



## Proposal for a questionnaire on job performance and human relations administered by university managers

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**Abstract:** Designing a questionnaire on job performance and human relations administered by management staff is essential for institutions seeking to improve their efficiency and competitiveness. Measuring these key factors allows identifying areas for improvement in productivity and labor relations. A structured and standardized questionnaire provides a reliable tool for data collection, facilitating both qualitative and quantitative analysis. This allows institutions to align their practices with strategic objectives and foster a healthy work culture. Furthermore, being replicable, this questionnaire facilitates comparative and longitudinal studies, expanding its usefulness in future research. In the university context, these measurements are crucial to optimize the performance of administrative staff, improve educational quality, and strengthen interpersonal relationships, which directly impacts organizational satisfaction and effectiveness. Its application can generate concrete improvement actions that contribute to a more harmonious and productive work environment.

**Keywords:** questionnaire, job performance, human relations, manager

### Propuesta de cuestionario sobre desempeño laboral e interrelaciones humanas administrado por directivos de Universidad

**Resumen:** El diseño de un cuestionario sobre desempeño laboral e interrelaciones humanas administrado por el personal directivo es fundamental para las instituciones que buscan mejorar su eficiencia y competitividad. Medir estos factores clave permite identificar áreas de mejora en productividad y relaciones laborales. Un cuestionario estructurado y estandarizado proporciona una herramienta confiable para la recolección de datos, facilitando el análisis tanto cualitativo como cuantitativo. Esto permite a las instituciones alinear sus prácticas con los objetivos estratégicos y fomentar una cultura laboral saludable. Además, al ser replicable, este cuestionario facilita estudios comparativos y longitudinales, ampliando su utilidad en futuras investigaciones. En el contexto universitario, estas mediciones son cruciales para optimizar el desempeño de los administrativos, mejorar la calidad educativa y fortalecer las relaciones interpersonales, lo que impacta directamente en la satisfacción y efectividad organizacional. Su aplicación puede generar acciones concretas de mejora que contribuyan a un entorno laboral más armónico y productivo.

**Palabras clave:** cuestionario, desempeño laboral, interrelaciones humanas, directivo

### Proposta de um questionário sobre desempenho no trabalho e inter-relações humanas administrado por gerentes de universidades.

#### Resumo

A elaboração de um questionário sobre desempenho no trabalho e inter-relações humanas administrado pelos gerentes é essencial para as instituições que buscam melhorar sua eficiência e competitividade. A medição desses fatores-chave permite a identificação de áreas para melhoria da produtividade e das relações trabalhistas. Um questionário estruturado e padronizado fornece uma ferramenta confiável para a coleta de dados, facilitando a análise qualitativa e quantitativa. Isso permite que as instituições alinhem suas práticas aos objetivos estratégicos e promovam uma cultura de trabalho saudável. Além disso, por ser replicável, esse questionário facilita estudos comparativos e longitudinais, ampliando sua utilidade em pesquisas futuras. No contexto universitário, essas medições são cruciais para otimizar o desempenho administrativo, melhorar a qualidade educacional e fortalecer as relações interpessoais, o que afeta diretamente a satisfação e a eficácia organizacional. Sua aplicação pode gerar ações concretas de melhoria que contribuem para um ambiente de trabalho mais harmonioso e produtivo.

**Palavras-chave:** questionário, desempenho no trabalho, inter-relações humanas, gerencial



## I. Introduction

Designing a managerially administered questionnaire on job performance and interpersonal relationships faces challenges such as the lack of a clear conceptual framework, which can lead to ambiguity and affect the validity of the results. Without a defined structure, questions may lack consistency, making it difficult to measure key aspects of performance and interpersonal relationships. A well-founded reference model is essential to ensure that the questionnaire is valid and reliable, aligning the questions with the research objectives and improving the accuracy of the results.

Institutions, in their quest to improve their efficiency and competitiveness, recognize the importance of measuring work performance and human interrelations, key factors for organizational success. The proposal for a questionnaire to collect data on these aspects is justified below, offering a useful tool for future research.

Job performance is essential for measuring organizational productivity. Assessing how employees manage their responsibilities, time, and goals helps identify areas for improvement and optimize decisions about training, rewards, and organizational structure. A questionnaire focused on this topic provides valuable data that helps align work practices with organizational goals.

Human interrelations are key to a positive work environment. An organizational climate based on respectful relationships improves employee motivation, satisfaction, and performance. Measuring these interactions helps detect conflicts and strengthens the cohesion of work teams, which fosters a collaborative and productive environment.

The structured questionnaire is a standardized tool that facilitates the collection of both qualitative and quantitative data. Being replicable and applicable in different contexts, it allows obtaining an accurate view of performance and work interrelations. Its direct application provides key feedback for implementing organizational improvements.

The need to have standardized questionnaires on job performance administered by the management staff of a university is very important and urgent, because it influences human relations and there is a lack of variety of such instruments to choose from; universities are complex organizations that require the joint work of their members to achieve their objectives, with administrators being the personnel who mediate personal and work relationships between managers and teaching staff.

Job performance and human relationships are two key factors for the success of any organization, and in the case of universities, these factors are even more important. Job performance refers to the ability of members of an organization to perform their tasks effectively and efficiently. The job performance of university administrators is important because it affects the quality of education provided to students. Human relationships refer to the relationships between members of an organization. Good human relationships contribute to a positive and productive work environment.

The administration of a questionnaire on job performance by the management staff of a university has the following benefits: It allows the evaluation of the job performance and human relationships of administrative staff. It identifies areas of opportunity to improve job performance and human relationships. It provides valuable information for decision making regarding the development of administrative staff.

In the specific case of the university mentioned in the text, the questionnaire could help to identify the following areas of opportunity: Difficulties in resolving administrative problems and employee behavior, staff polarization, which makes decision-making difficult, poor level of interpersonal relations.



The information obtained from the questionnaire could be used to implement improvement actions that contribute to improving the job performance and human relations of university administrators. These actions could include: Problem-solving training, Leadership development programs, Integration activities and strengthening of interpersonal relationships; in other words, the administration of a questionnaire on job performance and human relations is a valuable tool that can help universities improve the performance of their administrators and, consequently, the quality of the education they provide.

*Some research linked to this article:*

Cedeño Catagua T, & Saltos Briones G. (2020) mention that performance evaluation is a human talent management tool that allows measuring employee performance. This tool can be used to improve customer service processes, creating an organizational climate that motivates employees. The research proposed in the text aims to propose a performance evaluation model for the Manta Municipal Property Registry Company (the same as some aspects that may be considered for university administrative staff). The proposed model consists of four phases:

Identification of elements to be assessed: In this phase, the elements to be assessed in employees are identified. These elements may include aspects related to job performance, professional competencies and personal skills.

Weighting of factors: In this phase, the elements identified in the previous phase are weighted according to their importance for the organization.

Parameter evaluation: In this phase, the parameters that will be used to evaluate each element are established.

Rating scale: In this phase, a rating scale is established that will be used to rate employee performance.

According to Medina León, A, et al., (2019). Job satisfaction of educational administrators is an important factor for the success of educational institutions. Satisfied administrators are more productive, more committed to their work, and less likely to leave the organization.

Since job performance is linked to job satisfaction, the research by Alfaro, Girón, Solano and Torres (2014) was considered in their research work entitled "Job satisfaction and its relationship with some occupational variables in three municipalities". Regarding the impact of each of the factors on job satisfaction in each municipality studied, workers in the three municipalities reported the highest percentage for the factors significance of the task and economic benefits (from Average to Satisfied), which would indicate that workers have a good disposition to their work and are satisfied with the salary received.

(Miles, et al., 2018) mention that in the current business environment, competitiveness is a key factor for success. Companies that manage to be competitive are those that manage to efficiently manage their human resources (HR). HR management includes a series of practices that seek to attract, develop and retain top talent. These practices may include selection, training, performance appraisal, promotion and compensation.

Variable: job performance: According to Bravo, Peiró and Rodríguez (1996), job satisfaction is a concept that refers to the attitudes that people have towards their work. These attitudes can be positive or negative,



and can refer to work in general or to specific aspects, such as salary, working conditions or interpersonal relationships; that is, such as those generated within an educational institution.

Job satisfaction is an important factor in employee well-being and organizational success. Teachers, administrative staff, service personnel, and managers are more productive, more engaged in their work, and less likely to leave the company. Work motivation is a concept that refers to the factors that drive people to work. These factors can be internal, such as people's needs and aspirations, or external, such as the rewards they receive for their work.

Job satisfaction and work motivation are closely related. Job satisfaction can increase work motivation, as employees who are satisfied with their jobs are more likely to feel motivated to do a good job.

Job satisfaction is therefore an important factor for employee well-being and for the success of organisations. Universities can improve the job satisfaction of teaching staff, administrative staff, service staff and managers by offering professional development opportunities and rewarding good performance.

#### *Variable dimensions: job performance*

##### Dimension 1: Job performance with working conditions

Peiró and Prieto (1996) Satisfaction with working conditions is linked to the objectives, goals and productivity rates that must be achieved; as well as with the cleanliness, hygiene and healthiness of the workplace; which will be measured with the indicators:

- The objectives, goals and production rates to be achieved
- The cleanliness, hygiene and health of your workplace

##### Dimension 2: job performance with the organization

According to Peiró and Prieto (1996), satisfaction with the organization refers to conformity with environmental conditions, available spaces for movement that allow favorable interaction between workers; which will be measured with the indicators:

- The physical environment and space available to you in your workplace
- The temperature of your workplace

#### *Dimensions of the variable human interrelations*

Cornejo and Tapia (2011) mention some determining aspects in human interrelations, such as: emotions, beliefs, impulses, behaviors, choices, work environment; which are related to the following aspects respectively:

- The supervision they exercise over you
- The proximity and frequency with which it is monitored
- The “equality” and “fairness” of treatment you receive from your company
- The support you receive from your supervisors
- The degree to which the company complies with the agreement, provisions and labor laws.



## II. Methodology

This is a descriptive and purposeful study, with the aim of proposing an instrument to measure the work performance of administrative staff working at a university in Peru.

Procedure for preparing items.

After reviewing various theories linked to job performance, the theory proposed by Peiró and Prieto (1996) has been considered, from which theory it can be deduced that there are four indicators.

For their part, Cornejo and Tapia (2011) mention some determining aspects in human interrelations, such as: emotions, beliefs, impulses, behaviors, choices, work environment.

After each indicator, several items can be obtained; optionally, the dimensions can be established beforehand. In this work, for didactic reasons, only two items are shown for each indicator, which are shown in the Results chapter.

*Table 1. Indicators of the variables job performance and human interrelations*

Dimensions	Indicators
Job performance	1. The objectives, goals and production rates to be achieved
	2. The cleanliness, hygiene and health of your workplace
	3. The physical environment and space available to you in your workplace
	4. The temperature of your workplace
	5. The supervision they exercise over you
Human interrelations	6. The proximity and frequency with which it is monitored
	7. The “equality” and “fairness” of treatment you receive from your company
	8. The support you receive from your supervisors
	9. The degree to which the company complies with the agreement, provisions and labor laws.
	10. The way in which negotiations on labor issues take place in your company

*Fountain:* Adapted from Peiró and Prieto (1996) and Cornejo and Tapia (2011)

The questionnaires prepared can be consolidated into one (to facilitate administration), after having been previously judged by three experts: two of them are experts in the subject matter of each variable, in addition to an expert teacher specialized in scientific research methodology, the average rating of the three experts indicates a 97% approval; with whose approval the Test for each variable (shown in one, according to the numbering of the indicators); which will be measured with a Likert scale, shown in the results section.

## III. Results

After the indicators have been shown, for each variable for didactic reasons two items have been obtained for each of the indicators, constituting a total of 20 items, which are shown below, to quantify the answers answered according to the following alternatives with their respective weights:



Always: 5  
 Almost Always: 4  
 Undecided: 3  
 Almost Never: 2  
 Never: 1

To quantify the responses to the questionnaire shown below, each response is usually assigned a value in advance, placing one of the letters (a, b, c, d, e) in the boxes of the columns on the right and recording the respective values using Excel or SPSS software.

Table 2. Test with two items for each indicator in Table 1; 20 items in total

	Questionnaire items					
1.1	The production objectives that the University's administrative staff must achieve are established					
1.2	University administrative staff achieves production goals					
2.1	The University's administrative staff maintains the cleanliness of the workplace					
2.2	The University's administrative staff takes care of the integrity of their workplace					
3.1	University administrative staff promote order in their physical environment					
3.2	University administrative staff make appropriate use of their workplace space					
4.1	Ventilation of the workplace is relevant for administrative staff					
4.2	The administrative staff is responsible for maintaining a crazy temperature level					
5.1	You feel correctly evaluated by the administrative staff					
5.2	University administrative staff feel comfortable with supervision from administrative staff					
6.1	University administrative staff is willing to address your concerns					
6.2	You feel comfortable with the frequency with which you are supervised by administrative staff.					
7.1	He feels that he is treated equally by the administrative staff. university student					
7.2	He feels that he is treated fairly by the administrative staff.					
8.1	He considers the work support he receives from the administrative staff to be sufficient.					
8.2	He considers the moral support he receives from the administrative staff to be relevant.					



9.1	The administrative staff of the University has a high degree of responsibility in complying with the agreements					
9.2	University administrative staff have a high degree of commitment to labor provisions					
10.1	Do you agree with the way the administrative staff coordinates within the University?					
10.2	Do you agree with the way the administrative staff generates negotiation within the University?					

#### IV. Discussions

A questionnaire on job performance and human relations is a valuable tool that can help institutions and researchers improve the quality of the education they provide. This questionnaire allows the evaluation of job performance and human relations of administrative staff, and from this, identifies areas of opportunity for improvement. However, the application of a reference model requires adaptation to the specific context of the organization, considering its culture and characteristics. In addition, it can become rigid if it limits the exploration of new perspectives. The administration of the questionnaire by management staff offers advantages, such as a better interpretation of the results due to their knowledge of the organizational context, and it fosters trust between employees; it also involves risks of bias and lack of anonymity, which could affect the sincerity of the responses.

The standardized questionnaire not only benefits the institution that applies it, but is also useful for other research. Its replicability allows for comparative and longitudinal studies, improving the external validity of the results. These data can help to identify patterns, evaluate the impact of interventions and understand how labor relations affect organizational performance; the same that according to Rojas Fernández, V. H. (2021). they will be influential in the administrative management and teaching practice in a public educational institution, impacting on the data of both the researched and the personnel who perform some work Caján et al (2021) referring to the Metadata, health system and pension schemes of Peruvian artists, through the management of working conditions and motivation Caján (2022).

Measuring job performance and human interrelations is crucial for the proper functioning of any institution. A questionnaire designed to assess these aspects not only helps in internal decision-making, but also contributes to knowledge about organizational management. Its applicability and flexibility make it a valuable tool for future research, promoting a more efficient and harmonious work environment.

The questionnaire developed in this work, in comparison with the studies by Alfaro, Girón, Solano and Torres (2014) as well as Pérez and Rivera (2015) agree that the levels of job satisfaction in public and private institutions in Peru are, in general, average. This indicates that there is room for improvement, and that universities can benefit from the administration of a questionnaire on job performance and human interrelations.

The questionnaire could help to identify the following areas of opportunity: Difficulties in resolving administrative problems, Polarization of staff, which makes decision-making difficult, Poor level of interpersonal relations. Work motivation is a key factor for business competitiveness. Companies that manage to motivate their employees are those that achieve better results.





Authors Miles, et al. (2018) argue that internal factors are those that have the greatest impact on business competitiveness. Therefore, companies that manage their human resources efficiently are more likely to be competitive.

The study by Barría et al. (2021) addresses the psychometric properties of the ECALS scale to assess organizational climate. This instrument is useful for measuring the key dimensions that affect job performance and human interactions, providing a robust and valid framework for future research in the organizational field. Its application can enrich the measurement of factors such as satisfaction and commitment in universities.

Brito et al. (2020) explore how organizational climate influences employee performance in a service company. Their analysis demonstrates how a positive work environment can improve employee productivity and well-being. This research is relevant for developing questionnaires that measure the impact of human interrelations and climate on job performance within educational institutions.

The work of Cevallos et al. (2021) analyzes the labor modeling of graduates from the Faculty of Computer Sciences of a university, which allows identifying the relationship between academic training and job performance. This research is key to assessing the impact of training on the development of professional skills, useful to include in a questionnaire on job performance and labor relations in universities.

Delgado, C., Veas, I., Avalos, M., and Gahona, O. (2021)

Delgado et al. (2021) investigate the role of emotional intelligence and work-family conflict in teacher satisfaction and performance. Their study highlights how these factors impact motivation and productivity in the educational environment, suggesting the importance of including emotional and well-being variables in a questionnaire aimed at academic staff at universities.

Pedraza (2020) investigates job satisfaction and organizational commitment of human capital in higher education institutions. His approach highlights how employees' perception of the organizational climate influences their performance and commitment, making the use of this type of questionnaires relevant to measure the impact of these factors in universities.

Vesga et al. (2020) examine the relationship between organizational culture and readiness to change within organizations. This study provides key insights into how shared values and beliefs can influence the adoption of organizational change, which should be considered when developing a questionnaire on performance and human interrelations in university settings.

## **V. Conclusions**

The information obtained from the questionnaire could be used to implement improvement actions that contribute to improving the performance of administrators and, consequently, the quality of the education they provide. These actions could include: Problem-solving training, Leadership development programs, Integration activities and strengthening of interpersonal relationships.

Having a reference model for the design of the questionnaire is essential, but it must be flexible and adapted to the organization to guarantee valid, reliable and useful results for decision-making. The administration of a questionnaire on job performance and human relations is a valuable tool that can help universities improve the quality of the education they provide.





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