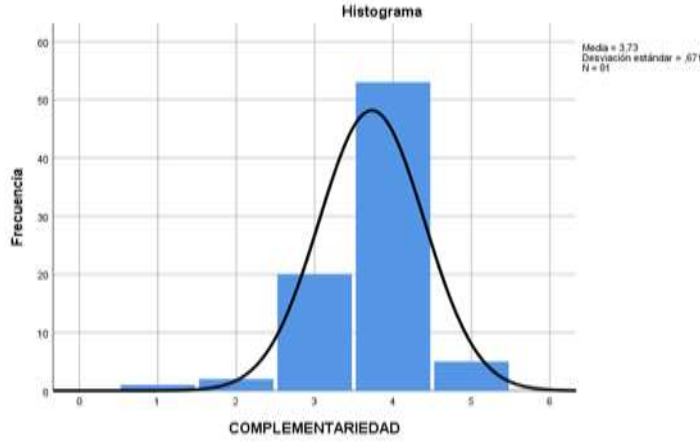

Table 5. Frequency table "Complementarity".

Source: Own elaboration

Interpretation: The results obtained for the complementarity dimension of the Teamwork variable are shown. The category with the highest frequency is category D "Agree" that workers have complementarity in teamwork with 65.4%, followed by category C "Moderate" with 24.7%, then category E "Strongly agree" that workers have complementarity in teamwork with 6.2%, followed by category B "Disagree" with 2.5%. Of all 81 respondents, only one stated that workers do not have complementarity in teamwork, representing 1.2%.

Coordination

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Disagree	13	16,0	16,0	16,0
	Moderate	26	32,1	32,1	48,1
	Agree	29	35,8	35,8	84,0
	Completely agree	13	16,0	16,0	100,0
	Total	81	100,0	100,0	

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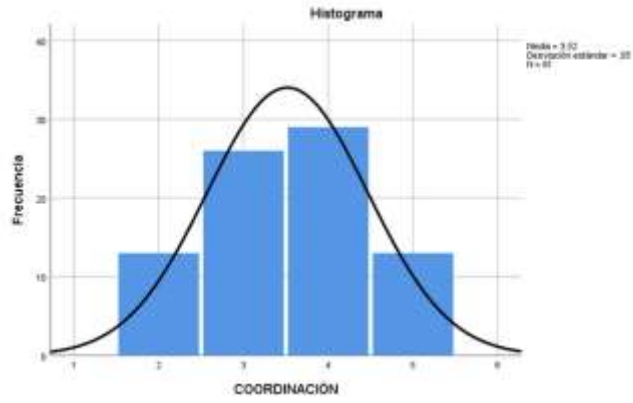

Table 6. Frequency table "Coordination".

Source: Own elaboration

Interpretation: The results obtained for the coordination dimension of the Teamwork variable are shown. In this case, the category with the highest frequency is category D "Agree" that workers have coordination in teamwork with 35.8%, followed by category C "Moderate" with 32.1%, followed by category E "Strongly agree" that workers have coordination in teamwork with 16.0% and category B "Disagree" with 16.0%. Of the 81 respondents, none stated that workers "do not have coordination in teamwork"

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Disagree	8	9,9	9,9	9,9
	Moderate	23	28,4	28,4	38,3
	Agree	38	46,9	46,9	85,2
	Strongly Agree	12	14,8	14,8	100,0
	Total	81	100,0	100,0	

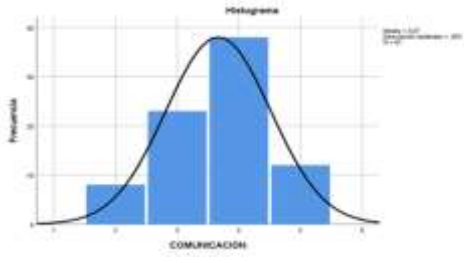

Table 7. Frequency table "Communication".

Source: Own elaboration

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Interpretation: The results obtained for the "Communication" dimension of the "Teamwork" variable are shown. In this case, the category with the highest frequency is category D "Agree" that workers have communication in teamwork with 46.9%, followed by category C "Moderate" with 28.4%, then E "Strongly agree" that workers have communication in teamwork with 14.8%. Finally, the rating "Disagree" with 9.9%. Of all the 81 respondents, none stated that the workers "Do not have communication in teamwork.

Confidence

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Disagree	8	9,9	9,9	9,9
	Moderate	22	27,2	27,2	37,0
	Agree	35	43,2	43,2	80,2
	Completely Agree	16	19,8	19,8	100,0
	Total	81	100,0	100,0	

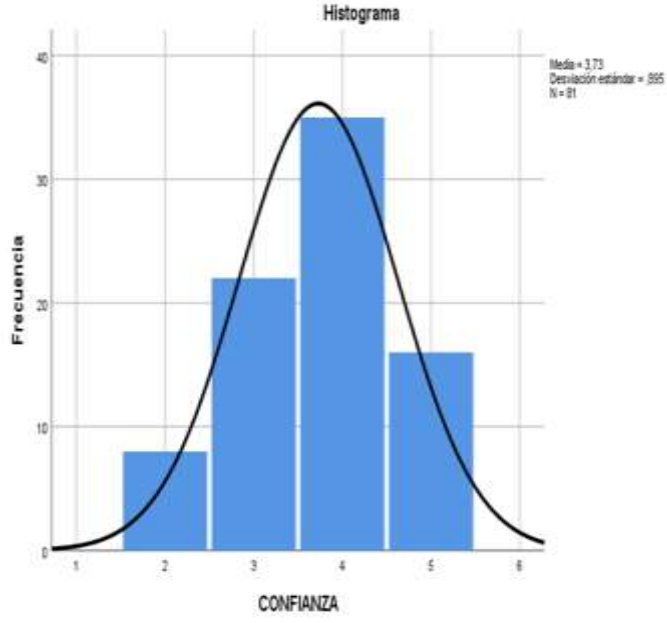

Table 8. Table of frequencies "Confidence".

Source: Own elaboration

Interpretation: The results obtained for the "Trust" dimension of the "Teamwork" variable are shown. In this case, the category with the highest frequency is category D "Agree" that workers have confidence in teamwork with 43.2%, followed by category C "Moderate" with 27.2%, then category E "Completely agree" that workers have confidence in teamwork with 19.8%, and finally category B "Disagree" with 9.9%. Of the 81 respondents, none stated that workers "Do not have confidence in teamwork".

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Commitment					
		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Disagree	8	9,9	9,9	9,9
	Moderate	25	30,9	30,9	40,7
	Agree	31	38,3	38,3	79,0
	Completely Agree	17	21,0	21,0	100,0
	Total	81	100,0	100,0	

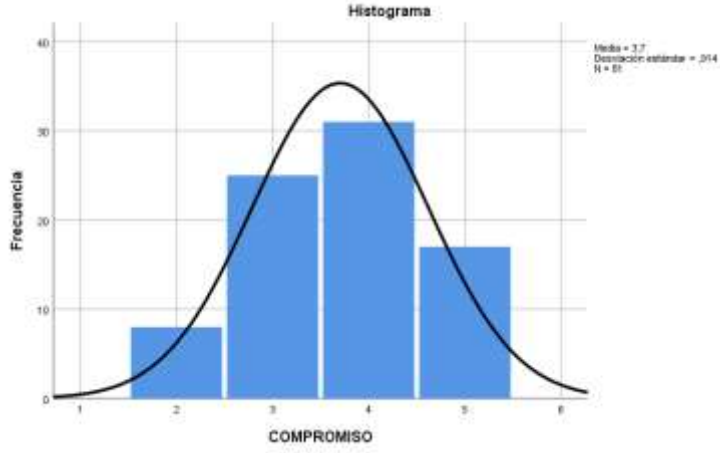

Table 9. Table of frequencies "Commitment".

Source: Own elaboration

Interpretation: The results obtained for the "Commitment" dimension of the "Teamwork" variable are shown. In this case, the category with the highest frequency is category D "Agree" that workers have confidence in teamwork with 38.3%, followed by category C "Moderate" with 30.9%, then category E "Strongly agree" that workers have confidence in teamwork with 21.0%, and finally category B "Disagree" with 9.9%. Of the 81 respondents, none stated that workers "Do not have confidence in teamwork".

5.2 Hypothesis testing

5.2.1 General hypothesis

Null Hypothesis

$H_{0=}$ There is no influence of the management skills of the employees on teamwork in the Alto de la Alianza District Municipality.

Alternative hypothesis

$H_{1=}$ Influence of the management skills of the employees on teamwork in the Alto de la Alianza District Municipality.

Regression for the prediction of the values of teamwork in the Alto de la Alianza District Municipality, as a function of the managerial skills of the employees.

Summary of the model

Model	R	R square	R square adjusted	Standard error of the estimate
1	,584[a]	,341	,333	,620

a. Predictors: (Constant), Managerial Skills

Table 10. Summary of regression model for general prediction of teamwork as a function of managerial skills.

Source: Own elaboration

In the table above, the Pearson's correlation coefficient R is presented first, which, although in the present study, is not the objective of the study, it is necessary to clarify that before doing this explanatory research it is necessary to take into account that there is a relationship between the two variables and this has the average intensity, equal to 0.584, that is, if there is a correlation.

On the other hand, R2 means the proportion of data in which it is possible to predict the teamwork of the Alto de la Alianza District Municipality, based on the managerial skills of the officials, and it is 34.1%.

ANOVA[a]

Model		Sum of squares	gl	Root mean square	F	Sig.
1	Regression	15.764	1	15.764	40.955	.000[b]
	Residue	30.409	79	.385		
	Total	46.173	80			

a. Dependent variable: TEAMWORK
b. Predictors: (Constant), MANAGEMENT SKILLS

Table 11. Analysis of variance for teamwork as a function of managerial skills.

Source: Own elaboration

Now, the ANOVA (Analysis of Variance) test is used to answer the question of whether it is possible to construct a regression model from these two variables. And since the p-value is less than 0.05, then the answer is yes. Yes, it is possible to build a linear regression model with these two variables according to the analyzed relationship. Now, once it is identified that it is possible to build a model, a constant and a coefficient for the linear equation y = a + bx are needed:

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Coefficients[a]

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Error Dev.	Beta		
1	(Constant)	1.299	.356		3.653	.000
	MANAGEMENT SKILLS	.628	.098	.584	6.400	.000

a. Dependent variable: TEAMWORK

Table 12. able of coefficients for teamwork as a function of managerial skills.

Source: Own elaboration

For the equation, a constant "a" is needed and according to the table above it is 1.299 and the coefficient for the managerial skills of the officers is 0.628.

In the equation y = a + bx

y= is the teamwork of the Alto de la Alianza District Municipality.

x= is the managerial skills of the officials.

The equation will be represented as follows:

Y = 1.299 + (0.628) X

Table 12 shows the linear regression report, showing a p-value of 0.000 (for X), which is less than 5% (p-value < 0.05). Therefore, the alternative hypothesis H1 is accepted and the null hypothesis H0 is rejected, i.e., there is an influence of the management skills of officials on teamwork in the Alto de la Alianza District Municipality.

5.2.2 Specific hypothesis 1

Null Hypothesis

$H_{0=}$ There is no influence of the technical skills of the employees on the teamwork of the Alto de la Alianza District Municipality.

Alternative hypothesis

$H_{1=}$ Influence of the technical skills of employees on teamwork in the Alto de la Alianza District Municipality.

Regression for the prediction of the values of teamwork in the Alto de la Alianza District Municipality, as a function of the technical skills of the employees.

Summary of the model[b]

Model	R	R square	R square adjusted	Standard error of the estimate
1	,462[a]	,214	,204	,678

a. Predictors: (Constant), TECHNICAL SKILLS
b. Dependent variable: TEAMWORK

Table 13. Summary of regression model for general prediction of teamwork as a function of technical skills.

Source: Own elaboration

In the table above, the Pearson's correlation coefficient R is presented first, which, although in the present work, is not the objective of the study. It is necessary to clarify that before doing this explanatory research, it is necessary to take into account that there is a relationship between the two variables and this has the average intensity, equal to 0.462, that is if there is a correlation.

On the other hand, R2 means the proportion of data in which it is possible to predict the teamwork of the Alto de la Alianza District Municipality, based on the technical skills of the officials, and it is 21.4%

ANOVA[a]

Model		Sum of squares	gl	Root mean square	F	Sig.
1	Regression	9,870	1	9,870	21,480	,000[b]
	Residual	36,302	79	,460		
	Total	46,173	80			

a. Dependent variable: TEAMWORK
b. Predictors: (Constant), TECHNICAL ABILITIES

Table 14. Summary of regression model for general prediction of teamwork as a function of technical skills.

Source: Own elaboration

Now, the ANOVA (Analysis of Variance) test is used to answer the question of whether it is possible to construct a regression model from these two variables. And since the p-value is less than 0.05, the answer is yes. Yes, it is possible to construct a linear regression model with these two variables according to the analyzed relationship. Now, once it is identified that it is possible to build a model, a constant and a coefficient for the linear equation y = a + bx are needed:

Coefficients[a]

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Error Dev.	Beta		
1	(Constant)	2.001	.339		5.911	.000
	TECHNICAL SKILLS	.435	.094	.462	4.635	.000

a. Dependent variable: TEAMWORK

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Table 15. Table of coefficients for teamwork as a function of technical skills.

Source: Own elaboration

For the equation, a constant "a" is needed and according to the table above it is 2.001 and the coefficient for the technical skills of the officers is 0.435.

In the equation y = a + bx

y= is the teamwork of the Alto de la Alianza District Municipality.

x= is the technical skills of the officials

The equation will be represented as follows:

Y = 2.001 + (0.435) X

Table 15 represents the linear regression report, showing a p-value of 0.000 (for X) which is less than 5% (p-value < 0.05). Therefore, the alternative hypothesis H1 is accepted and the null hypothesis H0 is rejected, i.e., there is an influence of the technical skills of officials on teamwork in the District Municipality Alto de la Alianza.

5.2.3 Specific hypothesis 2

Null Hypothesis

$H_{0=}$ There is no influence of the human skills of the employees on the teamwork of the Alto de la Alianza District Municipality.

Alternative hypothesis

H_1= Influence of the human skills of employees on teamwork in the Alto de la Alianza District Municipality.

Regression for the prediction of the values of teamwork in the Alto de la Alianza District Municipality, as a function of the human skills of the employees.

Summary of the model[b]

Model	R	R square	Adjusted R-squared	Standard error of the estimate
1	,409[a]	,167	,157	,698

a. Predictors: (Constant), HUMAN SKILLS

b. Dependent variable: TEAMWORK

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Table 16. Summary of regression model for general prediction of teamwork as a function of human skills.

Source: Own elaboration

In the table above, the Pearson's correlation coefficient R is presented first, which, although in the present work, is not the objective of the study, it is necessary to clarify that before doing this explanatory research it is necessary to take into account that there exists a relationship between the two variables and this has the average intensity, equal to 0.409 That is to say if there is a correlation.

On the other hand, R2 means the proportion of data in which it is possible to predict the teamwork of the Alto de la Alianza District Municipality, based on the human skills of the officials, and it is 16.7%.

ANOVA[a]

Model		Sum of squares	gl	Root mean square	F	Sig.
1	Regression	7.722	1	7.722	15.866	.000[b]
	Residual	38.451	79	.487		
	Total	46.173	80			

a. Dependent variable: TEAMWORK
b. Predictors: (Constant), HUMAN SKILLS

Table 17. Analysis of variance for teamwork as a function of human skills.

Source: Own elaboration

Next, ANOVA (Analysis of Variance) test is used to answer the question of whether it is possible to construct a regression model from these two variables. And since the p-value is less than 0.05, the answer is yes. Yes, it is possible to build a linear regression model with these two variables according to the analyzed relationship. Now, once it is identified that it is possible to build a model, a constant and a coefficient for the linear equation y = a + bx are needed:

Coefficients[a]

Model		Unstandardized coefficients		Standardized coefficients		
		B	Error Dev.	Beta	t	Sig.
1	(Constant)	1.805	.440		4.099	.000
	HUMAN SKILLS	.463	.116	.409	3.983	.000

a. Dependent variable: TEAMWORK

Table 18. Coefficients for teamwork as a function of human skills.

Source: Own elaboration

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For the equation, a constant "a" is needed and according to the table above it is 1.805 and the coefficient for the human skills of the employees is 0.463.

In the equation y = a + bx

y= is the teamwork of the Alto de la Alianza District Municipality.

x= is the human skills of the employees

The equation will be represented as follows:

Y = 1.805 + (0.463) X

Table 18 represents the linear regression report, showing a p-value of 0.000 (for X) which is less than 5% (p-value < 0.05). Therefore, the alternative hypothesis H1 is accepted and the null hypothesis H0 is rejected, i.e., there is an influence of the human skills of the officials on teamwork in the District Municipality Alto de la Alianza.

5.2.4 Specific hypothesis 3

Null Hypothesis

$H_{0=}$ There is no influence of the conceptual skills of officials on teamwork in the Alto de la Alianza District Municipality.

Alternative hypothesis

H_1= Influence of the conceptual skills of officials on teamwork in the Alto de la Alianza District Municipality.

Regression for the prediction of the values of teamwork in the Alto de la Alianza District Municipality, as a function of the conceptual skills of the employees.

Summary of the model

Model	R	R square	Adjusted R-squared	Standard error of the estimate
1	,499[a]	,249	,240	,662

a. Predictors: (Constant), CONCEPTUAL SKILLS

Table 19. Summary of regression model for general prediction of teamwork as a function of conceptual skills.

Source: Own elaboration

In the table above, the Pearson correlation coefficient R is presented first, which, although in the present work, is not the objective of the study, it is necessary to clarify that before doing this

explanatory research we took into account that there is a relationship between the two variables and this has the average intensity, equal to 0.499, that is, if there is a correlation. On the other hand, R2 means the proportion of data in which it is possible to predict the teamwork of the Alto de la Alianza District Municipality, based on the conceptual skills of the officials, and it is 24.9%.

ANOVA[a]

Model		Sum of squares	gl	Root mean square	F	Sig.
1	Regression	11,509	1	11,509	26,229	,000[b]
	Residual	34,664	79	,439		
	Total	46,173	80			

a. Dependent variable: TEAMWORK

b. Predictors: (Constant), CONCEPTUAL SKILLS

Table 20. Analysis of variance for teamwork as a function of conceptual skills.

Source: Own elaboration

Now, the ANOVA (Analysis of Variance) test is used to answer the question of whether it is possible to construct a regression model from these two variables. And since the p-value is less than 0.05, the answer is yes. Yes, it is possible to build a linear regression model with these two variables according to the analyzed relationship. Now, once it is identified that it is possible to build a model, a constant and a coefficient for the linear equation y = a + bx for it must be presented in Table 21.

Coefficients[a]

Model		Unstandardized coefficients		Standardized coefficients		
		B	Error Dev.	Beta	t	Sig.
1	(Constant)	1.988	.310		6.410	.000
	CONCEPTUAL ABILITIES	.410	.080	.499	5.121	.000

a. Dependent variable: TEAMWORK

Table 21. Analysis of variance for teamwork as a function of conceptual skills.

Source: Own elaboration

For the equation, a constant “a” is needed and according to the table above it is 1.988 and the coefficient for the conceptual skills of the officers is 0.410.

In the equation y = a + bx

y= is the teamwork of the District Municipality of Alto de la Alianza.

x= is the conceptual skills of the officials.

The equation will be represented as follows:

Y = 1.988 + (0.410) X

Table 21 represents the linear regression report, showing a p-value of 0.000 (for X) which is less than 5% (p-value < 0.05). Therefore, the alternative hypothesis H1 is accepted and the null hypothesis H0 is rejected, i.e., there is an influence of the human skills of the officials on teamwork in the District Municipality Alto de la Alianza.

5.3 Discussion of results

After analyzing the results obtained for each of the variables and their respective dimensions, which show the influence of "Management skills of the employees on teamwork in the District Municipality of Alto de la Alianza", the degree of relationship between the two variables, management skills and teamwork of the employees of this municipality, was contrasted.

The results obtained for the first variable "Managerial skills" regarding technical skills, we have that 56.8% agree that managers have it and only 4.9% Completely agree with it, a worrying result since this skill must have been acquired throughout their professional careers, now, making review with Mogollón (2018) something similar happens, i.e., only 6% of managers are considered with "high" technical skills and 77% on a moderate way. This does not happen for example in private companies, since this indicator is higher as is the case of Mogollón (2018) that managers are considered with technical skills from 43% to 52%.

In the results obtained for the first variable "Human skills", 55.6% agree that managers have it and only 9.9% completely agree with it. This result is also worrying since this skill is natural and is developed throughout personal life, now, making a review with Mogollón (2018) something different happens, i.e., 36% of managers are considered with "high" human skills and 60% on a moderate way. This does not happen for example in private companies since this indicator is higher as is the case of Mogollón (2018) that managers are considered with regular human skills in 22% and high human skills up to 43%, i.e., the comparison jumps from 9.9% in a public institution to 43% in a private institution.

The results obtained for the first variable "Conceptual skills" regarding conceptual skills, 51.9% agree that managers have it and only 18.5% agree. 5% Completely agree with it, also a worrying result, since this skill is academic and is developed throughout their professional life, now, making review with Mogollón (2018) that it could be said that something similar happens, i.e., 5% of managers are considered with "high" human skills and 83% on a moderate way, more catastrophic than public institutions. This does not happen for example in private companies since this indicator is higher as is the case of Mogollón (2018) that managers are considered with regular human skills in 39% and high human skills up to 39%, i.e., the comparison jumps from 18.5% in our public institution to 39% in a private institution.

The results obtained for the second variable "Teamwork", according to Table 5, showed that 65.4% of workers feel complementarity and 6.2% agree, totaling 71.6%. Now, according to Salazar (2017), they have a total of 62%. This work was done in the Regional Government of Ancash - Huaraz Headquarters in the period 2016 considering that it is also a public institution there is a lot of difference. Should a comparison be made in regular terms, in the District Municipality of Alto de la Alianza, only 6.2% of the total number of employees is in the District Municipality of Alto de la Alianza. According to the other institution, only 6.2% agree with it, compared to 36% in the other institution.

The results obtained for the second variable "Teamwork" show that 35.8% of the workers feel coordinated and 16% agree, totaling 51.8%. Now, according to Salazar (2017), they have a total of 61%. This work was done in the Regional Government of Ancash - Huaraz Headquarters in the period 2016 considering that it is also a public institution there is a lot of difference. If a comparison in regular terms, in the District Municipality of Alto de la Alianza, only 16% agree with it, compared to 41% in the other institution, the marked difference must have its reasons such as the type of managers or other circumstances.

The results obtained for the second variable "Teamwork" show that 46.9% of workers feel communication and 14.8% agree, totaling 61.7%. Now, according to Salazar (2017), they have a total of 82%. This work was carried out in the Regional Government of Ancash - Huaraz Headquarters in the period 2016 considering that it is also a public institution, there is a lot of difference. If a comparison were to be made in regular terms, in the Alto de la Alianza, 61.7% agree with it, compared to 21% in the other institution, i.e., in a lower percentage, that 82% mentioned above made the difference.

The results obtained for the second variable "Teamwork" show that 43.2% of workers feel confident and 19.8% agree, totaling 63%. Now, according to Salazar (2017), they have a total of 84%. This work was carried out in the Regional Government of Ancash - Huaraz Headquarters in the period 2016 considering that it is also a public institution there is a lot of difference. If a comparison is to be made in regular terms, in the District Municipality of Alto de la Alianza, 63% agree with the results of this study. A 63% agree with it, compared to 20% in the other institution, i.e., in lower percentage, it is clear that the 84% mentioned above made the difference.

The results obtained for the second variable "Teamwork" show that 38.3% of workers feel committed and 21% agree, totaling 59.3%. Now, according to Salazar (2017), they have a total of 76%. This work was done in the Regional Government of Ancash - Huaraz Headquarters in the period 2016 considering that it is also a public institution there is a lot of difference. If a comparison is to be made in regular terms, in the District Municipality of Alto de la Alianza, 59.3% are in agreement. 59.3% agree with it, compared to 24% in the other institution, i.e., a lower percentage, 59.3 mentioned above made the difference.

In sum, the results of the research show that it does not reflect an optimal qualification in terms of managerial skills, taking into account that in a public institution as opposed to a private institution the results emit notable differences, as in the study of Mogollón (2018), in which the results of measurement of managerial skills are more favorable. Taking into account that if average the results agree for managerial skills in the Alto de la Alianza Municipality only reach 21% compared to 42.03% in the other case.

Now, on the side of the Teamwork variable, the results of the research show that it is not reflected and due to teamwork, it could be because the interviewees are appointed and hired indistinctly, in these cases, there is not necessarily a good labor harmony and it is demonstrated in the results for example in the study of (Salazar 2017) where the population is entirely appointed.

6. Conclusions and Recommendations

6.1 Conclusions

1. Based on the general objective described in this research, it was determined that there is an influence of the managerial skills of officials on teamwork in the Alto de la Alianza District Municipality, and the relationship between the two variables has a degree of 0.531, that is, a moderate positive relationship. This means that if managers can further develop their managerial skills, they will be able to maximize the efficiency of teamwork.

2. It was determined that there is an influence of the technical skills of the employees on the teamwork of the Alto de la Alianza District Municipality, and the relationship between both variables has a degree of 0.430; however, there is a low relationship in these variables. This means that if managers can further develop their technical skills, they will be able to maximize the efficiency of teamwork.

3. It was determined that there is an influence of the human skills of the employees on teamwork in the Alto de la Alianza District Municipality; however, the relationship between the two variables has a degree of 0.385, that is, there is a low relationship between these variables. This means that if managers can further develop their human skills, they will be able to maximize the efficiency of teamwork.

4. It was determined that there is an influence of the conceptual skills of the employees on teamwork in the Alto de la Alianza District Municipality; however, the relationship between both variables has a degree of 0.472, that is, there is a moderate relationship in these variables. This means that if managers can further develop their conceptual skills, they will be able to maximize the efficiency of teamwork.

5.2 Recommendations

According to Robbins & Coulter (2014), to improve teamwork operations, it is recommended that the District Municipality of Alto de la Alianza implement an intensive training program to improve technical, human and conceptual managerial skills.

It is suggested that more research be conducted on more variables that influence teamwork, to determine more variables that influence teamwork.

It is recommended to implement a larger budget for the human resources area, taking into account that without them it will be difficult to achieve both the improvement of managerial skills and the effectiveness of teamwork. The latter in turn leads to other variables such as work performance, organizational climate, and others that in turn are ultimately reflected in the attention and service to the community, which after all is the raison d'être of the institution. Finally, from the present study, it is recommended to continue with the research and move to the predictive level which according

to Valderrama (Valderrama, 2013) consists of foreseeing or anticipating situations from the explanatory study. The predictive research is in charge of estimating probabilities of events, for this purpose the logistic regression corresponding to this level of research will be applied (Supo, 2012), which will predict the behavior of the predictor variable.

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