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Research article

Correlation analysis between administrative management and internal user satisfaction at Red Salud Casanare E.S.E. during the Covid-19 pandemic in the year 2021*

Análisis de correlación entre la gestión administrativa y la satisfacción del usuario interno en la Red Salud Casanare E.S.E. durante la pandemia por Covid-19 en el año 2021

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Abstract

This paper analyzes the implications of Covid 19 in the administrative management of the Red de Salud Casanare ESE. The research is framed in the mixed paradigm, that is to say, both interpretative and positivist, which articulates the qualitative and quantitative approaches, it is non-experimental and descriptive since the characteristics of the phenomenon or study population are interpreted and analyzed with a focus on dominant conclusions. The sample is non-probabilistic and by convenience, given the particularities of the object of study, which allows identifying in the first phase 6 people directly related to administrative management and, in the second phase, 151 internal users of the IPS belonging to the Network. Job satisfaction is evaluated with the SL-SPC scale, which is composed of seven factors grouping twenty-seven items, among which are the physical context, work benefits or remuneration, administrative policies, human relations, individual development, fulfillment of activities, and the link with authority. A non-parametric statistical test is applied to determine the association between the two main variables analyzed: administrative management and internal users' well-being, and the chi-square test statistic for multinomial logistic regression is calculated. The challenges faced by clinical management during the pandemic generated by Covid are associated with high volumes of patients with positive diagnosis, accompanied by other patients with comorbidities and various pathologies that required simultaneous care, increased staff recruitment, changes in protocols and processes of care, implementation of alternative mechanisms and means of communication, changes in infrastructure, all in order to debride an agile and effective care. In the management of Red Salud Casanare ESE in front of the Covid-19, a good adaptation to the change is found, which allowed counteracting the effects that came from the development of the pandemic, achieving the

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improvement of attention and attention capacity in each municipality. The results serve as a basis for the formulation of the administrative management strategic guidelines of Red Salud Casanare ESE.

Keywords: Atrategic Guidelines, Administrative Management, Internal User Satisfaction, Covid-19

Resumen

El presente trabajo analiza las implicaciones del Covid 19 en la gestión administrativa de la Red de Salud Casanare ESE. La investigación se enmarca en el paradigma mixto, es decir tanto interpretativo como positivista, que articula los enfoques cualitativo y cuantitativo, es de carácter no experimental y es descriptiva puesto que se interpretan y analizan las características del fenómeno o población de estudio con enfoque sobre conclusiones dominantes. La muestra es no probabilística y por conveniencia, dadas las particularidades del objeto de estudio, lo que permite identificar en la primera fase 6 personas directamente relacionadas con la gestión administrativa y, en la segunda fase, 151 usuarios internos de las IPS pertenecientes a la Red. Se evalúa la satisfacción laboral con la escala SL-SPC, el cual está compuesto por siete factores que agrupan veintisiete ítems, dentro de los cuales se encuentran el contexto físico, el beneficio laboral o de remuneración, las políticas administrativas, las relaciones humanas, el desarrollo individual, el cumplimiento de actividades y el vínculo con la autoridad. Se aplica una prueba estadística no paramétrica para determinar la asociación entre las dos grandes variables analizadas: gestión administrativa y bienestar de los usuarios internos y se calcula el estadístico de prueba chi-cuadrado para regresión logística multinomial. Los retos que enfrenta la gestión clínica durante la pandemia generada por el Covid están asociados a los altos volúmenes de pacientes con diagnóstico positivo, acompañados de otros pacientes con comorbilidades y diversas patologías que exigían simultaneidad en la atención, aumento en la contratación de personal, modificaciones en los protocolos y procesos de atención, implementación de mecanismos y medios de comunicación alternativos, modificaciones en la infraestructura, todo ello con el fin de brindar una atención ágil y efectiva. En la gestión de Red Salud Casanare ESE frente al Covid-19 se encuentra una buena adaptación al cambio la cual permitió contrarrestar los efectos que provenían del desarrollo de la pandemia, logrando la mejora de atención y capacidad de atención en cada municipio. Los resultados sirven de base para la formulación de los lineamientos estratégicos de gestión administrativa de la Red Salud Casanare ESE.

Palabras Clave: Lineamientos Estratégicos, Gestión Administrativa, Satisfacción de los Usuarios Interno, Covid-19

SUMMARY

INTRODUCTION. - RESOLUTION SCHEME. - I. Research problem. - II. Methodology. - III. Writing plan. - 1. Concepts and trends in health. - IV. Research results. - 1. Current management at the Red Salud Casanare ESE. - 2. Influence of the planning, organization, direction and control in the well-being of the internal users of Red Salud Casanare ESE. - CONCLUSIONS. - REFERENCES.

Introduction

In December 2019, a virus known as Covid-19 emerged in Wuhan, China. It quickly spread and caused a global crisis due to its high contagion and lethality. The first confirmed case in Colombia was reported on March 6, 2020, by the Ministry of Health and Social Protection (Rodríguez-Villamizar, 2020). As a result, confinement measures were implemented by the republic's presidency starting on March 25.

From that point on, the number of contagion cases began to increase exponentially, directly impacting all health systems. Continuous collapses due to the high demand forced health organizations to restructure internally to maintain their response capacity. Put managers and management teams of these entities to the test. According to the Ministry of Health and Social Protection, dealing with a pandemic involves making decisions that require analyzing the functioning of systems and individual freedoms. This argument highlighted the precariousness of many countries worldwide regarding their pandemic management.

Due to the increasing spread of the virus and the inability of the Colombian health system to provide adequate inspection, follow-up, control, and care for those affected by the virus, along with diseases associated with covid-19 and other ailments, health service companies were compelled to restructure their administrative, operational, and financial procedures. They had to adopt internal controls and regulations that would enable them to respond effectively to the

growing potential demand for care. This situation has posed several challenges related to the need to analyze and redirect how these entities function. Even though the Colombian government has taken significant actions to contain the impact of the virus, the scope of its effects has created a significant level of distrust regarding the pandemic's impact on the country's economic development (Oszlak, 2020; Castellanos-Garijo, 2020).

The Covid-19 pandemic has greatly impacted the health industry, posing significant challenges for service providers. Apart from being directly exposed to the virus and the risk of infection, service providers also face work stress due to the increase and intensity of their work activities (Munarriz-Olivares, 2022). Effective management is crucial in dealing with fortuitous situations like Covid-19, and it is essential to use available resources optimally (Weingarten, 2021). As stated by Castro (2017), directive management is a vital skill in all organizations, especially in healthcare organizations, where a leader must instruct, guide, and motivate according to organizational values. Gathering opinions and recommendations through surveys highlighting key aspects that can improve and strengthen management is important.

The Red Salud Casanare ESE is a vital healthcare organization in the Department of Casanare, consisting of 16 Social Security Institutes (IPS) spread across various municipalities within the department. During the Covid pandemic (Gobernación de Casanare, 2020), the organization encountered several challenges related to its administrative management and the satisfaction of its internal users. This study examines the impact of Covid 19 on the administrative management of the Red de Salud Casanare ESE. The research is of mixed type and follows a non-experimental design.

Resolution scheme

1. Research problem

What implications did Covid 19 have on the administrative management of the Red de Salud Casanare ESE?

2. Methodology

The research was framed in the mixed paradigm, i.e., both interpretive and positivist, which articulates the qualitative and quantitative approaches: "create knowledge on grounded theoretical bases, it is necessary to use both qualitative and quantitative studies, both being necessary" (Monje, 2011, p. 398). In addition, it is non-experimental (Hernández Sampieri, Fernández Collado, & Baptista Lucio, 2014), given that it was carried out within the Red Salud Casanare ESE during the year 2021 under the effects and situations generated in the framework of the COVID-19 pandemic. In turn, it is descriptive, since the description, interpretation, and analysis of the characteristics of the phenomenon or study population were used with a focus on dominant conclusions (Tamayo, 2016), and correlational, since it allowed determining the relationship of the variables during the year 2021 in correlational terms (Hernández-Sampieri et al., 2014).

Job satisfaction was evaluated with the SL-SPC scale, composed of seven factors that grouped twenty-seven items: the physical context, work benefits or remuneration, administrative policies, human relations, individual development, fulfillment of activities, and the link with authority. The data obtained from the instruments applied required a non-parametric statistical test to determine the association between the two main variables analyzed: administrative management and the well-being of internal users, for which the SPSS statistical package and the chi-square test statistic for multinomial logistic regression were used. The results obtained served as the basis for formulating the strategic guidelines for the administrative management of Red Salud Casanare ESE.

3. Drafting plan

3.1 Health concepts and trends

Management is the activity developed by the managers of the organizations in charge of achieving an adequate level of efficiency and productivity. In this regard, administrative management corresponds to a set of operations oriented by the manager through activities aimed at fulfilling administrative processes to achieve objectives stipulated in the organization. Within the organizational processes through which management is carried out, there are different dimensions:

planning, organization, direction, and control. According to Miklos & Tello (2007), planning is conceived as that reflective thinking on how to move from the current situation to a desired future, as the set of protocols that establish goals and objectives for its realization.

The organization of the administrative process consists, according to Gallardo (2015), of the allocation of operations, resources of different kinds, and people in charge within the framework of an arrangement of interactions that ensure the articulation of employees and the necessary cooperation to obtain the established goals. On the other hand, management corresponds to the coordination of employees' efforts to achieve the organization's objectives. It can also be conceived as coordinating purposes and people to achieve a predetermined objective (Burt, 1978). It should be noted that the stated dimensions are closely related. For example, Koontz, Weihrich & Cannice (2012) state that there is a very close link between planning and control and that these should not be separated.

According to Fred (2013), the strategic management process has three stages: the creation of the strategic direction that includes mission, vision, and strategic diagnosis that allows identifying exogenous and endogenous forces for the establishment of objectives; formulation of policies and annual objectives considering the welfare of employees and the distribution of resources needed to implement the strategies formulated; and evaluation and adjustment of the strategy, according to the changes resulting from internal and external factors. In addition, it is convenient to clarify that, according to Hill & Jones (2005), quoted by Quero (2008) and Fred (2013), it is necessary to strive for the appropriation and optimization of current management approaches, as well as for the exploration of emerging trends and opportunities that the changing future holds. In addition, it is necessary to consider the technological advances of the digital era (Hernández & Rodríguez, 2020).

Recently, administrative management has undergone major changes due to globalization and market competitiveness, aspects which, in turn, have been permeated by crises in different social spheres, such as those of a health nature generated by epidemics or pandemics. Therefore, health systems and companies have been forced to reinterpret administrative concepts and trends to face different situations, adjust their operation and use mechanisms to adjust their functioning.

As in the education sector, where the pandemic generated a series of challenges related to the incorporation of technology (Reyes-Mendez & Sanchez-Castilleja, 2020), emerging trends in the health sector include investment in research and development (R&D), telemedicine for disease management, digital therapeutic services and products; artificial intelligence; technological innovation, data systematization, and protocols. In addition, there is a significant increase in "remote work, production automation, commerce, artificial intelligence and production automation, among others" (<https://www.larepublica.co/globoeconomia/tres-tendencias-para-el-trabajo-mundial-que-marcaran-luego-de-la-pandemia-del-covid-3129392>).

Before the pandemic, the importance of customer satisfaction in hospitals was already evident (Bravo-Mori, 2016; Donaire, 2018). Subsequently, given the emergence of the coronavirus and its severe acute respiratory syndromes and in the framework of the declaration made by the World Health Organization (WHO, 2020) of COVID-19 as a pandemic, it became necessary to identify its impact on the generalities of public management (Romero & Pérez, 2020), the particularities of administrative health management (Pan American Health Organization, 2020) and the well-being of the internal users of the system, considering the value represented by satisfaction about working conditions from an affective perspective (Fisher, 2000; Cárdenas & Mavel, 2020), by organizational responsibility (Muñoz-Palomar et al., 2022) and under a positive or negative evaluative reflection (Weiss, 2002). Furthermore, according to the Mexican Association of Pharmaceutical Research Industries, A. C. (AMIIF) it is important to know variables such as artificial intelligence, chatbots, and hybrid care model, among others (table 1). In Colombia, the impact of Covid 19 significantly affected the operability of the healthcare system (Consultorsalud, 2020), required the adoption of administrative measures for its mitigation (Newsletter News, 2020), and made it possible to advance a series of studies on job satisfaction in the healthcare sector (Avella-Acevedo & Naranjo-Cuervo, 2021).

Table 1. Health systems trends in the context of the Covid 19 pandemic

TREND	DESCRIPTION
Data analysis	The constant changes and evolution of diseases require the management of reliable data and the use of algorithms for automated learning to optimize the generation and transformation of knowledge, the diagnosis of drug effectiveness, medical processes and protocols, and decision making.

Artificial Intelligence	Artificial intelligence helps to predict infections, improve the diagnosis of diseases and reduce the time required for their effective treatment.
Chatbots	The "health alert" services, such as those issued since April 2021 by the World Health Organization through messaging and communication networks, make it possible to provide accurate information, improve follow-up and monitoring of people with symptoms of contagion, depression and anxiety.
Hybrid care models	The combination of face-to-face and virtual services, such as mhealth (mobile health) and telemedicine, among others, stimulates and speeds up disease care.
Increased attention to mental health	The activation of lines and guidelines for care, follow-up and support of patients with emotional and psychological impact is increasingly recurrent and responds to cases of preventive isolation, confinement, unemployment, loneliness and depression.
Preventive and personalized health	The increased risk in patients with comorbidities and chronic diseases has led to the implementation of technological tools that make it possible, in general, to optimize healthcare systems and, in particular, to achieve personalized treatments in real time.
Healthcare wearables	Technologies associated with the use of accessories or wearables enable remote monitoring and care in terms of frequency, changes and determinations and solutions to diseases and their respective treatments.
The blockchain network	The encryption of health information allows it to be decentralized under highly secure conditions and to take into account the needs of the various actors involved in the process.

Source: Elaborated with data taken from Pérez (2022, p. 50-51).

4. Research results

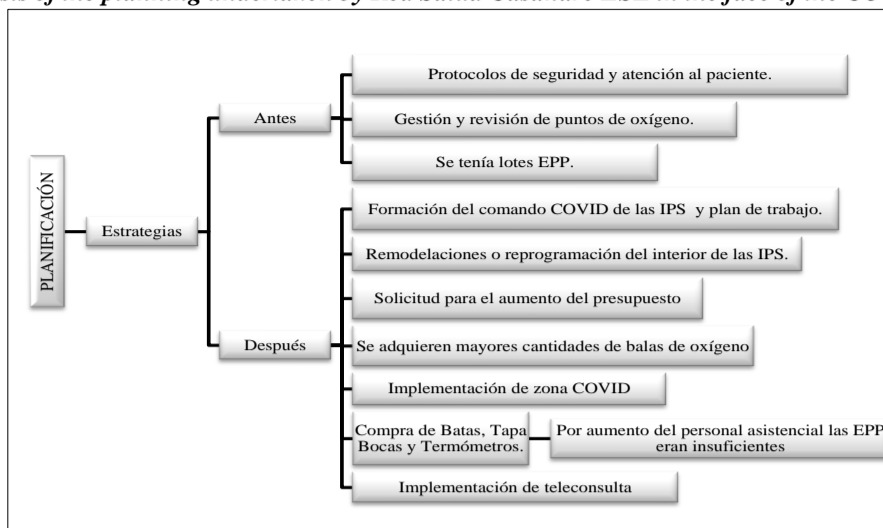
4.1 Current management at the Red Salud Casanare ESE

According to the results obtained through the interview, it was evident that such a rapid expansion of the virus was not expected and, although before its arrival, guidelines, safety protocols, and patient care protocols were handled in the face of the massive influx of patients due to the pandemic, the COVID command was formed, interior remodeling was carried out, a greater number of oxygen bullets were managed, and teleconsultations were implemented in the 16 IPS attached to the Casanare health network (figure 1).

The perception of the care protocols available to the ESE inside and outside the IPS was positive regarding their existence. Inside, reference was made to the admission and assessment of the patient to decide whether or not he/she required hospitalization or referral to a more complex hospital; while outside, the contact of suspected patients could be made through teleconsultations to determine the severity proceed to send a medical team to the patient's home to evaluate him/her, obtain his/her level of difficulty and decide on outpatient management, admission to the IPS or the hospital. In all cases, we investigated and contacted the people who had interacted with the patient to carry out an epidemiological investigation. In addition, each IPS had a COVID command team composed of five people: zone coordinator, zone chief, IPS chief, nursing assistant on duty, and physician on duty.

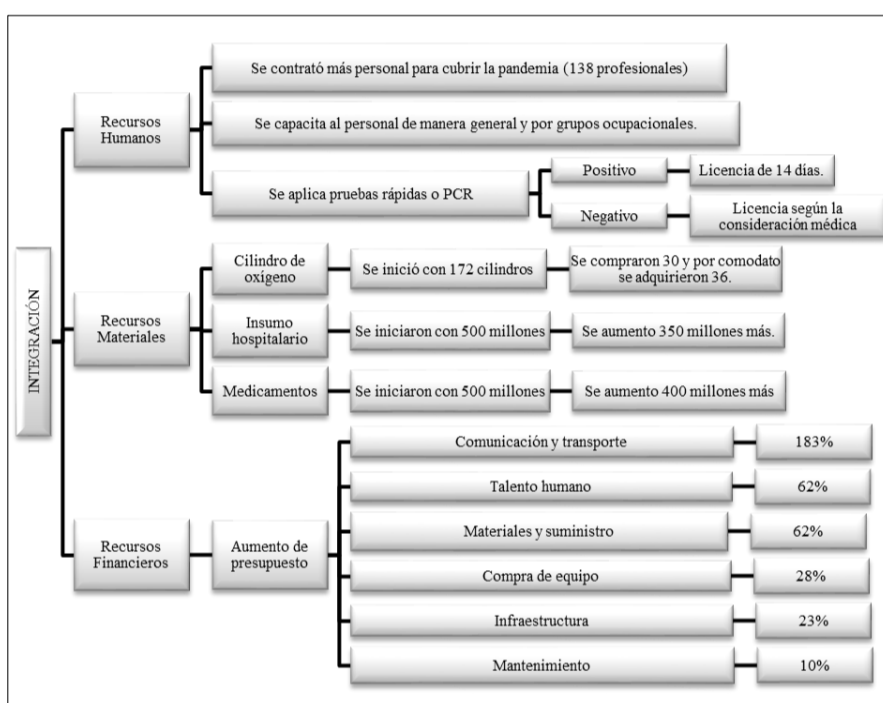
In compliance with the guidelines of the Ministry of Health and Social Protection, the ESE granted leave to personnel who were in a risk group, for which 138 additional professionals (doctors, nurses, and technical personnel) were hired, the number of oxygen cylinders was increased from 172 to 238, as well as the number of hospital supplies and medicines, and the means of communication (telephones and telephone lines for teleconsultations and transportation), The number of hospital supplies and medicines, as well as means of communication (telephones and telephone lines for teleconsultations) and transportation, and infrastructure increased by 23.00% due to the adjustment and incorporation of the Covid-19 zone in each IPS (Figure 2). Regarding internal communication, the articulation of management, assistant managers, zone chiefs, and management team or COVID Command of each IPS was evidenced through physical and virtual meetings via telephone, email, and WhatsApp applications. At the same time, the follow-up of inpatients or outpatients was carried out in person or via telephone. On the other hand, external communication regarding the management of the ESE was represented by the permanent link with national, departmental, and local entities such as the Ministry of Health and Social Protection, the National Public Health Surveillance System - SIVIGILA, and public health of each department and municipality. In addition, it was evidenced that of the 1,516 diagnostic tests for SAR-CoV-2 (COVID-19) applied, there was a case fatality rate of 3.50% up to January 31, 2022, a link that allowed confirming that the company had adequate control of cases.

Figure 1. Analysis of the planning undertaken by Red Salud Casanare ESE in the face of the COVID19 pandemic.



Source: Prepared with data taken from Pérez (2022, p. 60).

Figure 2. Analysis of the integration of Red Salud Casanare ESE in the face of the COVID19 pandemic.



Source: Prepared with data taken from Pérez (2022, p. 60).

4.2 Influence of planning, organization, direction and control on the well-being of internal users of Red Salud Casanare ESE

As a result, the general and specific weighted analysis expressed greater deficiency in planning, with 21.90% and 66.90% of observations in the deficient and not very efficient ranges, respectively. In contrast, the dimensions that showed greater efficiency correspond to direction, organization, and control 67.5%, 64.9%, and 54.3%, respectively. Finally, at a general level, the internal users considered the administrative management of Red Salud Casanare ESE as efficient (50.33%) or slightly deficient (48.34%), which indicates a positive perception without major deficiencies in its operation, with a slight influence on the satisfaction of the internal users of the organization, given its location in an acceptable range, and with a strong influence by the management and control, given its efficiency ranges (table 2).

Table 2. Evaluation of administrative management according to the dimensions that compose it.

	GENERAL ADMINISTRATIVE MANAGEMENT		PLANNING		ORGANIZATION		ADDRESS		CONTROL	
	f	%	f	%	f	%	f	%	f	%
Deficient	2	1,40	33	21,93	6	4,0	4	2,72	4	2,71
Low efficiency	73	48,33	101	66,87	47	31,11	45	29,81	65	43,2

Efficient	76	50,27	17	11,20	98	64,89	102	67,47	82	54,09
Total	151	100,00	151	100,00	151	100,00	151	100,00	151	100,00

Source: Elaborated with data taken from Pérez (2022, p. 65).

The measurement of well-being variables with the respective descriptive analysis was carried out in terms of general satisfaction and through the dimensions of significance, conditions, recognition, and benefits. The survey results showed that the highest percentage of dissatisfaction (6.60%) corresponded to recognition and dissatisfaction in recognition and benefits, with 17.20% and 12.60%, respectively. On average, the highest percentages of dissatisfaction corresponded to the dimensions recognition and benefits with 43.00% and 40.40%, respectively, while task significance and working conditions each obtained 12.00%. In the satisfied range, priority was given to the dimensions of benefits and recognition with 35.10% and 25.20%, followed by task significance and working conditions, each with 21.90%. In the very satisfied range, task significance and working conditions expressed 70.20%, while benefits and recognition obtained 11.90% and 7.90%, respectively. The overall satisfaction of internal users is positive since it is mostly in the satisfied range of 63.60%. However, it is worth considering the dissatisfaction of internal users in the recognition dimension (table 3).

Table 3. Assessment of internal users' well-being according to its component dimensions

	GENERAL SATISFACTION		SIGNIFICANCE		CONDITIONS		ACKNOWLEDGMENT		BENEFITS	
	f	%	f	%	f	%	f	%	f	%
Very Dissatisfied	0,0	0	0,0	0	0,0	0	10	6,61	0,0	0
Dissatisfied	0,0	0,00	0,0	0	0,0	0	26	17,22	19	12,63
Average	51	33,81	12	7,91	12	7,91	65	43,00	61	40,40
Satisfied	96	63,62	33	21,91	33	21,90	38	25,21	53	35,11
Very satisfied	4	2,57	106	70,18	106	70,19	12	7,96	18	11,86

Source: Elaborated with data taken from Pérez (2022, p. 67).

Based on the above results, a non-parametric statistical test was carried out using the chi-square test of multinomial logistic regression in order to identify the relationship between the variables of administrative management and users' well-being based on the values of the predictor variables. According to the general hypothesis: Administrative management does not influence the well-being of internal users.

H₀: Administrative management is independent of the well-being of internal users.

H_a: Administrative management is associated with the well-being of internal users.

Criterion: If the test statistic's critical value (P) < 0.05 value, H₀ is rejected.

For the assessment of the influence of administrative management on the well-being of internal users, taking into account that the estimated P-value is less than the alpha of 0.05, the null hypothesis H₀ is rejected, and the alternative is accepted; that is, administrative management does influence the well-being of internal users. In addition, the Pseudo-R test showed a Naglekerke coefficient of 0.357, indicating that the administrative management predictor variable has a 35.70% influence on the well-being of internal users of the Red Salud Casanare ESE (table 4).

Table 4. Correlation test between administrative management and internal users' welfare

CHI-SQUARE	GL	SIG.	PSEUDO R-SQUARED
49,201	22	,001	Coz and Snell ,278 Naglekerke ,357 Mcfadden ,216

Source: Elaborated with data taken from Pérez (2022:69).

It should be noted that there were no employees located in the levels of dissatisfied and very dissatisfied satisfaction; the deficient level presents values of less than 11.26%, the inefficient level represents 49.01%, followed by satisfied with 13.25%, and the efficient range is equivalent to 9.93% so that most of the internal users are located in the average and satisfied range of satisfaction and the inefficient scale of administrative planning.

According to Specific Hypothesis 1: Planning does not influence the well-being of internal users.

H₀: Planning is independent of internal users' welfare

H_a: Planning is associated with the well-being of internal users

Criterion: If the test statistic's critical value (P) < 0.05 value, H₀ is rejected.

For the assessment of the influence of planning on the well-being of internal users, the Pseudo R test showed a Naglekerke coefficient of 0.285, indicating that the predictor variable has a 28.50% influence on the well-being of internal users of the Red Salud Casanare ESE (table 5).

Table 5. Correlation test between planning and internal user well-being

CHI-SQUARE	GL	SIG.	PSEUDO R SQUARED
9,100	22	,011	Coz y Snell ,233 Naglekerke ,285 Mcfadden ,157

Source: Elaborated with data taken from Pérez (2022:71).

According to Specific Hypothesis 2: The organization does not influence the well-being of internal users.

H₀: The organization is independent of the well-being of internal users.

H_a: The organization is associated with the well-being of internal users.

Criterion: If the test statistic's critical value (P) < 0.05 value, H₀ is rejected.

For the assessment of the influence of the organization on the well-being of internal users, the Pseudo R test showed a Naglekerke coefficient of 0.324, indicating that the predictor variable has a 32.40% influence on the well-being of internal users of Red Salud Casanare ESE (table 6).

Table 6. Correlation test between organization and internal users' well-being

CHI-SQUARE	GL	SIG.	PSEUDO R-SQUARED
44,407	22	,003	Coz y Snell ,255 Naglekerke ,324 Mcfadden ,190

Source: Elaborated with data taken from Pérez (2022:73).

According to Specific Hypothesis 3: Management does not influence the well-being of internal users.

H₀: The management is independent of the well-being of internal users.

H_a: Management is associated with the well-being of internal users.

Criterion: H₀ is rejected if the critical value (P) < 0.05 value of the test statistic.

For the assessment of the influence of management on the well-being of internal users, the Pseudo R test showed a Naglekerke coefficient of 0.284, indicating that the predictor variable has a 28.40% influence on the well-being of internal users of Red Salud Casanare ESE (table 7).

Table 7. Correlation test between management and internal users' wellbeing

CHI-SQUARE	GL	SIG.	PSEUDO R- SQUARED
37,089	22	,023	Coz y Snell ,218 Naglekerke ,284 Mcfadden ,170

Source: elaborated with data taken from Pérez (2022, p.75).

According to Specific Hypothesis 4: Control does not influence the well-being of internal users.

H₀: Control is independent of internal users' welfare

H_a: Control is associated with the well-being of internal users.

Criterion: If the critical value (P) < 0.05 value of the test statistic, Ho is rejected.

For the assessment of the influence of control on the well-being of internal users, the Pseudo R test showed a Naglekerke coefficient of 0.259, indicating that the predictor variable has a 25.90% influence on the well-being of internal users of the Red Salud Casanare ESE (Table 8).

Table 8. Correlation test between control and internal users' well-being

CHI-SQUARE	GL	SIG.	PSEUDO R- SQUARED
37,781	22	,041	Coz y Snell,218 Naglekerke,259 Mcfadden ,70

Source: Elaborated with data taken from Pérez (2022:77).

Based on the data obtained in the characterization, an action plan was proposed to improve administrative management and its relationship with the well-being of the internal users of the Casanare Health Network ESE, with the respective strategic objectives, description of the objective, strategic activities (a), strategic indicators (ie) and process for change control.

The following is a description of the strategic objectives with their respective amounts of strategic activities (ae) (they allow the development of each objective) and strategic indicators (ie) (they

make possible the comparison between two or more data that serve to elaborate a quantitative measure or a qualitative observation, using a value, magnitude or criterion that allows measuring and controlling a parameter necessary to evaluate the fulfillment of the strategic activities).

- Achieve greater positioning of the ESE (6 ae and 5 ie).
- Develop talent competencies for personal and work growth in an organizational climate that guarantees to fulfil the institutional vision (4 ae and 3 ie).
- Ensure efficient delivery of health services (8 am and 6 ie).
- Consolidate medium- and long-term financial stability (5 AE and 2 EI).
- Improve social and environmental responsibility (2 ae and 1 ie).

Among the strategies taken by the ESE with the arrival of the pandemic was the formation of a Covid-19 command in each IPS through which it was oriented and trained on the management of suspected patients, adjusting and remodeling the infrastructure for the demand of users; also, a greater supply of EEPP, medication, oxygen bullets, hiring of 138 professionals and implementation of teleconsultations were acquired. In agreement with Toledo (2020), in the face of change, the objectives were revised to adapt to the environment and achieve success.

Within communication, the good use of tools to avoid agglomerations and contagions was detected, coinciding with (Gibson (1999), cited by Rivera, Rojas, Ramírez, & Álvarez-de-Fernández, 2005), where he infers that management should implement a bidirectional flow through tools such as emails among others, to achieve the proposed goals successfully.

Concerning the influence of internal user satisfaction on administrative management, it was found that in the planning of administrative management, there was a notable dissent on the part of the users since 51.00% of the users indicated that it sometimes occurred, while 24.00% and 14.00% revealed that it rarely or never, respectively, occurred. Only 5.00% indicated that there was always planning, which evidenced the deficiency of this process; therefore, the importance of analyzing the environment and defining strategies to minimize risks in the organizational orientation to have a greater probability of success was detected (Munch, 2010, p. 41).

On the other hand, David et al. (2017, p. 18) indicate that companies that do not perform planning correctly are for the following omissions: either lack of understanding or appreciation of the benefits, no rewards for planning, conformation with the current success without realizing that today's state does not guarantee tomorrow's, lack of strategic training, in the same way, Chiavenato (2007, p. 148) relates that in making decisions in advance about the execution of the action, it consists of simulating and establishing the necessary actions and adequate means to fulfill the established objectives.

As a second process, it was shown that the organization internal users have a good perception of the organization since 82.00% (49.70% always) indicated that always or almost always there was the same, recognizing Munch (2010, p. 61) where the efficient organization optimizes the work which is determined by the structure, processes, systems, methods, and procedures oriented to simplification and optimization. On the other hand, Chiavenato (2007, p. 148) mentions an interesting note that in the classical and neoclassical approaches, to achieve the objectives, it must be achieved that the collaborators work efficiently, and these are grouped logically and distributed correctly to avoid conflict and confusion.

Third administrative process in terms of direction, which relates aspects of leadership, motivation, and supervision, almost unanimously, the users indicated that there was always good direction in the administrative management. Revalidating Chiavenato's (2007, p. 149) conception, for planning and organization to be efficient, they need to be energized and complemented with people's orientation through communication, leadership, and motivation skills.

Finally, users indicated that management control always (64.90%) or almost always (23.20%) existed. Fermini (2019, p. 548) allowed us to verify and ensure that resources are used properly and according to the company's objectives. Similarly, according to Chiavenato (2007, p. 152), to improve future research, a comparison of the performance of what was planned should be made since it will allow locating variations, errors, or deviations and thus be able to predict other subsequent results and detect difficulties.

Conclusions

The challenges faced by clinical management during the pandemic generated by Covid were associated with the high volumes of patients with positive diagnoses, accompanied by other patients with comorbidities and various pathologies that required simultaneous care, the increase in staff recruitment, changes in protocols and processes of care, the implementation of alternative mechanisms and means of communication, infrastructure changes, which were aimed at providing agile and effective care.

In the first conceptual phase, information was collected to identify the theoretical bases and trend approaches that influence the administrative management of regional health systems. The need to adequately interpret their advantages and disadvantages became evident, ensuring the right balance between the possibility of articulating the desired future and the possible scenarios to be implemented according to the specific conditions of each health system.

The situational diagnosis of Red Salud Casanare ESE's management of Covid-19 and its relationship with the well-being of internal users demonstrated the strategic role of institutional management about the adjustments required for adequate management of the crisis caused by challenges generated by the pandemic, among which stand out the shortage and over-demand of supplies necessary for timely care; Increases in employee absenteeism due to contagion.

Moreover, psychological effects; changes in care processes due to the protocols established in the governmental order; and conflicts in information security due to increased remote work and the massive implementation of virtual communication tools and media.

In the management of Red Salud Casanare ESE in the face of Covid-19, a good adaptation to change was found, which allowed counteracting the effects that came from the pandemic's development, improving attention and attention capacity in each municipality. Within this process, measures were taken, safety protocols and care guides for suspected patients; due to the continuous increase of users in the municipalities, a process of remodeling and adaptations in each IPS was initiated, also the purchase of medicines and personal protective equipment for their collaborators was increased, this triggered the health care personnel, as the pandemic progressed, strategies and management were improved.

In the systematization of results, in the identification of the strategies of Red Salud Casanare ESE facing the pandemic, there is a before and an after, which involves training, reprogramming, and implementation; in the organization, it was observed that the hospital has sufficient resources to face the pandemic; with this, the integration involving financial, material and human resources was generated to mitigate the effects of Covid-19; concerning the management, communication was carried out both internally and externally, so that the management of the ESE was more efficient and effective; finally, about the hospital's management to counteract Covid-19, a low percentage of the lethality of the virus was evidenced about the mitigation measures taken by the ESE.

In the descriptive analysis of administrative management, a poorer perception was obtained in planning, while management was perceived as the most efficient. Generally, a low percentage of respondents considered the administrative management of the Red Salud Casanare ESE deficient. Concerning internal users, it was found that the collaborators of the Health Network generally had an average level of satisfaction that tends to be satisfied. Given the above, the administrative management variables, and the well-being of internal users, the hypothesis related to administrative management that did influence the well-being of the internal user was corroborated. In the assessment of planning, it was evident from the results that this variable had a slight influence on the satisfaction of internal users; as for the organization, users rated it as efficient and were satisfied at an acceptable level; about management, there was a level of satisfaction on the part of a quarter of the internal users of the Red Salud Casanare ESE; while the control had a similar percentage of acceptance in satisfaction on the part of internal users. The above indicated that improvements should be made in the different aspects of planning, organization, management, and control so that internal and external users can see the efficiency of these different aspects of the Red de Salud Casanare ESE.

The descriptive analysis of administrative management showed an unfavorable perception concerning planning, while management was perceived as the most efficient; in general terms, a low percentage of respondents considered the administrative management of the Red Salud Casanare ESE deficient. Concerning internal users, it was found that the Health Network's collaborators generally had an average level of satisfaction that tended to be satisfied.

Given the above, the administrative management variables, and the well-being of internal users, the hypothesis of administrative management influencing the well-being of the internal user was corroborated.

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