Strengthening Work Performance through Human Resources Management: Experiences of a Municipal Sub-Management

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Abstract:

 The research focused on establishing the relationship between job performance and municipal management in the Human Resources Sub-Management of a public entity. Using an applied research methodology, specific problems were addressed at the individual and group levels, without deliberate manipulation of the information. The sample, composed of 184 technical and administrative professionals selected by inclusion criteria, was census-based, avoiding the finite sample formula. The results revealed that most of the evaluated collaborators (62.5%) had a 'Regular' job performance, while 21.9% reached a 'High' level, and only 15.6% were at the 'Low' level. As for municipal management, 68.8% reported a 'Fair' level, 25% obtained a 'High' performance, and only 6.3% were at the 'Low' level. The analysis concluded that there is a significant relationship between job performance and municipal management in the Human Resources Sub-Management. An influence of the independent variable was identified at efficient and poor levels, supported by a Wald coefficient of 26.344 and a significance level of 0.000. This finding suggests that, in Human Resources administration, improvements in Labor Performance are linked to greater efficiency in Municipal Management. This analysis provides valuable information for decision making and the implementation of strategies that favor labor performance and efficiency in municipal management in similar entities. It allows the public entity to take better strategies that allow it to increase labor effectiveness and fulfillment of tasks and activities, which in the end is reflected in a good service to the district community.

Keywords: Job Performance, Municipal Management, Task Performance, Contextual Performance, Contextual Performance.

## I.	INTRODUCTION

In a constant environment, human resource management in the public sphere becomes of utmost importance, given its impact on employee performance, influenced by the policies and practices implemented; the achievement of goals of these public institutions in favor of citizens. For this reason, management must adapt and respond efficiently to new technologies, legislation and social challenges, for this it is important to work with competent personnel, who guarantee

administrative procedures, which is essential for the proper functioning of the entity.

In this sense, the management of municipalities in the Republic of Costa Rica faces many challenges. According to the 2018 Ranking of Municipalities, there are few municipal institutions that have achieved a satisfactory governance rating. According to the General Governance Rating (RGG), 63.5% of the municipalities are located in the "moderately low" range or scale, 21.8% in the "moderate" scale or range, 12.8% in the "low" category and 1.8% in the "moderately high" category without area. "High"; It indicates low effectiveness in collaboration with municipal institutions (Guillén et al, 2021). Historically, local governments have faced a number of shortcomings from a public administration point of view. Firstly, the lack of experience in public service. Second, lack of professionalism of officials in different areas. Third, bad political clientelism for an effective administration. Fourth, job security is poor. These foundations show the shortcomings within all municipal management; since the incoming mayor brings with him new personnel who must be paid benefits, affecting the municipal economy (Benavides & Mejía, 2022).

From the national level, work performance and municipal management face various challenges to achieve their objectives and goals, among which the low productivity of the work organization, the low level of commitment and ineffective elections stand out; Coupled with resistance to change, inappropriate behaviour, lack of skills and poor performance appraisal results indicate that employees continue to lack the necessary skills because they were assigned to the position without being evaluated. According to their suitability to perform the functions required for the position, which must be evaluated by the profile of their knowledge and experience (Marín & Delgado, 2020). Municipal management in the country is affected by a series of events that occur within the municipality, which reveals the existence of a deficient one, thus evidencing the lack of an internal control body within municipalities at the national level (Bautista & Delgado, 2020); this has led to a low level of productivity in the economy, which is also very vulnerable in local government due to the lack of effective control mechanisms that the administration can provide or has been currently providing (López, 2020).

District municipalities throughout Metropolitan Lima face significant challenges regarding work performance, which affect municipal management and compromise their public image. The inexperience of workers regarding the application of regulations and administrative procedures has generated delays in the processing of documents, increasing an accumulation of pending work, which in turn generates frustration and discontent among both the staff. In addition, the incorrect application of policies of the different labor regimes (Legislative Decree No. 728, Legislative Decree No. 276, Legislative Decree No. 1057) can have legal and administrative implications, which could jeopardize the municipality's compliance with current regulations.

Despite the training opportunities offered to the staff of the area, there is a lack of interest and low participation in these initiatives, causing deficiencies in their municipal management, this apathy towards professional development, which harms the management of the Sub-Management.

As for the enunciation of the general problem; What is the relationship between work performance and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity? On the other hand, the specific problems are enunciated; 1. What is the relationship between the performance of tasks and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity? 2. What is the relationship

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between contextual performance and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity? 3. What is the relationship between counterproductive work behavior and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity?

The research is justified for the following reasons: practical, it was taken as a context due to its importance and need, the same as the situation and the problem that is experienced in the Municipality of Metropolitan Lima, in the headquarters in charge of managing human resources; and, that through this study it will be possible to disseminate the discontent that citizens have suffered due to the poor performance of their officials and how this affects the management of the municipality; Social occurs when the investigation is first directed at the inhabitants of the city in question and sensitizes them so that they know the reality and demand that the authorities submit to governance. Theoretically, research arises from problems, so the researcher will link all the circumstances or events within his own administration, thus recognizing the theories of the research report, which must be executed as part of a prompt and immediate solution that will allow the generation of new knowledge. To respond and contribute to research with deeper knowledge of the theory and show it to public officials so that they realize their importance as public servants and their related responsibilities so that they can improve their work performance.

For its part, the general objective mentions that; Establish the relationship between work performance and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity. On the other hand, the specific objectives are enunciated; 1. To determine the relationship between the performance of tasks and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity. 2. To determine the relationship between the contextual performance of municipal management in the Sub-Management of Human Resources in a Municipal Public Entity. 3. To establish the relationship between counterproductive labor behavior and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity.

II. THEORETICAL FRAMEWORK

Regarding references to international precedents; Daderman et al. (2020) the aim of the report was to adapt the Individual Work Performance Questionnaire – IWPQ into Dutch – Swedish. Some IWPQ instructions, items, and responses were modified. On the other hand, the value of Cronbach's Alpha SPSS-28, the Dutch version, between 0.81 and 0.79, and good mean correlations between items (all greater than 0.45), were taken into account. Four factors were found, corresponding to four types of performance, one of them new, which represents adaptive performance. It was concluded that the Swedish version of the IWPQ was successfully translated and adapted in a pilot group of managers and should be validated in other groups of workers.

Salazar (2020) the objective of the research report was to propose a multidimensional economic evaluation indicator that could optimize evaluations of integrated waste management at the municipal level in Costa Rica. The indicator of residual investment in the environment (EI) in relation to the municipal recycling program in the metropolis of Belém, it was found that the investments made were not enough to meet the expectations of the program, resulting in losses for the local authorities. There is a notable lack of professional indicators that facilitate the evaluation and selection of waste management, especially in developing countries. The conclusion is that the proposed indicator allows for a holistic assessment and assessment of waste management, although it may not be aligned with the signs and indicators validated for

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our country.

Monteiro (2021) the primary purpose was to evaluate municipal governance in the promotion of the appropriate use of medicines in a city with more than 75,000 inhabitants in the state of Santa Catarina, Brazil. An evaluation model with 20 indicators was used to examine initiatives to promote the appropriate use of medicines at the educational, structural, managerial and operational levels of the pharmaceutical supply. Twelve of the municipalities evaluated, six were rated as "normal," while the rest were rated as "insufficient," indicating that the analysis was insufficient in four aspects. The best results were obtained in terms of governance, but the worst in terms of structure. It was concluded that it is necessary to overcome significant challenges to ensure the proper use of medicines for the benefit of society.

Rodríguez and Ordaz (2021) the objective was to analyze the general context of performance evaluation as a concept and as a measurement tool in organizations in Mexico. First, the general ideas were analyzed and then their origin in the private sector was reviewed and then their incorporation into the public sector in Mexico over time is described and analyzed; one that sees it as an opportunity to improve the government's function, and another that perceives it as a form of punishment that seeks effectiveness.

Flores et al. (2020) The objective was to examine the relationship between organizational effectiveness (OD) relational capital (CR) and structural capital (CE) in the public sector of the state of Tamaulipas, Mexico. CE has 2 dimensions (Organizational Structure, Organizational Transformation), 3 CR (Strategic Alliances, Long-Term Relationship with Suppliers, and Long-Term Relationship with Users), and 3DO (Initiative, Camaraderie, and Civic Behavior). The most relevant aspect of CR for OD is related to long-term relationships and strategic alliances with users.

Referring to the national antecedents; according to Vásquez (2021), the objective was to establish the impact of internal control on the municipal management of the district municipality of Víctor Larco Herrera de Trujillo. A descriptive, analytical-synthetic and inductive-deductive method was applied, and a questionnaire and a survey were used as techniques and instruments. The most important conclusion was that internal control significantly influences the achievement of goals, municipal management and the efficient use of the common fund in each social program.

Casiano and Cueva (2020) the objective of this report was to measure the perception and trust of the population about municipal management and its relationship in the district of Chachapoyas - Amazonas. 132 employees were taken as part of the sample and questionnaires were applied to determine the level of knowledge and confidence in municipal services and attributes in the year of study. Using descriptive statistics, the chi-square criterion and Fisher's exact criterion, an overall negative perception index of 30.99% was obtained and it was found that there is a correlation between the level of confidence and the level of knowledge of the services for the municipalities.

Silva et al. (2020) the objective was to establish whether the performance of workers contributes to the results of municipal management, using as the case of the Municipality. It was found that work performance has a positive impact on the management of the municipal of the district of La Molina and also that it strengthens the participatory budget administration.

Tuesta et al. (2021) the objective was to identify the relationship between productive work performance, seniority, salary, and academic level of administrative staff of Peruvian public institutions in Huánuco – Tingo María. Knowing how to manage payroll and improvement

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systems is a challenge for managers. Finding a balance and equilibrium in the management of wages on external factors should be part of the tools that determine the structure of the management decisions of trade union organisations.

Jara et al. (2018) the main objective of this report was to establish how talent management influences the optimization of public administration and performance in the central entity of the Ministry of Health of Peru, located in Metropolitan Lima. The results revealed that Nagelkerke's R2 coefficients reached 44.1% and 26.4%, which indicates the suitability of talent management and its impact on both the improvement of public administration and the productivity of employees of the Central Headquarters of the Ministry of Health.

Quiroz (2021) the objective of this study was to measure the level of management of the Provincial Municipality of Chota MPCH in Cajamarca; according to the dimensions they were Institutional Strategic Planning and New Public Governance. A sample was applied to MPCH workers. It was found that within the MPCH there were low levels of efficiency, effectiveness, cooperation, transparency and ethics. It was concluded that this approach is a diagnostic tool for MPCH and other local administration officials.

Regarding the variable work performance, it is based on the theoretical framework of the following references: Bohórquez et al., (2020) define work performance as the set of functions performed by employees in their daily activities and the way in which they behave. Fuguren (2021) points out that job performance is a criterion for evaluating the effectiveness and efficiency of work in many organizations. Romero and Rosario (2019) highlight that work performance must reflect a unique quality in the development of tasks, which allows the achievements achieved by the employee to be measured in a given period. Suarez (2022) argues that job performance is the result of the skills that the employee possesses to generate benefits and strengthen the institution.

In this regard, the dimension focused on work performance is based on the theory of personal performance according to L. Koopmans. cited by Ramos et al., (2019), which measures the performance and work behavior of employees, and influences the fulfillment of assigned tasks. The task performance dimension; refers to the degree of competence and awareness that employees demonstrate when engaging in activities that contribute to the technological core of the organization. This dimension varies according to the role and refers to specific work behaviors described in work instructions, such as keeping knowledge up to date, planning, working accurately, and organizing or scheduling each of their tasks (Villalobos & Arana, 2021).

Likewise, Geraldo (2022) agrees with this definition and adds that task performance is a direct or indirect contribution to the organization. On the other hand, Gabini and Salesi (2017) consider productivity as an aspect of task performance, which depends on the role played by the worker and determined by his or her purpose, which is essential to the activity of his or her position assigned by the organization.

The contextual performance dimension refers to the behavior that contributes to the goal or objectives set by the organizational institutions, motivating them to improve within their social environment in which the work is carried out. According to Villalobos and Arana (2021), they define it as any activity that protects the personal and spiritual environment of the Technology Center. For this reason, Geraldo (2022) in which they have described that any work-related behavior, which contributes more to the empowerment of the workplace, such as initiative, activity, collaboration with others or enthusiasm. The authors Gabini and Salessi (2017) see it as a way to differentiate themselves from their competencies and contribute to the effective

representation of the organization without affecting its performance.

The performance dimension of counterproductive work conduct refers to any voluntary action that does not bring the benefit of public institutions to themselves. For Villalobos and Arana (2021), they describe it as a form of deviant behavior that affects all workers. That is why Geraldo (2022) defines it as actions intentionally carried out incorrectly or abusively, which have negative consequences at the individual and organizational level. Finally, the authors Gabini and Salessi (2017) consider it an act of work with unproductive value that reflects negative employee behavior inside and outside the company, interferes with the company's operations, and arises from dissatisfaction, inadequacy, and incoherence with the organization's purpose. Unproductive work behavior is related to employees' work performance and efficiency vary depending on the situation.

As for the municipal management variable, it is based on the theoretical framework of the following references: according to Ciprian et al. (2021) they referred to municipal management as the set of activities carried out by representatives and employees of municipalities to manage the resources and public services of their territory, with the purpose of meeting the demands and interests of the citizenry. Likewise, Aragón et al. (2021) stated that municipal management consists of planning, ordering, leading, supervising and assessing municipal actions, as well as promoting citizen involvement, clarity and responsibility. For this reason, Durand et al. (2021) the authors indicated that municipal management is based on the principle of political, economic, and administrative autonomy held by municipalities at the national level, in accordance with the provisions of Article 194 of the National Magna Carta of the Republic of Peru.

III. METHODOLOGY

Applied research is oriented to the resolution of specific problems in individual, group or social contexts. It is based on the application of knowledge, positions or theoretical models as a basis for its development in the real world. This type of research is used in areas such as psychology, sociology, engineering, education, among others, with the aim of addressing practical problems and optimizing the efficiency of existing technologies and processes (Baena, 2017).

As for the design of the research, it is a non-experimental study. This means that no intentional manipulation of variables has been carried out, nor has there been an attempt to influence the expected results of the subjects. The main objective is to explain and understand the results of the information collected, without pretending to establish causal relationships.

The study is based on a non-experimental design of an observational nature, which is distinguished by examining natural phenomena without altering variables. Within this approach, the collection of information represents an essential element for the understanding of the phenomena investigated (Carhuancho et al., 2019).

The approach adopted was quantitative in nature, which involved the collection of significant information through surveys aimed at the sample under study, with the purpose of testing the hypothesis (Hernández & Mendoza, 2018). The results will be analyzed through the use of descriptive and inferential statistics using the statistical software SPSS version 28.

In order to support the content of this document, the authors formulate general and specific hypotheses to achieve the established objectives, employing inferential statistical tools. In this sense, it is essential to determine the correlational-descriptive level, since it offers a more precise approach to carry out the proposed work.

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It is important to mention that the participants of the study were made up of 184 technical and administrative professionals, with experience in their functions, with knowledge of the problematic environment and who contributed with information, which benefited to be able to implement improvements in the quality of care; The population in question was segmented through its characteristics and its affinity related to the problematic reality, therefore, the population contributed and enhanced the research work. For the authors Huamanchumo and Rodríguez (2015), the population is the totality of individuals, generally of the same group in common, that are found in a given area.

As for the study sample, technical and administrative staff, who meet similar characteristics and affinities, were selected by inclusion criteria. These have been duly selected without usingthe finite sample formula; therefore, the sample is census-based, forming a total sample of 184 technical and administrative professionals (appointed, CAS, third parties, among others who meet the same affinity). According to De la Mora (2016), when the researcher carefully selects the components or units of the population that he or she believes to be representative, the deliberate selection of the research sample occurs. If the purpose of the research justifies it, this type of collection is useful and valid. Since this is an unknown population, we deliberately select each individual to apply exclusion and inclusion criteria.

For Martínez (2017), non-probabilistic sampling is distinguished from random sample selection by the intervention of the researcher in the choice of participants. Unlike probability sampling, where each individual in the population has a known probability of being selected, non-probability sampling does not ensure the representativeness of all members of the population in the study. This approach is especially useful in qualitative research, where preliminary surveys are conducted on smaller samples without a predetermined ratio.

For the first analysis, the SPSS 27 program will be used, with the aim of examining the variables and frequency tables of the variables work performance and municipal management in a government entity. In relation to the research proposal, statistics could be used as a tool for data processing and analysis. This inferential analysis will help to optimize the characteristics that favor the hypothesis, by examining a set of statistical causes that employ the coefficient in the given context. In response to the hypotheses, comparisons are made using a series of statistical mechanisms focused on responding to the objective of the variables and their respective dimensions.

During the course of the research, the authors undertake to honor the principle of copyright and ensure proper data management. The need for clarity in the subject of study and its understanding during fieldwork is especially emphasized, evaluating the degree of understanding that the participants have of the problem in question. The studies are carried out respecting the parameters of the original study, acknowledging the authors and citing them in accordance with the established regulations. Each reference includes the author's last name and the corresponding year of publication.

IV.   RESULTS AND DISCUSSION

General hypothesis

Ho: There is no relationship between work performance and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity.

Has: If there is a relationship between work performance and municipal management in the Sub-Management of Human Resources in a Municipal Public Entity.

Table 1 presents the results derived from the use of the SPSS 27 software, which focus on the goodness of fit in order to reveal the influence of the independent variable on the dependent variable. In response to the general objective, where the level of significance associated with the goodness of fit, using the likelihood method, was calculated at p = 0.005, evidencing a significance lower than the established alpha level.

In response to objective 1, where the level of significance associated with the goodness of fit, using the likelihood method, was calculated at p = 0.004, evidencing a significance lower than the established alpha level.

In response to objective 2, the level of significance associated with the goodness of fit, using the likelihood method, was calculated at p = 0.001, evidencing a significance lower than the established alpha level.

In response to objective 3, the level of significance associated with the goodness of fit, using the likelihood method, was calculated at p = 0.002, evidencing a significance below the established alpha level.

Table 1

Results of both general and specific assumptions about model fit information

Model	General hypothesis		Specific Hypothesis 1		Specific Hypothesis 2		Specific Hypothesis 3	
	Chi-square	Gis.	Chi-square	Gis.	Chi-square	Gis.	Chi-square	Gis.
Final	10,499	,005	10,992	,004	8,985	,001	7,839	,002

Table 2, regarding the general objective, presents the results of the Nagelkerke test, indicating that the proposed model has the ability to explain 0.063 of the variability in relation to the dependent variable. Consequently, it can be said that the independent variable contributes in a limited way, representing a low percentage of 6.3%.

Regarding specific objective 1, the results of the Nagelkerke test, indicating that the proposed model has the capacity to explain 0.066 of the task performance dimension, on the dependent variable. Consequently, it can be said that the independent dimension contributes in a limited way, representing a low percentage of 6.3%.

Regarding specific objective 2, the results of the Nagelkerke test, indicating that the proposed model has the ability to explain 0.054 of the contextual performance dimension, on the dependent variable. Consequently, it can be said that the independent dimension contributes in a limited way, representing a low percentage of 5.4%.

Regarding specific objective 3, the results of the Nagelkerke test, indicating that the proposed model has the ability to explain the 0.048 of the counterproductive work behavior dimension, on the dependent variable. Consequently, it can be said that the independent dimension contributes in a limited way, representing a low percentage of 4.8%.

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Table 2

Results of both general and specific hypotheses regarding the Pseudo R square

	Pseudo R square (General Hip)	Pseudo R square (Hip. specifies 1)	Pseudo R square (Hip. specifies 2)	Pseudo R square (Hip. specifies 3)
Cox and Snell	,055	,058	,048	,042
Nagelkerke	,063	,066	,054	,048
McFadden	,027	,028	,023	,020

Officials have identified the influence of the independent variable at both efficient and deficient levels, suggesting a causal relationship with the dependent variable. This statement responds to the general objective through Wald's coefficient, which amounts to 26.344, and a significance level of 0.000. This discovery indicates that the variability of the dependent variable is affected by the independent variable by 26,344 units.

The influence of the task performance dimension on both efficient and deficient levels, which suggests a causal relationship with the dependent variable. This statement responds to specific objective 1 by means of Wald's coefficient, which amounts to 22.519, and a significance level of 0.000. This discovery indicates that the variability of the dependent variable is affected by the independent dimension by 22,519 units.

The contribution of the contextual performance dimension at both efficient and deficient levels, which suggests a causal relationship with the dependent variable. This statement responds to specific objective 1 by means of Wald's coefficient, which amounts to 20.621, and a significance level of 0.000. This discovery indicates that the variability of the dependent variable is affected by the independent dimension by 20,621 units.

The incidence of the counterproductive work behavior dimension at both efficient and deficient levels, which suggests a causal relationship with the dependent variable. This statement responds to specific objective 1 by means of Wald's coefficient, which amounts to 11.342, and a significance level of 0.000. This discovery indicates that the variability of the dependent variable is affected by the independent dimension by 11,342 units.

Table 3

Results of both general and specific hypotheses on parameter estimation

		Hip. general		Hip. Specify 1		Hip. Specify 2		Hip. Specify 3	
		Forest	Mr.	Forest	Mr.	Forest	Mr.	Forest	Mr.
Threshold	[Deficient]	69,589	,000	60,778	,000	74,181	,000	51,314	,000
	[Efficient]	49,305	,000	42,597	,000	48,834	,000	31,286	,000
Location	V1	26,344	,000	22,519	,000	20,621	,000	11,342	,000

Therefore, the results presented above are discussed in response to the objectives based on each of the administrative and scientific theories, which are consistent with the research report: according to Quispe (2022), where it was also possible to verify that there is a link between the same variables as our study Municipal Management and Work Performance, where a value of 0.711 of positive link and 0.000 of "Significance" was also obtained, being similar to our study, allowing us to ratify the link between the study variables. Likewise, in Sánchez's (2022) study, it was also possible to verify the link between Municipal Management and Work Performance,

where a strong "positive rho" of 0.854 and 0.000 of "Significance" was also obtained, being similar to our study, allowing the link between the variables to be ratified.

It was based on Frederick Taylor's theory, where he emphasized the importance of educating and training public sector workers to increase their efficiency and productivity. From this perspective, it was observed that the public administration focused on the implementation of analytical methods and on high costs of training its personnel, avoiding the rotation of personnel that each mayor brings in his municipal management, in order to improve procedures and increase efficiency in management.

In this sense, the results are consistent with the study of: Arteaga (2023), where it was also possible to verify that there is a link between the same variables as our study Municipal Management and task performance where a "positive rho" was also obtained, however, considerable since a value of 0.744 was obtained, so it was not strong unlike our study and 0.000 of "Significance", being similar to our study, allowing us to ratify the link between the study variables in an institution. In this sense, it was possible to base it on Max Weber's theory, called the theory of Bureaucracy, where he argues that public administration must be based on explicitly established rules and procedures, and that the selection of public employees must be made based on their capacity and technical skills (Jiménez, et al, 2018). The above, mentioned is misunderstood in public management where a document in process until a response has to go through many people causing a bureaucracy in public institutions and is not well seen by society.

The task performance dimension; refers to the degree of competence and awareness that employees demonstrate when engaging in activities that contribute to the technological core of the organization. This dimension varies according to the role and refers to specific work behaviors described in work instructions, such as keeping knowledge up to date, planning, working accurately, and organizing or scheduling each of their tasks (Villalobos & Arana, 2021).

The results are consistent with the study by: Suarez (2022) where it was also possible to verify that there is a link between the same variables as our study Human Talent Management and Contextual Performance where a "positive rho" was also obtained, however, very strong since a value of 0.872 was obtained, and 0.000 of "Significance", being similar to our study, allowing us to ratify the link between the study variables in a public institution.

The foundation is based on another relevant theory such as contingency, which maintains that there is no single optimal management model for all organizations and contexts. This theory underscores the importance of adapting and being flexible in public administration, emphasizing that decisions and actions must be adjusted to the particularities and circumstances of each specific case, as they indicated (Veintimilla, et al. 2020). In addition, it highlights the need to evaluate and analyze both processes and results to identify areas for improvement and implement effective solutions.

In addition, it was based on the theoretical definition of the respective authors Villalobos and Arana (2021) The contextual performance dimension referred to the behavior that contributed to achieving the goals or objectives established by the institutions or organizations, promoting improvement in the psychological and social environment in which the work was carried out. For his part, Geraldo (2022) described that any work-related behavior that added value to the job, such as initiative, activity, collaboration with others, or enthusiasm, was part of this dimension. The authors Gabini and Salessi (2017) considered it as a way to differentiate oneself

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from the competition and contribute to an effective representation of the organization without harming its performance.

The results are consistent with the study by: Leiva (2022), where it was also possible to verify that there is a link between the same variables as our study Human Talent Management and Contextual Performance where a "positive rho" was also obtained, however, considerable since a value of 0.363 was obtained, so it was not strong, but weak, so unlike our study and 0.000 of "Significance", being similar to our study allowing to ratify the link between the study variables in a public institution.

Equity theory, focused on Job Performance, offers an essential perspective on the impact of the perception of justice and equity on workers' performance. Created by John Stacey Adams, this theory states that employees not only rate their performance based on the concrete results of their work, but also on the rewards they get for their work.

From the point of view of work performance, this theory indicates that employees make constant comparisons between what they contribute to the work and what they receive in return, comparing it with what happens with other colleagues in similar roles. When workers feel that their ratio of efforts and rewards is comparable to that of their peers, they perceive an equal situation. However, if they detect an imbalance, either because they consider that their rewards are insufficient with respect to their effort or in comparison with others, they may feel treated unfairly.

In this regard, according to the dimension of counterproductive work behavior, as it refers to any voluntary action that does not bring the benefit of public institutions to itself. For Villalobos and Arana (2021), they describe it as a form of deviant behavior that affects all workers. That is why Geraldo (2022) defines it as actions intentionally carried out incorrectly or abusively, which have negative consequences at the individual and organizational level.

VII. CONCLUSIONS

Regarding the general objective, it was observed that there is a significant relationship between work performance and municipal management in the Human Resources Sub-Management of an organization of a municipal entity. The analysis revealed an influence of the independent variable at both efficient and deficient levels. This statement is supported by Wald's coefficient, which amounts to 26.344, and a significance level of 0.000. Such a finding suggests that, within Human Resources management, improvements in Job Performance (DL) are closely linked to greater efficiency in Municipal Management (GM).

Regarding the first specific objective, a link between performance in tasks and municipal management was identified in the area of the Sub-Management of Human Resources in a Public Institution. This conclusion reaffirms a causal relationship with the dependent variable. This statement is supported by Wald's coefficient, which amounts to 22.519, and a significance level of 0.000, indicating that an increase in task performance is associated with greater efficiency in management at the municipal level.

Regarding the second specific objective, a link between contextual performance and municipal management was identified in the area of the Sub-Management of Human Resources in a Public Institution, this conclusion is supported by Wald's coefficient, which amounts to 20.621, and a significance level of 0.000, revealing a considerable significant positive association, indicating that an increase in the performance of tasks is associated with greater efficiency in management at the municipal level.

Regarding the third specific objective, a link between counterproductive work behavior and municipal management was identified in the area of the Sub-Management of Human Resources

in a Public Institution, this conclusion suggests a causal influence with the dependent variable. This statement is supported by Wald's coefficient, which amounts to 11.342, and a significance level of 0.000, indicating that an increase in task performance is associated with greater efficiency in management at the municipal level.

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