



## VISUAL RESOURCES TO IMPROVE ADMINISTRATIVE MANAGEMENT IN COMPANIES

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### KEYWORDS

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### ABSTRACT

*Companies have adapted their activities to a new social and work reality since the Covid-19 pandemic. Visual resources are now indispensable for internal communication as remote work is spreading as a new way of working life. The aim was to determine whether use of visual resources improves administrative management and its results. A Likert-type survey was used to determine the perception of the workers and to identify which of the functions can be qualified as inadequate and to highlight use of visual resources as tools to improve their performance and achieve their business objectives.*

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## 1. Introduction

The pace of life worldwide is increasingly accelerated by globalization and technological progress; in recent years the use of visual communication has increased and administrative management has adapted to new demands of the economy, politics, health, among other global and national aspects to cope with a new and increasingly demanding reality where workers must also respond to greater labor demands. Due to Covid-19 companies have developed a type of digital administrative management with greater use of visual resources for communication, processes that were previously face to face for the customer and workers are now performed remotely and digitally with home delivery of products and payments by digital means. Visual tools are used with greater intensity in external and internal communication to transmit information in companies, where the institutional website, the transparency portal and open information portals are used (Curto-Rodríguez, 2023).

Administrative management allows a company to develop its activities using its resources in the best way, to achieve this it issues management documents that describe the form and responsibilities for the execution of its processes; it designs organization charts, describes its activities grouped in a process map, issues procedures with task flowcharts, designs diagrams that summarize the activities and tasks, issues process control charts, indicators, statistical results, as well as other administrative tools for the analysis and improvement of processes proposed by quality models such as ISO. Achieving process control is essential for an organization because it has an impact on worker satisfaction when performing their work as expected by the company and the customer when receiving the expected product, using visual tools, especially the flowchart as an effective means of communication because it graphically describes the tasks to be performed and the positions involved in its execution (Cevallos, 2024).

The confinement has changed the digital and visual world by moving into everyday life with the opportunities offered by virtual spaces for professional and personal development that reaches online communication and the digital world. Visual culture is insufficient as image design as a culture has a greater projection that explores the social movement, requires us to have a greater interdisciplinary understanding and the development of social intelligence to create better visual and digital forms or methods to solve specific situations (Paniagua, 2021).

The subject of the study arose from the information obtained as a result of seven years of providing consulting services to companies in different economic sectors in Lima, Peru, which allowed us to observe the type of administrative management carried out in each organization and the participation of workers to achieve the expected results.

## 2. Theoretical framework and state of the art

### 2.1. Visual resources: a necessary theoretical and practical review

The constant change of the socio-cultural world requires the theoretical and empirical adequacy of communication in organizations, which can be achieved if the appropriate communication strategy is planned and designed to include workers and the public, where each of those involved with particular interests and different realities of their locality and country are identified (Contreras et al., 2020).

Organizations require communication to consolidate a solid structure under a disruptive environment. When there are constant changes in the business model, modifications in processes, in the use of techniques and tools, it becomes essential to generate a clear communication focused on a specific objective (Palella & Astudillo, 2022).

Visual communication is defined as a less abstract and at the same time more complex language as it interprets phenomena and represents more sensitive or tangible perceived aspects of the world (López, 2019). Currently, the use of visual tools to communicate in a company has become a necessity for administrative management in the current post-pandemic context. Organizations perform visual management in external communication to disseminate information through the internet, intranet, transparency portal, among others (Curto-Rodríguez, 2023).

Four characteristics are identified, the first is simple and attractive communication that facilitates visual inspection to ensure the development of safe and efficient tasks, the second is the need to anticipate information to avoid deficiencies, the third is to integrate information to the elements of a process -worker and stages-, and finally, communication with simple language, minimal or none in oral or written form (Tezel, cited by Nieto, 2019). Procedures or methods are implemented through tools or visual resources that are adapted in organizations to ensure the execution of their activities as happens in the industrial and real estate sector (Maldonado, 2017).

As visual tools, there are a variety of options that allow the application of methods to control processes and business management. See Table 1.

**Table 1.** Methods and tools used in the industry and real estate sector.

| Methods              | Tools    |          |         |             |        |      |         |         |                        |
|----------------------|----------|----------|---------|-------------|--------|------|---------|---------|------------------------|
|                      | Graphics | Drawings | Schemes | Photographs | Videos | Tags | Signals | Diagram | Decision decision tree |
| 5 S's                | √        | √        | √       | √           | √      | √    | √       | √       | √                      |
| Kanban               |          |          |         | √           |        | √    | √       |         |                        |
| Heijunka Board       | √        | √        |         |             |        | √    | √       |         |                        |
| Andon                | √        | √        |         |             |        | √    | √       |         | √                      |
| Poka-Yoke            |          | √        | √       | √           | √      | √    | √       | √       | √                      |
| Visual Deming Cycle  |          | √        | √       | √           |        |      |         |         | √                      |
| Single-Point-Lessons |          | √        | √       | √           | √      | √    | √       |         | √                      |

Source: Tezel et al. (2010) cited by Maldonado (2017).

The methods are implemented using visual tools with a procedure established by existing, designed or adapted methods, as happens in the manufacturing industry and which are adapted to the real estate sector (Maldonado, 2017).

The application of the Deming cycle and the visual resources or instruments most used to collect historical data such as the Ishikawa diagram, the prioritization questionnaire, the Pareto analysis, chronograms, forms, flow charts, indicators and statistical graphs, facilitate the analysis and economic-financial knowledge of the company to make decisions; likewise, knowing about the performance of the activities and operational processes allows applying improvements to achieve a favorable economic profitability for the company (Vasquez, 2023).

Visual resources have become the means used by companies to associate their values and identity for the public to recognize and identify with them, therefore it becomes a necessary element for business and corporate management, with the use of images to generate a recognizable social environment by the easy understanding of the narratives (Anderton, 2019).

In Peru, small, medium and large companies (INEI, 2012) recognize the value of visual resources when seeking to improve their processes. Integrating visual tools into administrative management can not only improve operational efficiency, but also contribute to business growth and development in the Peruvian context.

Visual communication has been studied as a means of language construction, we have a study that analyzed how graphic communication, reading an image and audiovisual media can be included in learning, likewise, in organizations to improve communication and acquire knowledge (Muñoz-Fernandez, 2022). Other studies on visual resources are oriented to culture, internal communication strategies, relate them to a favorable and optimal environment for workers and public and private organizations. The results of studies on the subject highlight the importance of visual culture to develop internal communication between hierarchical levels through the use of various tools available or created to facilitate not only

communication but also interaction between employees for the development of their work and business activities.

Corporate visual communication is important, since graphic elements, photographs, audiovisual resources and color palettes are part of the organizational culture and its communication, generating well-being and a favorable work environment for the organization (Castro-Martínez et al., 2022).

In addition, it coincides with the study related to a project to implement a visual management system in a mining center where visual tools were used for process improvement and timely maintenance of the company's equipment was achieved (Coricaza, et al., 2021).

Visual culture is based on the fact that each individual manifests his or her mental construction through codes and manifestations with the use of a symbol, shape, color, emotion, sense, reading or other, which when shared with people on a continuous basis manages to establish agreements or ideas (López, 2019).

Every organization is aware of the importance of having workers, managers and bosses who meet the established profiles so that in a joint effort they can achieve the business objectives, but there is the possibility of not achieving this, so the importance of interaction between them must be evaluated as an indispensable requirement to achieve the expected result. It is not enough to facilitate a good work environment; studies indicate that factors such as climate, satisfaction, work communication, among others, are necessary to ensure a good performance and work interaction to achieve the expected objectives (Requejo et al., 2023).

## ***2.2. Administration and administrative management: theoretical and practical discussions***

To understand the scope and importance of the topic of study, it is necessary to review the following terms: Management is a remarkable activity of the individual and since its existence when he formed groups to achieve objectives that he could not achieve alone. Scholars have concluded that for many decades management and its five functions applied for managerial development facilitate business organization and structuring, considering other factors of internal and external nature (Koontz et al., 2012).

Fayol proposed five functions: planning, organization, direction, coordination and control, which must be aligned to the mission and business objectives; he formulated the so-called "administrative process" as the activities performed by the manager or head of any level or unit of the organization; the term "principle" to establish rules that do not make it rigid, since nothing is absolute; he established the 14 general principles: division of labor, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, remuneration of personnel, centralization, chain of command, order, equity, stability of personnel, initiative and team spirit; he also stressed that to achieve efficiency and business objectives the following six basic functions must be fulfilled: the technical to generate the product, the commercial to buy and sell, the financial to manage funds, the security of goods and people, the accounting to record operations, and the administrative to integrate, coordinate and synchronize the above five functions. He proposed that the administrative function should formulate general actions, assemble teams and coordinate efforts. He further stated that the administrative functions encompass the elements or functions of the administrator or manager at all hierarchical levels of the company (Chiavenato, 2007).

The Diccionario de la Lengua Española (2023) describes "to manage" as "to take the steps leading to the achievement of a business or any of its desires. It implies managing, organizing and ensuring that a company functions or performs its operations in the best way. Informal groups, which are formed as another structure parallel to the formal organization and do not always coincide because they establish their particular rules of behavior, their rewards or punishments; they establish their objectives, values, culture and expectations.

In this regard, a study analyzed and described the phenomenon of informal organization where informal groups are shaped in three base elements: leadership, communication and cooperation, as well as the relational characteristics of the phenomenon within social organizations, which allows understanding the social reality that shapes the organization (Garcia-Vargas & Mena, 2020). This is confirmed by another study

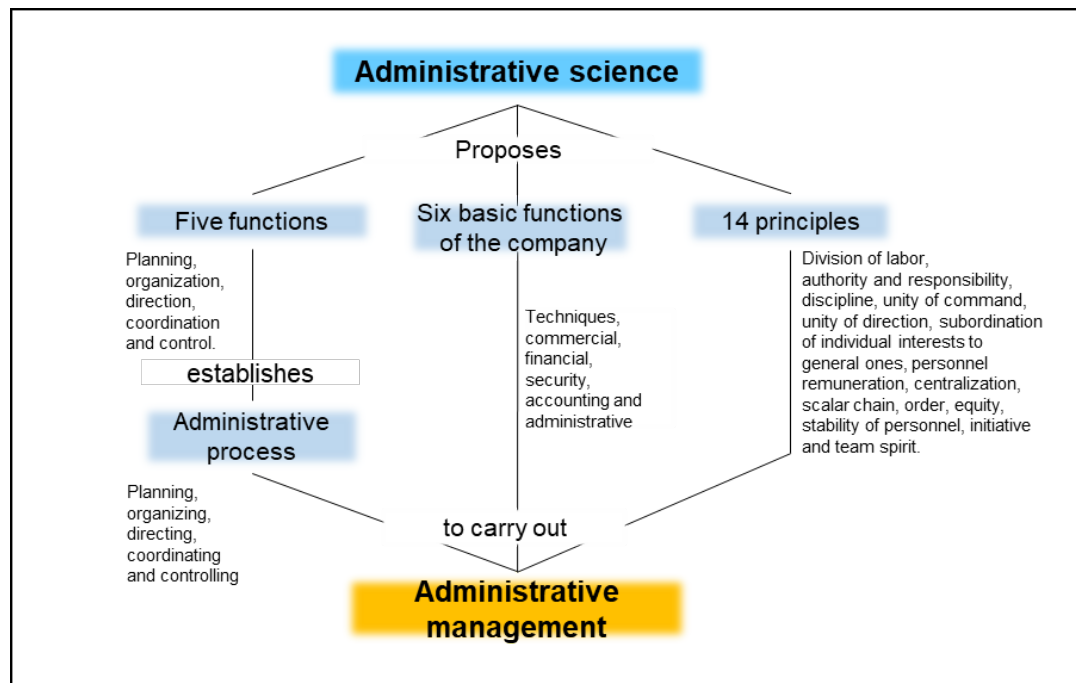
where 56% recognize good management but 44% do not have the same perception, which affects their commitment to the organization (Anchelia-Gonzales, et al., 2021).

Likewise, 25 rural educational institutions were studied using a Likert-type instrument to evaluate the operations research and administrative management techniques of the institutions. Managers (72%) did not use support tools to make decisions, 48% did not use theoretical information, which affected good management (Pacheco-Granados, et al., 2018); likewise, in another research the improvement of the institution's result was sought with the use of visual tools such as Foda, Pareto, flows, interrelation matrix, among others, efficiency (18.6%) and effectiveness (14.7%) were improved (Escamilo & Ulloa, 2022).

Administrative management considers the use of tools for dissemination and communication through visual resources to facilitate the transmission of information and ideas, understanding and comprehension for the development of their processes, projects and activities, becoming indispensable today to improve communication, analyze it, generate adequate information, complete and timely to make appropriate decisions and achieve effectiveness and efficiency in their business performance, as demonstrated in the study conducted in a steel factory where the control panel was used to analyze the historical information of its production, This is demonstrated in the study conducted in a steel mill where the control panel was used to analyze the historical information of its production, cause-effect and five-why diagrams were developed to organize work groups and develop improvement plans that facilitated the reduction of the costs of the use of injection coal per ton (Ochoa, 2021).

Figure 1 integrates and relates the concepts and elements of management.

**Figure 1.** Administrative science and administrative management



Source: Own elaboration. Adapted from Robbins and Judge (2009), based on Requejo (2017).

Companies use visual tools that show a clear representation of the relationship between two variables over time and their performance; likewise, statistical graphs on certain variables that allow us to easily understand their behavior and project future actions. The visual approach facilitates communication within the organization and identifies the areas or fields that require management attention; people prefer to receive graphical information rather than data tables (Cornejo & Núñez, 2024).

### 3. Methodology

The research study is applied to collect information on the perception of workers of companies in Lima, Peru on the administrative management developed in the company where they work. It is quantitative, with an ordinal scale and a cross-sectional questionnaire was used (Hernández et al., 2014). Non-probabilistic, voluntary and anonymous information was collected from workers, with authorization from employers and informed consent on the questionnaire.

In order to evaluate whether a company made adequate decisions based on an administrative management style so that workers would contribute to the achievement of its objectives, information was collected on the perception of hired personnel with respect to the administrative management of their work center. A sample of 563 workers between 16 and 70 years of age and with a seniority greater than six months were surveyed in companies from different economic sectors, highlighting the service sector with 39% and the commercial sector with 28% (Requejo, 2017).

The research is descriptive, as it seeks to establish how the use of visual resources contributes to improve administrative management. A Likert-type survey was used to learn about the administrative management in the company where the employee works and to determine if one or more functions can be qualified as ineffective, which can highlight whether it is necessary to improve the communication of these functions among the personnel of the different organizational units.

A search for studies on the use of visual resources applied to the administrative management of companies was carried out to find out how the use of visual tools has evolved in companies after the pandemic in order to identify which tools are the most used and the effect on business performance as a result of their use. The impact on results is a common objective in every organization.

#### 3.1 Objectives

The aim was to determine how the use of visual resources can improve administrative management in Peruvian companies to ensure the achievement of business objectives. Likewise, to determine which management functions need to be addressed to achieve a better level of efficiency and the expected results.

#### 3.2 Data processing and analysis

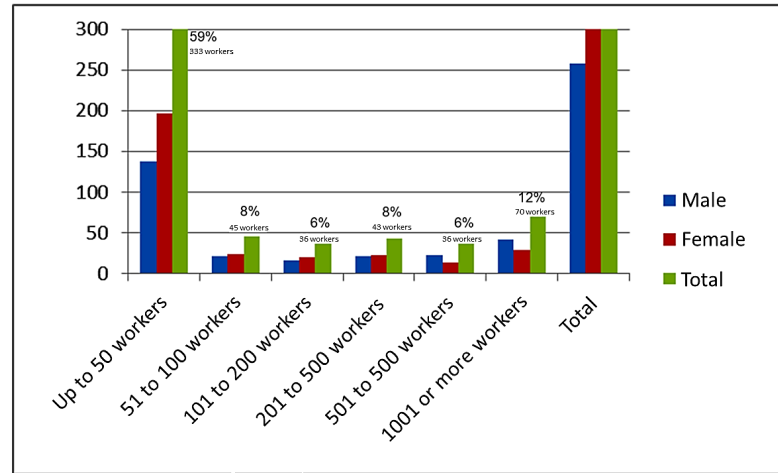
Regarding the visual resources used in companies, information was collected from national and international studies where their relationship with administrative management is established. The research was applied, information was collected from the surveyed workers, with a quantitative approach, ordinal and statistical scales based on a questionnaire applied transversally (Hernández et al., 2014).

In order to obtain information on the perception of administrative management, the Scale of Perception of Internal Informality of Administrative Management - EPIIGA was designed. The population was considered to be the workers of various companies in Metropolitan Lima of 4'763,100 economically active (INEI, 2012); 563 workers were established as a non-probabilistic and intentional sample, with prior consent and information to the respondent and the commitment of confidentiality on the information of the respondent and the company. Workers with six or more months of seniority in the same company, between 16 and 70 years of age, were considered. Those with less than six months of work in a company, those who registered very high or very low scores when filling out the questionnaire were not considered. The sample reached 563 workers, 284 respondents were excluded according to the aforementioned criteria (Requejo 2017).

An important aspect is the size of the company where the worker works (see Figure 2), highlighting that companies considered small, which do not exceed 50 workers, account for 59% of the sample. The results were analyzed, interpreted and compared with other studies.



**Figure 2.** Distribution of the sample by company size according to the number of employees.



Source: Own elaboration, 2023 based on Requejo (2017).

## 4. Results

The information obtained from the surveys was tabulated in a summary matrix and the Kolmogorov-Smirnov goodness-of-fit test was used. Z values were found to have asymptotic significance less than 0.05, i.e. the data were statistically non-normally distributed. See Table 2.

**Table 2.** Kolmogorov-Smirnov test for perception of non-compliance with administrative management.

|                                    |                    | Plan    | Organize | Coordinate | Address | Check   | General perception |
|------------------------------------|--------------------|---------|----------|------------|---------|---------|--------------------|
| <b>Normal parameters a, b</b>      | N                  | 563     | 563      | 563        | 563     | 563     | 563                |
|                                    | Media              | 5.5126  | 4.6813   | 3.9005     | 4.4188  | 3.8437  | 4.4225             |
| <b>Maximum extreme differences</b> | Standard deviation | 1.43158 | 1.15328  | 1.2497     | 1.2995  | 1.10773 | 1.18341            |
|                                    | Absolute           | 0.217   | 0.189    | 0.096      | 0.166   | 0.078   | 0.247              |
|                                    | Positive           | 0.149   | 0.122    | 0.09       | 0.114   | 0.078   | 0.137              |
|                                    | Negative           | -0.217  | -0.189   | -0.096     | -0.166  | -0.064  | -0.247             |
| Test statistic                     |                    | 0.217   | 0.189    | 0.096      | 0.166   | 0.078   | 0.247              |
| Asymptotic sign (bilateral)        |                    | .000c   | .000c    | .000c      | .000c   | .000c   | .000c              |

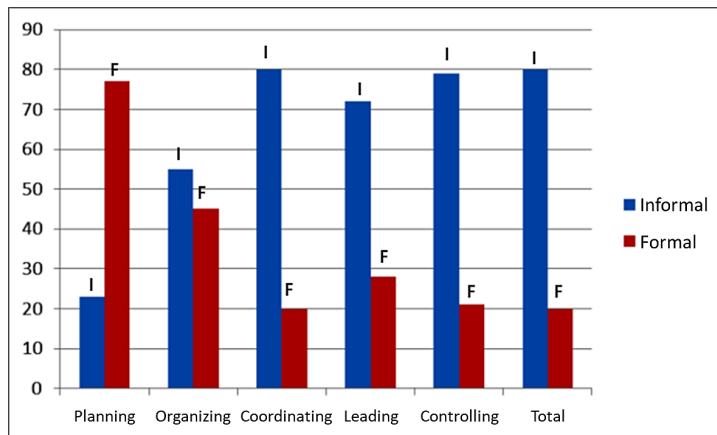
a. The test distribution is normal.

b. Calculated from data.

c. Lilliefors significance correction.

Source: Own elaboration, 2023 based on Requejo (2017).

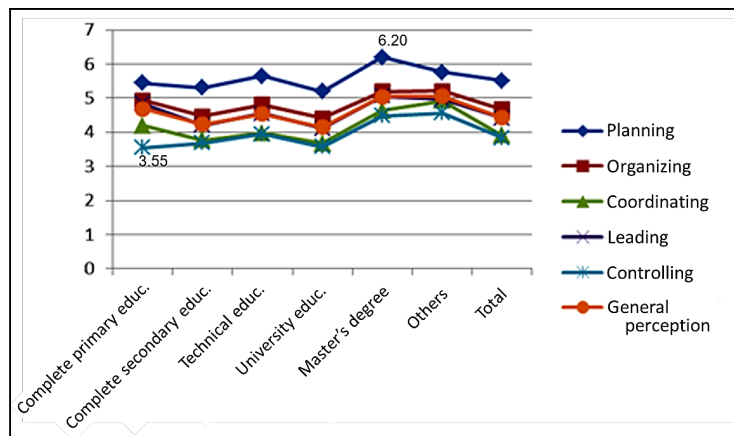
After the analysis, the result obtained was that 80% of the workers in the sample perceive inadequate or informal administrative management, which generates a negative environment in the companies. See Figure 3.

**Figure 3.** Percentage bar of the formal and informal administrative management dimensions.

Source: Own elaboration, 2023 based on Requejo (2017).

The results of the data show a level of perception of compliance with administrative management according to demographic characteristics applied to the sample. The sample was analyzed by sex, age, marital status, among others, where the results do not show significant differences, while other aspects such as level of education, profession-occupation, seniority in the company, type of organization, size according to number of workers and employment relationship show significant differences as explained below.

The result of the degree of education on administrative management becomes a significant factor; the level of compliance is more easily perceived by the worker who has a higher level of education. The highest arithmetic mean reaches 6.20 for the planning dimension and the lowest 3.55 for control. The high arithmetic means obtained in planning correspond to people with higher educational level, which indicates that the way to control and reduce the subculture of informal administrative management with training, academic and professional development to workers to develop competencies that allow the company to delegate authority for decision making. See Figure 4.

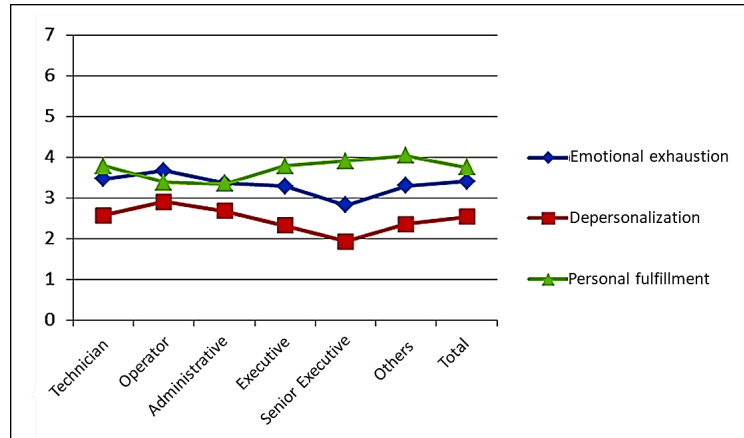
**Figure 4.** Mean values of the perception of administrative management by level of education.

Source: Own elaboration, 2023 based on Requejo (2017).

The result of perceived administrative management according to the profession or occupation perceived by the worker does not show significant differences; it reached a minimum of 3.81 and a maximum of 5.64. It can be affirmed that the group is homogeneous due to the averages reached and close to grade 4 of ambivalent. Planning is identified with a tendency to formality or execution and the other dimensions are oriented to the negative level. See Figure 5.



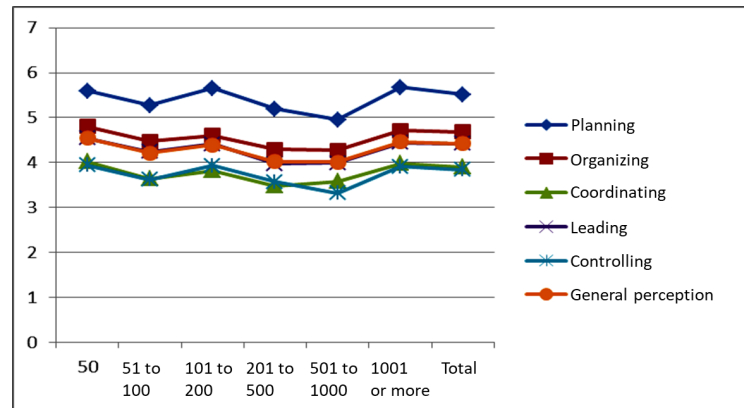
**Figure 5.** Average ranges of perception of administrative management by profession or occupation.



Source: Own elaboration, 2023 based on Requejo (2017).

The administrative management by dimensions perceived by the workers according to the size of the company and number of workers highlights the dimension to organize with grade four, distributed between positive and negative. There is a higher concentration of the positive; it is observed that companies with many and few workers tend to internal formality or to comply with the administrative management in the organizations where workers according to our rank are in the intermediate level from 51 to 999 workers. There are no differences in relation to the rest of the dimensions. Consequently, it is possible to affirm that the number of workers could have some influence, but it is not decisive, as can be seen in Figure 6. The dimensions of Coordination and Control are at low levels, both in grade three, which indicates that the perception of compliance with them is negative in relation to the others.

**Figure 6.** Mean values of the dimensions of the perception of administrative management according to the size of the company by number of employees.



Source: Own elaboration, 2024 based on Requejo (2017).

## 5. Discussion

The studies conducted on visual resources and their relationship with business management are demonstrated by the study conducted on 74 restaurants whose result obtained a very high positive correlation coefficient (0.860) with respect to the development of strategic management where the Balanced Scorecard was used to measure and control business activities in a comprehensive manner. (Alcalde and Bernardo, 2023), it is also confirmed by the study conducted by a panel of 12 experts on internal communication tools of 10 organizations that visual culture is necessary in the communication and

interaction of workers at all hierarchical levels to execute their institutional activities (Castro-Martínez, et al., 2022).

The studies conducted on management as a science are important for the human being and has evolved over time, which leads us to consider the administrative functions as a reference for the order, organization and structure of new management knowledge. Scholars such as Koontz et al. (2012) and Robbins & Judge (2009) define management as the process through which organizations can achieve their objectives, becoming rules applicable to any situation and organization.

Fayol's five functions are present in business activities (Chiavenato, 2007) and have been considered in the evaluation of administrative management to determine their compliance.

Fifty-nine percent of the workers surveyed work in companies with no more than 50 employees (Figure 2).

From the analysis and results, it was determined that 80% of the workers perceive inadequate administrative management in the organizations where they work (see Figure 3).

With respect to perception by educational level, it is evident that the higher the educational level, the more inadequate administrative management is perceived. On the other hand, the perception of administrative management does not show a greater difference by profession-occupation (Figure 5), nor is there a significant difference according to the size of the company and the number of workers.

Companies carry out administrative management by issuing management documents such as regulations, policies, manuals, processes, procedures, among others, which need to be prepared and disseminated for compliance. Having these documents does not guarantee the improvement of administrative management, since it is necessary to use the necessary means so that workers know them, understand them and comply with them. It is up to senior management, managers and supervisors to enforce their provisions. The use of visual management tools appropriate to the reality of each company can help workers and managers to improve their management and make it more effective for the benefit of business interests.

## 6. Conclusion

Studies show how the use of visual resources facilitates communication in companies, the understanding of tasks and their execution; the proper use of visual tools allows to disseminate, train, control, analyze, measure and improve the way in which tasks and activities are performed, as they are the means to easily convey ideas, ensure understanding, reduce or eliminate misinterpretation, non-compliance, waste, among others generated by inadequate communication.

The workers perceive that in the companies where they work, 80% of them do not comply with adequate administrative management. Management and control functions stand out with a high score as inadequate in all types of organizations and sizes, where the level of education and communication become significant and important factors that can counteract this situation and improve business performance and the achievement of the expected results.

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