

# STRATEGIC MANAGEMENT AND ITS RELATIONSHIP WITH THE ORGANIZATIONAL BEHAVIOR OF THE ADMINISTRATIVE STAFF OF A PRIVATE UNIVERSITY LOCATED IN LIMA, PERU

Susan Lorena Roque-Ortiz<sup>1</sup>, Víctor Hugo Fernández-Bedoya<sup>2</sup>

<sup>1</sup> Universidad César Vallejo. E-mail: sroque@ucv.edu.pe <https://orcid.org/0000-0003-0543-1902>

<sup>2</sup> Universidad César Vallejo. E-mail: vfernandezb@ucv.edu.pe. <https://orcid.org/0000-0002-2464-6477>

**ABSTRACT:** International research conducted in Peru, which sought to determine the relationship between strategic management and the organizational behavior of workers at a private university. The research method has a quantitative approach, correlational level, and non-experimental cross-sectional design. Information was obtained from 63 administrative staff, who were contacted and applied the survey technique. Information was collected through a highly reliable and valid questionnaire that was worked on in the SPSS statistical software. The results showed a moderate correlation between the variables strategic management and organizational behavior ( $r = 0.590$ ). Finally, the authors recommend carrying out similar research in other contexts in order to generate discussion.

**KEYWORDS:** Strategic management, Organizational behaviour, University, Administrative staff

## I. INTRODUCTION

Globalization is forcing companies to see that the market is worldwide, so it is necessary for companies to design plans including customers or suppliers from anywhere in the world in order to optimize the business function.

For the investigators the strategic management will help to that the companies achieve the survival and success, since it is being considered like a tool to administer, where the purpose of the company is defined and strategies are fixed; they indicate as well that the organizational changes have evolved and day to day they are given with greater speed causing that the companies have to be pending to the tendencies of the market, in addition so that these achieve their success and sustainability it is necessary that they have a dynamic strategic plan and that it is socialized between the areas of the company so that all their members can apply it.

Managers must take the role of a change agent who, with guidance and orientation, changes organizational behavior and spreads the organizational culture (González, Salazar, Ortiz and Verdugo, 2019).

According to the newspaper El Comercio (August 21, 2018), in an interview with SGS Academy spokesman Alberto Alexander, he announced that most organizations in Peru face different situations that endanger the continuation of their operations, yet do not have long-term strategies to cope with them. It is necessary to implement management systems with long-term strategies that allow organizations to endure over time and not affect their normal development.

This research was conducted at a private university located in the province of Lima, district of Los Olivos; this institution provides higher education services in different provinces of Peru and is considered one of the universities with the largest student population at the national level, concentrating its majority of students on the campus located in the district of Los Olivos.

At the university where the study was conducted, unlike the competition, management positions are not rotating or constant, which is beneficial for decision making management, quick decisions shorten times, although it is true that each management generates different procedures and administrative functions in search of positive results for the organization, these are aligned to a strategic organizational plan.

The university where the research was conducted also applies strategies to optimize time and resources, always understanding the situational reality of the company; unlike the competition where the current strategies that the university has are decisions made by senior management and are informed without taking into account the consensus and contribution of employees, the institution where the study was conducted takes into consideration the opinions of businesses, who know more details about the activities of the university, taking their proposals into account.

All the decisions taken by the top management seem to be focused in a correct way since they are causing different behaviors among the employees that are affecting their performance in a positive way. In addition, it is observed that each area works in an organized way, collaborative work groups are formed and a lot of initiative is observed to improve the procedures of their areas. These characteristics, together with the use of recent technological tools, such as an integrated system, allow effective communication with internal and external users and adequate control of their processes, having positive effects on the results of their activities.

For this research, the question was formulated as a general problem: what is the relationship between strategic management and the organizational behavior of the administrative staff of a private university located in Los Olivos, Lima 2019; furthermore, the following specific problems were formulated: what is the relationship between strategic management and the organizational person; what is the relationship between strategic management and organizational structure; what is the relationship between strategic management and organizational technology; and finally, what is the relationship between strategic management and the organizational environment?

In order to answer the research questions, hypotheses were formulated, which were, as a general hypothesis: there is a significant relationship between strategic management and the organizational behavior of the administrative staff of a private university located in Los Olivos, Lima 2019. The specific hypotheses were the following: there is a significant relationship between strategic management and the organizational person; there is a significant relationship between strategic management and organizational structure; there is a significant relationship between strategic management and organizational technology; and there is a significant relationship between strategic management and the organizational environment. This can be seen in Fig. 1.

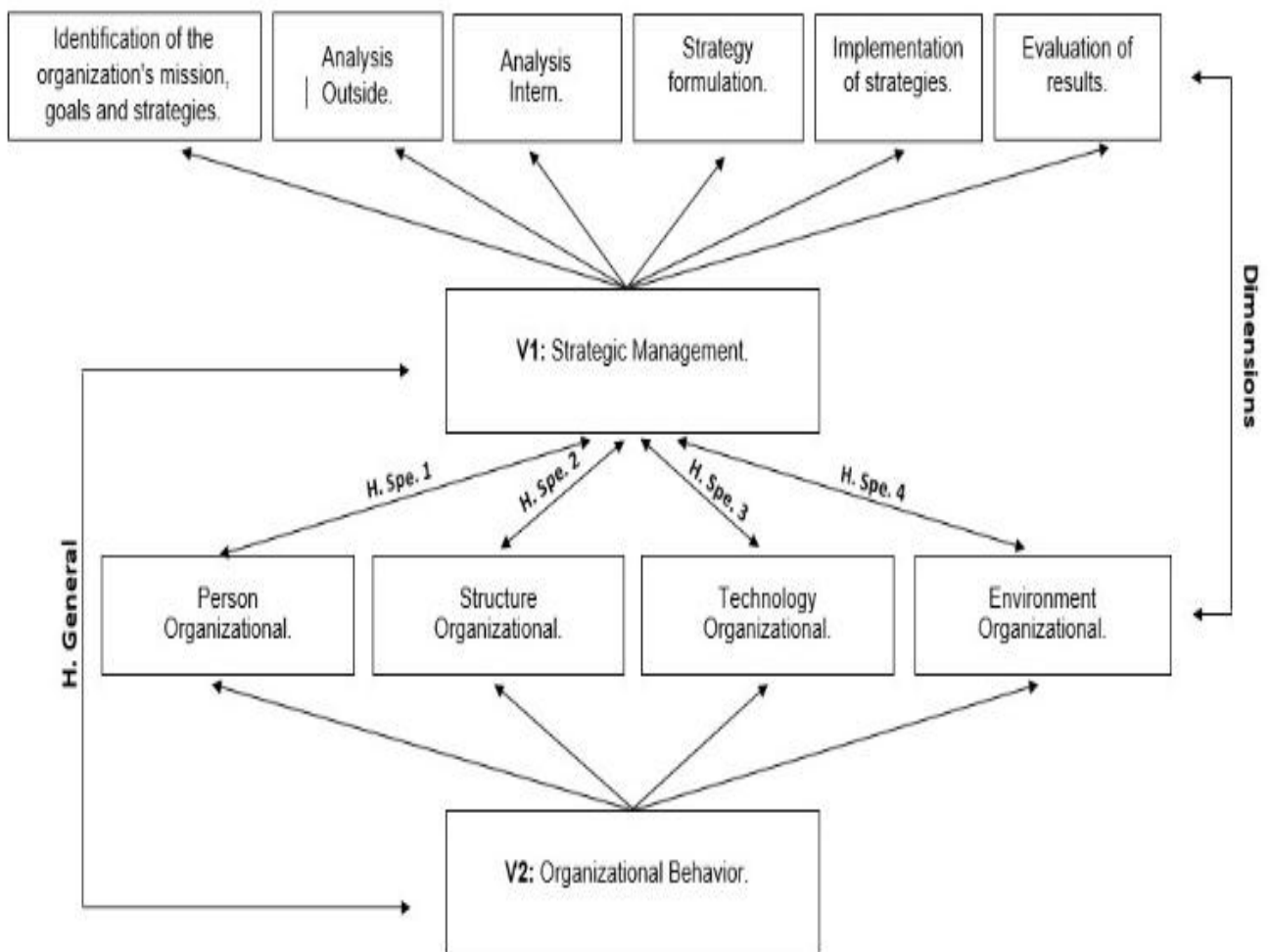


Fig 1: Research hypotheses raised

## **II. THEORETICAL FRAMEWORK**

Strategic management was discussed from the point of view of different authors; Robbins and Coulter (2018), define it as the functions that managers do to create strategies for their company. According to Chiavenato (2018), it is the preparation of the company for the future so that the company takes the course towards its objectives prior to the analysis of the company's environment.

For David (2017), strategic management is a science that allows to conceive, make and evaluate decisions that enable a company to achieve its objective, seeking to integrate the main areas of a company to achieve the success of the company. Torres (2014), defines it as the process that examines and creates opportunities for the future of companies, based on planning, establishment, realization of plans and control of results that help make decisions to achieve the growth of the organization.

Wheelen and Hunger (2013), defines strategic management as a group of administrative decisions and facts that fix the productivity of an organization over a long period of time, incorporates the environmental analysis of the environment and of the institution itself, the creation of strategies, the execution of these and their appreciation and verification.

As far as organizational behavior is concerned, Alles (2017) defines it as everything related to people within an organization of any type or size, their behavior in groups or individually and their own perspectives even of a certain role.

According to Griffin, Phillips and Gully (2017), is to study the behavior of people in the environment of organizations, the connection between the person and the company and the company itself. Robbins and Judge (2017), define it as the study of the attitudes of people in an individual, group and structural way within an organization, and how this affects the performance of the organization. Chiavenato (2017), conceptualizes organizational behavior as the research of people and groups that interact in companies. For Newstrom (2011), it is the organized and careful study of how people act in organizations, trying to find the ways in which people respond more efficiently.

## **III. METHODOLOGY**

The focus of the research was quantitative, while the type was applied, in terms of level, this was correlational, with non-experimental design and cross-sectional temporality.

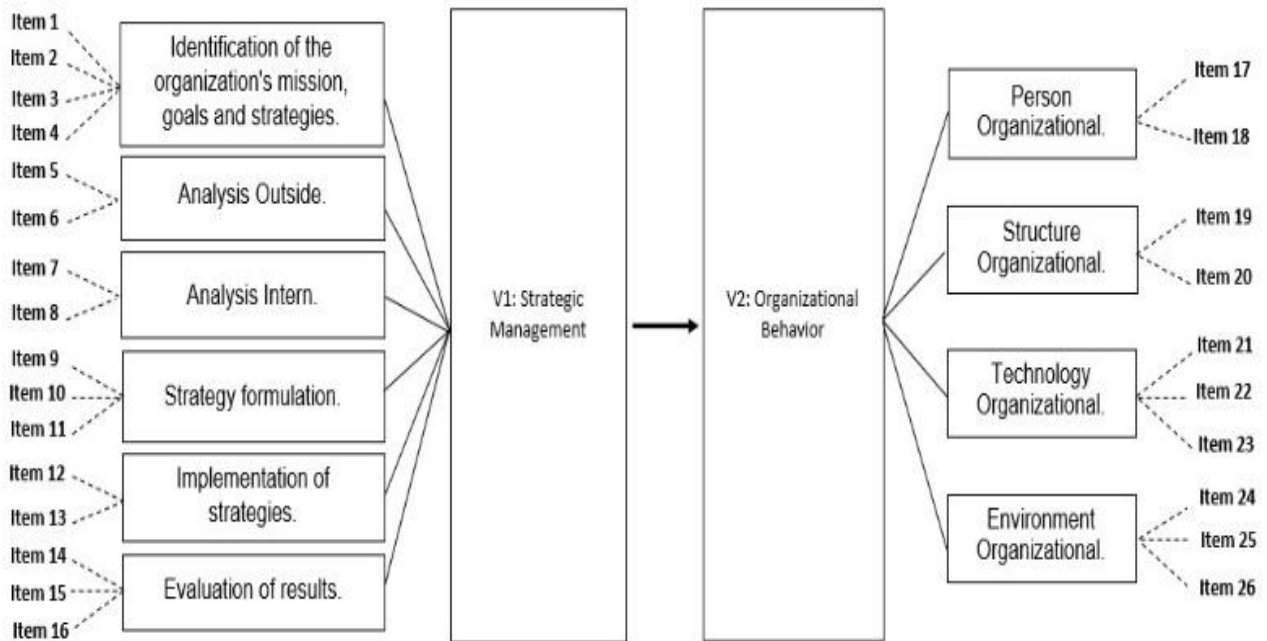
The population was made up of staff from the administrative areas of a private university located in Lima; in methodological terms, the population is considered to be finite, since the total number of staff is known to be 75.

For the calculation of the sample, the generally accepted statistical formula was applied for its determination, which had a confidence level of 95%, with a positive and negative variability of 0.5 and an error precision of 0.05 and which resulted in the number of 63 administrative collaborators.

Simple random probability sampling was used since all administrative staff at the university had the same probability of being chosen, there is no predisposition to choose one and not another, the selection is independent since the choice of one does not influence the choice of another (Del Cid, Mendez and Sandoval 2011).

The survey was used as a technique to collect data while the instrument applied was the questionnaire with a group of items formulated from the variables and dimensions studied that we wanted to quantify (Hernández, Fernández and Baptista, 2014).

The survey was used as a technique to collect data while the instrument applied was the questionnaire with a group of items formulated from the variables and dimensions studied that we wanted to quantify (Hernández, Fernández and Baptista, 2014), which consisted of 26 items with a 5-level response scale, as detailed in Fig. 2.



**Fig. 2: Structure of the questionnaire used**

The questionnaire was validated by 6 experts, who rated the level at which the instrument demonstrated relevance, relevance and clarity of each item, whose qualitative result was "applicable" and the quantitative analysis was given through the V. of Aiken whose result was 0.99, concluding that it was valid.

In terms of reliability, Cronbach's alpha score for all items was 0.929, which is considered excellent, according to Chaves-Barboza and Rodriguez-Miranda (2018). Cronbach's alpha test was determined for both variables, obtaining the value of 0.895 (good) for variable 1 "strategic management" and 0.872 (good) for variable 2 "organizational behavior".

Due to the health emergency caused by the propagation of COVID-19, the information was collected in a virtual way, through a google form that was sent to the administrative staff of the university and whose results were entered into an Excel template and SPSS, where the statistical analysis was carried out and after that the conclusions and recommendations of the research were made, which will be discussed in the corresponding section.

**IV. RESULTS**

According to the results we can mention that variable 1 "Strategic Management" presented significant correlation with variable 2 "Organizational Behavior", which is supported by the result of bilateral asymptotic significance of 0.000. As for the degree of correlation, this was 0.590, which is considered a moderate positive correlation.

Also Variable 1 "Strategic Management" presented significant correlation with Dimension 7 "Organizational Person", which is sustained in the result of bilateral asymptotic significance of 0.007. As for the degree of correlation, this was of 0.334, which is considered as low positive correlation.

Also Variable 1 "Strategic Management" presented significant correlation with Dimension 8 "Organizational Structure", which is supported in the result of bilateral asymptotic significance of 0.001. As for the degree of correlation, this was 0.396, which is considered as low positive correlation.

Also Variable 1 "Strategic Management" presented significant correlation with Dimension 9 "Organizational Technology", which is sustained in the result of bilateral asymptotic significance of 0.000. As for the degree of correlation, this was 0.517, which is considered as moderate positive correlation.

Finally, Variable 1 "Strategic Management" presented a significant correlation with Dimension 10 "Organizational Environment", which is supported by the result of bilateral asymptotic significance of 0.000. As for the degree of correlation, this was 0.434, which is considered as moderate positive correlation.

The previously detailed findings can be seen in Table 1, which shows the statistical results obtained through the Spearman's rho statistical test.

**Table 1 Spearman's Rho results.**

	(V1) Variable 1: Strategic Management	(V2) Variable 2: Organizational Behavior	(D7) Dimension 7: Person Organizational	(D8) Dimension 8: Estructure Organizational	(D9) Dimension 9: Technology Organizational	(D10) Dimension 10: Environment Organizational	
Spearman's Rho	Correlation Coefficient	1.000	0.590**	0.334**	0.396**	0.517**	0.434**
	Sig. (2-tailed)		0.000	0.007	0.001	0.000	0.000
	N	63	63	63	63	63	63
	Correlation Coefficient	0.590**	1.000	0.566**	0.727**	0.772**	0.708**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	63	63	63	63	63	63
	Correlation Coefficient	0.334**	0.566**	1.000	0.624**	0.305*	0.371**
	Sig. (2-tailed)	0.007	0.000		0.000	0.015	0.003
	N	63	63	63	63	63	63
	Correlation Coefficient	0.396**	0.727**	0.624**	1.000	0.588**	0.514**
	Sig. (2-tailed)	0.001	0.000	0.000		0.000	0.000
	N	63	63	63	63	63	63
	Correlation Coefficient	0.517**	0.772**	0.305*	0.588**	1.000	0.618**
	Sig. (2-tailed)	0.000	0.000	0.015	0.000		0.000
	N	63	63	63	63	63	63
	Correlation Coefficient	0.434**	0.708**	0.371**	0.514**	0.618**	1.000
	Sig. (2-tailed)	0.000	0.000	0.003	0.000	0.000	
	N	63	63	63	63	63	63

Source: SPSS ver. 26

**V. CONCLUSIONS AND RECOMMENDATIONS**

We conclude that strategic management is positively and strongly related to organizational behavior in the context studied. Similarly, strategic management is positively and slightly related to the dimensions of the organizational behavior variable.

The results obtained are related to the revised theory, so that, in theoretical terms, this research meant an increase in the literature related to both variables, so that new researchers can use it as a reference.

As for the practice, this research generated sufficient evidence so that the results can be taken into account by the company studied, or any other that faces a similar process, where they seek to know if the correct strategic management generates a relationship with the organizational behavior.

Methodologically, the instruments and techniques used are available for use by other researchers who seek to measure the variables studied.

Finally, we recommend that international researchers carry out similar studies in order to generate discussion.

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