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*Artículos Científicos*

## **La capacitación y su correlación con la calidad en el servicio en una institución médica**

*Training and Its Correlation with Quality of Service in a Medical Institution*

*Treinamento e sua correlação com a qualidade do serviço em uma  
instituição médica*

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## Resumen

El presente estudio parte de la necesidad de que las empresas actuales, ya sean privadas o públicas, deben centrar su atención en la capacitación, ya que entre mejor preparados estén los trabajadores mejor será el servicio brindado por estos. Asimismo, la calidad en el servicio es considerada como un objetivo primordial para los usuarios de los servicios de seguridad social y salud. En lo que atañe a este estudio, se enfoca en las instituciones públicas, específicamente en la Clínica de Medicina Familiar del Issste en Durango. La investigación es de tipo descriptiva, correlacional. Se aplicó un instrumento de medición a una muestra de 151 trabajadores para determinar la percepción de la capacitación recibida, la percepción de la calidad en el servicio otorgado, la correlación entre las mismas, la correlación entre calidad en el servicio con sus mismas dimensiones, así como las dimensiones de la calidad en el servicio entre ellas. Con base en los resultados obtenidos se llega a la conclusión de que existe una percepción favorable en cuanto a la capacitación y la calidad en el servicio, y las correlaciones que se determinaron son de moderadas a altas.

**Palabras clave:** administración pública, calidad en el servicio, capacitación, clínica de medicina familiar Issste, correlación, Durango.

## Abstract

Training is an issue of great importance today for companies, whether private or public. Also, the quality of service is considered as a primary goal for users of the social security and health care. This study focuses on public institutions, specifically in the Clínica de Medicina Familiar del Issste in Durango. The research is descriptive, correlational. A measuring instrument to a sample of 151 workers was used to determine the perception of the training received, the perception of service quality granted, the correlation between them, the correlation between quality service with same dimensions, as well as the dimensions of service quality between them. Based on the results obtained, it is concluded that there is a favorable perception regarding training and service quality, and the correlations were determined, they are moderate to high.

**Keywords:** public administration, service quality, training, ISSSTE family medicine clinic, correlation, Durango.

## Resumo



Este estudo baseia-se na necessidade de as empresas atuais, privadas ou públicas, focarem sua atenção no treinamento, uma vez que, quanto mais preparados os trabalhadores, melhor será o serviço prestado por eles. Da mesma forma, a qualidade do serviço é considerada um objetivo principal para os usuários da previdência social e serviços de saúde. Em relação a este estudo, ele se concentra em instituições públicas, especificamente na Clínica de Medicina de Família Issste, em Durango. A pesquisa é descritiva, correlacional. Um instrumento de medida foi aplicado a uma amostra de 151 trabalhadores para determinar a percepção do treinamento recebido, a percepção da qualidade do serviço prestado, a correlação entre eles, a correlação entre a qualidade no serviço com as mesmas dimensões, bem como como as dimensões da qualidade do serviço entre eles. Com base nos resultados obtidos, conclui-se que existe uma percepção favorável em termos de treinamento e qualidade de serviço, e as correlações determinadas são de moderada a alta.

**Palavras-chave:** administração pública, qualidade de serviço, treinamento, clínica de medicina familiar Issste, correlação, Durango.

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## Introduction

Training is the process by which a company seeks its employees to obtain skills and abilities necessary for the performance of their duties; through which the learning of its collaborators is promoted, unlike the training that is given in specific concepts, tools and techniques for people within the organization, and thus improve and measure the performance of processes throughout the company. The training is given by the changes caused in the external sector that directly affect the interior of the company, and arises as a consequence of the need to prepare its workers and adapt as quickly as possible to the changes without losing sight of the objectives, the mission and vision of the organization.

The training is interconnected with the organizational subsystems. The lack of this can affect the technical subsystem, so the administrative subsystem must design programs at different levels of the structural subsystem; but it is the individuals, psychosocial subsystem, who are going to intervene in the teaching-learning process, by influencing the subsystem of goals and values. This process generates changes in organizational behavior, so the causality

process is the object of attention to reveal opportunities for improvement in order to constantly favor the organization's learning (Parra and Rodríguez, 2016).

At present, users of services provided by the State are very well informed of their rights. They demand quality in the attention given to them, which generates a great area of opportunity and growth for public servants. It is necessary for these people to seek continuous improvement in the care of the rightful beneficiaries, provide quality and warmth in the service and especially in the health services.

For this reason, it is of paramount importance to have well-trained workers in positions where it is required to provide users with quality medical care, where the user is the center of our attention because they are, for the most part, fragile people in their health status.

We can affirm, based on what has been commented above, that training and quality of service are two major challenges facing the federal public administration, and the search for complementarity in these concepts is an immediate task for those of us working in the sector. Health.

The Institute of Social Security and Services of State Workers (Issste) has dedicated much time, effort and financial resources in the training of its workers, in addition to trying to provide users of the Issste Family Medicine Clinic in Durango (CMF Durango) quality of service; but it has not been done, until today, a study that seeks to determine the correlation between these variables.

The investigation was carried out based on the perception of the workers of the CMF Durango, dependent on the State Delegation of the Issste in Durango and attached to the Medical Subdelegation of the same, and whose reason for being is to contribute to satisfying the levels of integral well-being of workers at the service of the state, pensioners, retirees and family members entitled, with the effective and efficient granting of insurance, benefits and services, with careful attention, respect, quality and always complying with the institutional values of honesty, legality and transparency.

To achieve the objectives, the CMF Durango has 159 workers, which are distributed in two areas: medical and administrative. Its form of hiring is basic (96 people), trust (four people) and substitutions (59 workers), of which participated in the investigation 112.

The objectives that are intended to be known as a result of the investigation are the following: 1) determine the worker's perception of the training provided by the CMF

Durango; 2) determine the perception of the worker about the dimensions of quality in the service provided in the institution, and 3) determine the perception of the training variable with the dimensions of quality in the service.

Based on the results obtained by the perception of the workers of the CMF Durango, it is intended to determine the correlation of the training variable with that of service quality; determine the correlation of the dimensions of service quality among themselves, and determine the correlation between teamwork and the dimensions of service quality.

This research is non-experimental, cross-sectional, quantitative, and at the same time it is descriptive and correlational, since only data collected with an instrument consisting of 62 items with a Likert scale are analyzed, in a single moment and in a unique time, on the perception of the workers of the CMF Durango, based on the variables under study and the correlation between the training and development variable with the quality of the service and each of its dimensions.

Cronbach's alpha coefficient obtained a reliability = 0.954.

Regarding the manifestation of the results, it can be determined that the staff is divided among those who believe that the training is adequate, with 50.52%, against 49.48% who think that it is not.

Turning to the service quality variable, the results in percentage of agreement or strongly agree are the following:

- Strategic management and improvement cycle: 77.32%.
- Process management: 72.97%.
- Improvement of regulations: 76.80%.
- Electronic government: 73.85%.
- Knowledge management: 71.23%.
- Contributions of officials: 66.10%.
- Adoption of the excellence model: 30.85 %.

These results allow us to determine that the perception of service quality is high, with 67.02% of workers strongly agree or agree with the variable.

Regarding the correlational analysis, it was obtained that the result of correlation between the training variable and the dimensions of service quality is as follows:

- There are no very low positive relationships, namely, with a range of 0.01 to 0.19.

- Those considered low, since they are in the range of 0.20 to 0.39, are with knowledge management (0.387) and contributions from officials (0.394).
- The positive correlations considered moderate, being in the range of 0.40 to 0.69, are with electronic government (0.446), improvement of regulations (0.466), strategic direction and cycle of improvement and process management, both with 0.518.
- Very high positive correlations, ranging from 0.70 to 0.89, do not exist.

In the calculation with this coefficient, the correlation of the training variable with the full dimension of service quality is 0.638, which means that it is included in a moderate correlation.

The correlation result between the quality variables in the service is as follows:

- There are no very low positive relationships, that is, with a range of 0.01 to 0.19.
- The low positive correlation (0.20 to 0.39) is between improvement of the regulations and contributions of the officials (0.388).
- The moderate positive correlations (0.40 to 0.69) are those of contributions from officials with knowledge management (0.436), electronic government (0.494), strategic direction and improvement cycle (0.597), process management (0.597); for its part, improvement of regulations with electronic government (0.510), knowledge management (0.517), strategic direction and improvement cycle (0.518) and with process management (0.518).
- Very high positive correlations (0.70 to 0.89) are between the variables of strategic direction and improvement cycle with electronic government (0.734) and with knowledge management (0.738); while management by processes with electronic government (0.734) and knowledge management (0.738).
- Highlights a perfect correlation between the variables strategic direction and process improvement and management cycle (1,000).
- The correlation result between the service quality variable and its dimensions is as shown below:
- The complete dimension of quality in the service has a very high correlation with the variables of knowledge management (0.757), contributions of the officials (0.772), electronic government (0.800) and with strategic direction and cycle of improvement and process management of (0.872); and a moderate correlation with the improvement dimension of regulations (0.692).

Regarding the correlation of the training variable with the dimensions of quality in the service, it is verified that it is moderate, which reaffirms an important need in the subject, a large area of opportunity to develop in terms of training, so provide the quality of service that right holders claim to Issste.

When obtaining the results, we can observe that the correlation between the variables of the quality in the service are, on average, high, even highlighting a perfect correlation between the dimensions of strategic management and improvement cycle with process management, which indicates that, if these dimensions remain strong, there will be an effect in the same direction with the others.

In the same way, it can be determined that the training variable and the service quality variable and its results show that the correlation is moderate, so that there is a need to significantly improve the training provided to CMF Durango workers, in order to fulfill the mission and get where the vision projects.

### **Problem Statement**

In organizations, a vitally important part is the preparation of human resources in the work they are going to perform. Invariably, it is better to have the best people to do a certain job, and thus provide a quality service. Issste is no exception, therefore, we will study the relationship between these two variables.

For María Aurora de la Concepción Berumen (2013), training has traditionally been defined as the learning carried out by a person to overcome their level of knowledge or improve their technical aptitude, or both, in useful activities; also to acquire a professional degree in a science or art. It is intended that with training the worker improves his income and attains a higher standard of living.

The priority of the health care centers is the health of the patients, for this reason it is very important to have employees with a personal development that demonstrates their professionalization, and also, in some cases, an annual certification. We must also train them according to the specific needs of the work center under study.

The knowledge, skills, aptitudes and attitudes that workers have for the performance of their work is a topic of recent interest to employers, workers and labor authority. The story refers to how it has passed from Roman and medieval learning to reach the employer's

obligation to provide training and training in the search for productivity and competitiveness (Berumen, 2013).

Speaking of quality of service in the context in question, it is intended that it is the worker who does it in this way, but who receives the attention is the patient. "More often, we think of organizations only when we are forced to wait two hours in a hospital emergency room to see a doctor" (Jones, 2013).

According to the report of the statistical office of the family medicine unit of the Issste under study, there were a total of 13 635 consultations as of May 2017, which gives us a clear idea of the number of people who could be benefited with a quality service, according to the needs of federal public administration workers, in the capital of the state of Durango.

The benefits can be counted in several aspects, the economic, legal and labor, to name a few, because a better trained staff may be more productive, will run less risks and, at the same time, will put users and their users at less risk partners, all this reflected in a perception of quality in the people involved.

It is hoped that this study can provide sufficient data to determine the necessary strategies and lines of action so that workers feel able to provide a quality service to the beneficiaries, develop new skills, make training recommendations that the The same worker considers necessary and discarded the obsolete one, that is harmonized with their work schedules and that are consistent with the institutional mission and vision, having the option of being proactive in the implementation of work, training and development programs and quality models to implement.

In the methodological aspect, it is intended to demonstrate how the training provided to the workers of the CMF Durango is related and the quality of the service perceived by them, as well as to determine if there is the possibility of implementing said study in other institutional instances.

All of the above could be stated as follows: What is the correlation between training and the quality of service provided at the CMF Durango?

## **Investigation objectives**

### **Overall objective**

Analyze the correlation between the training received by the staff and the quality of service provided by the CMF Durango staff.



### **Specific objectives**

- Determine the worker's perception of the training that Issste provides.
- Determine the perception of the worker about the quality of the service provided in the institution.
- Determine the perception of the worker about the dimensions of quality in the service.
- Determine the correlation of the training variable with that of service quality.
- Determine the correlation between training and the dimensions of service quality.
- Determine the correlation of the dimensions of service quality among themselves.

### **Investigation questions**

- What is the perception of the workers of the CMF Durango regarding the training variable provided by the institute?
- What is the perception of the workers of the CMF Durango regarding the quality of the service?
- What is the perception of CMF Durango workers regarding the dimensions of service quality?
- What is the correlation between the training received by CMF Durango workers and the quality of service?
- What is the correlation between training and the dimensions of quality in the service according to the perception of CMF Durango workers?
- What is the correlation between the same dimensions of quality in the service according to the perception of the workers of the CMF Durango?

### **Justification**

This research is carried out with the purpose of knowing if there is a correlation between the training received by the workers of the CMF Durango and the quality of the service provided and thus being able to implement the instrument in other medical units of the institute.

## **Viability**

For the execution of this study, there are all the administrative and methodological facilities provided by the managerial part of the family medicine clinic already specified, as well as the technological and physical resources necessary to carry out the surveys; also the willingness of the workers to answer the evaluation instruments.

## **Scope**

The study is carried out at the CMF Durango, located on Velino M. Preza street without number, Silvestre Dorador neighborhood, Downtown. This clinic has a total of 148 workers: 92 base, 4 trustworthy and 52 guards and substitutions. Thus, 112 surveys were conducted that aim to measure the relationship between the training received by the workers of the work center in question and the quality of the service.

## **Literature review**

### **Training**

The training should be constituted with planned and conveniently programmed actions so that they respond to the needs of the organizations, so that the staff has, in a timely manner, with the knowledge, skills and attitudes sufficient and appropriate to face successfully his current and future work (Mendoza, 2011).

We will define training as the teaching-learning process through which the worker's skills are developed for his own job or a higher level position. With this, the worker is contemplated not only at the beginning of his working life with the organization, but also the expectations that could be had on this and the possible promotions that could be offered (Moyano, Ibarra and Macías, 2014).

The training and development programs must be oriented to adjust their offer to the needs, present and future, both individual and of the institution, so that their objective is to develop labor competencies in each of the workers (Gallego, 2012).

The diagnosis of training needs for quality allows to determine the current and future needs of the company, that is, to know the differences between the desirable profile and the real one of the worker to detect the balance between them. It allows to establish the objectives

and actions to be carried out to determine the plans and programs that will be established in the training time (Moyano *et al.*, 2014).

This process strengthens the knowledge, skills and attitudes of people in an organization in order to contribute to the achievement of institutional objectives.

In order to determine what type of training will be provided to workers, it is essential to know the needs of the institution in terms of human resources. This in order to make a strategic planning of what and who will be trained and in what areas. An analysis of the conditions and areas of opportunity should be made to carry out the analysis of necessary resources, and in this way take advantage of the relevant, favorable and unfavorable points that lead to the implementation of the relevant actions to become an avant-garde organization.

Detecting training needs means that the company does not run the risk of making mistakes by offering inadequate training, which would result in unnecessary expenses, understanding that training is an expensive process in its commercial value and that it requires time distraction from people to train, which represents important investment for interested organizations.

Timely detection of training needs will help strengthen people's performance and, consequently, the organization in which they work will benefit. The purpose of a training needs detection should be to make an organization more productive based on the formation of human capital, as it will guide to be able to structure plans and programs that allow to meet the needs of the company in a clear and precise way, with the sole in order to bring it to the achievement of its objectives, whether short, medium or long term (Valenzuela, Buentello and Alanís, 2017)

Finally, Mondy and Noe (2005; cited in Bermúdez, 2015) point out that it is "an important function of human resources management, which consists not only in training and development, but also in planning and development activities of individual careers and performance evaluation" (p. 5).

### **Quality in service**

Organizations, when they assume a model, compare and identify what things they are doing according to what the model poses (are their strengths) and what are not done as the model poses (they will be their areas of improvement). Implementing a model of excellence in public institutions is a great challenge. Improving the management of public services is

not only a commitment to efficient administration, it not only responds to the profound transformations that society has undergone; It is above all a commitment to the people of the organization and to the citizens (Ventura, 2014).

At present, the concept of total quality presides over the entire management of the companies and has become the key strategy, the path to competitiveness, improving costs and deadlines, at the same time as customer service and Responsiveness to your demand (Cuatrecasas, 2012).

Total quality deals with all stages of the production and sale process of a product or service, in order to achieve efficiency, processes and cost efficiency and obtain an excellent product or service that satisfies the consumer (Mochón 2014).

The stages of quality management are related to the stages of administration, since both are applied in organizations of all kinds, therefore, the more the administration advanced, so did the demand for quality of goods and services. granted (Acosta, 2016).

Quality management has also reached governments, as citizens increasingly require and demand higher quality services. In this context, Hugues (1996) states that the future of the public sector will inevitably be managerial, both in theory and in practice (Moyado, 2011).

Training for quality is built by people and the success of a public administration depends on the knowledge, skills, innovative creativity, motivation and commitment of its authorities, managers and other public officials. Valuing public officials means that senior management is committed to their satisfaction, development and well-being, also establishing high-performance work practices and flexibility to obtain results in an adequate working environment (Latin American Center for Development Administration [CLAD], 2008).

## **Methodology**

### **Methodological theory**

Research is a set of systematic, critical and empirical processes that apply to the study of a phenomenon (Hernández, Fernández and Baptista, 2010).

Over time, the construction of a set of experiences, beliefs and values in order to perceive reality, respond to that perception, as well as the way to interact with the world and

understand knowledge, acquires its significance as a result of The existence of paradigms. At least two philosophical currents called paradigms can be pointed out: the quantitative or rationalist positivist paradigm and the symbolic-interpretive, qualitative, hermeneutical or cultural paradigm. So is the critical or socio-critical paradigm (Lara, 2013).

### **Design and type of research**

The term design refers to the plan or strategy designed to obtain the desired information. What we do in non-experimental research is to observe phenomena as they occur in their natural context, to later analyze them (Hernández et al., 2010).

The research approach is a systematic, disciplined and controlled process and is directly related to the research methods, namely: inductive method, generally associated with qualitative research, which consists in going from particular cases to generalization; while the deductive method is usually associated with quantitative research, whose characteristic is to go from the general to the particular (Ruiz, 2012).

This research is of a non-experimental design, cross-sectional, quantitative; in turn, it is descriptive and correlational, since only the data collected on the perception of the workers of the CMF Durango are analyzed at a single time and in a single time, and is based on the variables under study and the correlation between the training and development variable with the quality of the service and each of its dimensions.

### **Population**

When it comes to specifying the object of study it is necessary to start from the identification of the population to be studied, consisting of a totality of units, that is, by all those elements (people, animals, objects, events, phenomena, etc.) ) that can form the scope of an investigation (Niño, 2011).

For the present study, the population is integrated by the 159 workers of the CMF Durango.

### **Sample**

The estimation error has been set at 0.05 points, with a 95% confidence level. The formula to determine the sample size is as follows (Galindo, 2010):

$$n = \frac{Npq}{\left[ \frac{ME^2}{NC^2} (N - 1) \right] + PQ}$$

The variables considered by the formula are the following:

$n$  = Sample size.

$N$  = Size of the universe.

$p$  = Probability of occurrence (homogeneity of the phenomenon)

$q$  = Probability of non-occurrence (1-p).

ME = Margin of error. Expressed as probability.

NC = Confidence level. Expressed as z value, which determines the area of probability sought.

Substituting the following values:

$N$  = 159 CMF workers Durango.

$p$  = 0.5

$q$  = 0.5

ME = 0.05

NC = 1.96 taken from the value of z with a confidence level of 95%

$$n = 112.663125$$

### Data Collection Technique

The data collection technique, according to Chipia (2015), is the set of rules and procedures that allows the researcher to establish the relationship with the object or subject of the investigation, that is, how. For the present study, the survey technique was used, which the same author defines as a technique designed to obtain data from several people, whose opinions interest the researcher (Chip, 2015).

Unlike the interview, a list of written questions that are given to the subjects is used so that they can also answer them in writing.

### Measuring instrument

The measuring instrument seeks to collect information on the dimensions selected on the variables of organizational climate and quality of service, which are the following:

structure, communication, training and development, teamwork, physical and cultural environment, identity, leadership, strategic direction and improvement cycle, process management, improvement teams and projects, improvement of regulations, electronic government, knowledge management, contributions and suggestions of public officials; through a series of questions that seek to identify the perception of the actors towards the organizational climate and the quality of service.

The questionnaire was designed as follows. A first section, which corresponds to the structure dimension, is composed of a total of six reagents. While the next section, which is the communication dimension, by five reagents. The training and development section has five reagents. The physical and cultural environment consists of six reagents. The identity dimension is made up of four reagents. And finally, in the area of the dimensions of the organizational climate, there is that of leadership, with six items.

On the service quality variable the instrument evaluates the following dimensions. The first is the strategic direction and improvement cycle with five reagents. The process management dimension with seven reagents. The improvement dimension of the regulations with two reagents. The next dimension, which deals with electronic government, contains four reagents. The knowledge management dimension also has four reagents. And finally, the contribution dimension of officials with a reactive one. In total, there are 62 items in the questionnaire.

In order to analyze the data, the Likert-type scale was used and each possible response of each reagent was assigned a numerical value: Strongly agree = 1, Agree = 2, Disagree = 3 and Strongly disagree = 4 (Sotelo, 2015).

### **Instrument Reliability**

The instrument was subjected to a pilot test of 40 questionnaires and based on it, the instrument's reliability criteria were determined. This through the coefficient called Cronbach's alpha, developed by J. L. Cronbach, which requires a single administration of the measuring instrument and takes values between zero and one. In summary, it serves to verify if the instrument being evaluated collects defective information and, therefore, would lead us to wrong conclusions, or if it is a reliable instrument that makes stable and consistent measurements. Cronbach's alpha is, therefore, a squared correlation coefficient that, in broad strokes, measures the homogeneity of the questions by averaging all the correlations between

all the items to see that they do look alike. Its interpretation will be that the closer the index gets to the extreme ones, the better the reliability, considering a respectable reliability from 0.80 (Hernández et al., 2010).

The Cronbach alpha coefficient of this study obtained a reliability = 0.954.

### Data Analysis Technique

For this research, the SPSS statistics program was used, a modular program that interprets a wide variety of statistical topics oriented to the field of social sciences and covers almost all the needs of the statistical calculation of researchers and professionals (Universidad de Córdoba, 2009).

### Operationalization of the variables

Table 1 shows the variable studied in the organizational climate, the variables that integrate the dimension of quality in the service, its type, the modalities of the personnel interviewed and the question number of the instrument used to measure them.

**Tabla 1.** Tabla de variables

Variable	Indicadores	Modalidades	Núm. de preguntas en el instrumento	Tipo de variable
Perfil de los participantes	Puesto	1. Área médica 2. Área administrativa	S/N	Cualitativa / Ordinal
	Tipo de contrato	1. Base 2. Confianza 3. Suplencias	S/N	Cualitativa / Nominal
	Máximo nivel de estudios	1. Secundaria 2. Preparatoria 3. Licenciatura 4. Maestría	S/N	Cualitativa / Ordinal



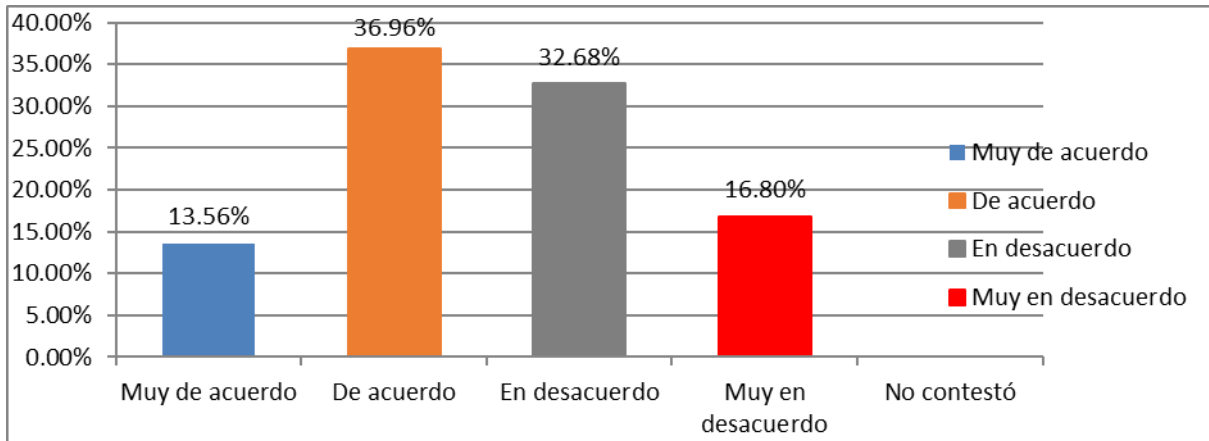
	Sexo	1. Femenino 2. Masculino	S/N	Cualitativa / Nominal
	Antigüedad	Años trabajados en la institución	S/N	Cuantitativa / Discreta
	Edad	Años del trabajador	S/N	Cuantitativa / Discreta
	Capacitación y desarrollo	Percepción del encuestado del clima organizacional  Muy de acuerdo    Muy en desacuerdo 4    3    2    1	39, 27, 15, 3, 52.	Cualitativa / Ordinal
<b>Calidad en el servicio</b>	Dirección estratégica y ciclo de mejora	Percepción del encuestado del clima organizacional  Muy de acuerdo    Muy en desacuerdo 4    3    2    1	32, 20, 8, 57, 45.	Cualitativa / Ordinal
	Gestión por procesos		33, 21, 9, 58, 46, 34, 22.	Cualitativa / Ordinal
	Mejora de la normatividad		10, 59.	Cualitativa / Ordinal
	Gobierno electrónico		47, 35, 23, 11.	Cualitativa / Ordinal
	Gestión del conocimiento		60, 48, 36, 24.	Cualitativa / Ordinal
	Aportaciones de los funcionarios		12	Cualitativa / Ordinal
	Conozco algún modelo de calidad del servicio público		61	
	Conozco algún modelo de calidad del servicio público		62	

Fuente: Elaboración propia con base en Sotelo, Arrieta y Figueroa (2015)

## Results

In this section, the results obtained in the application of the instrument in the CMF Durango about the relationship of the organizational climate variable called Training and development with the dimensions of quality in the service are shown.

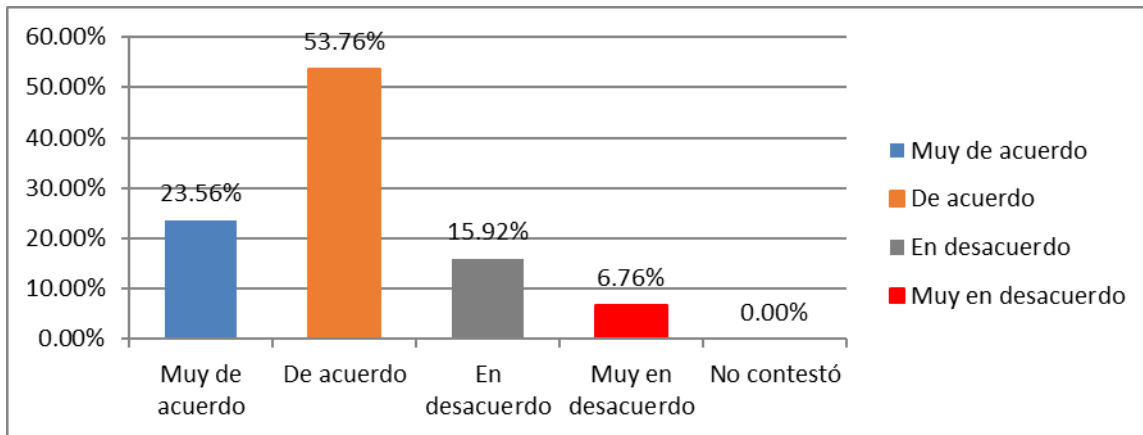
**Figura 1.** Resultados de la dimensión Capacitación



Fuente: Elaboración propia

Figure 1 shows that 13.56% of the staff surveyed strongly agree with the training provided by the institute; 36.96% agree; 32.68% disagree, and 16.8% strongly disagree. This is based on the answers obtained from questions number 3, 15, 27, 39 and 52 of the instrument.

**Figura 2.** Resultados de la dimensión Dirección estratégica y ciclo de mejora

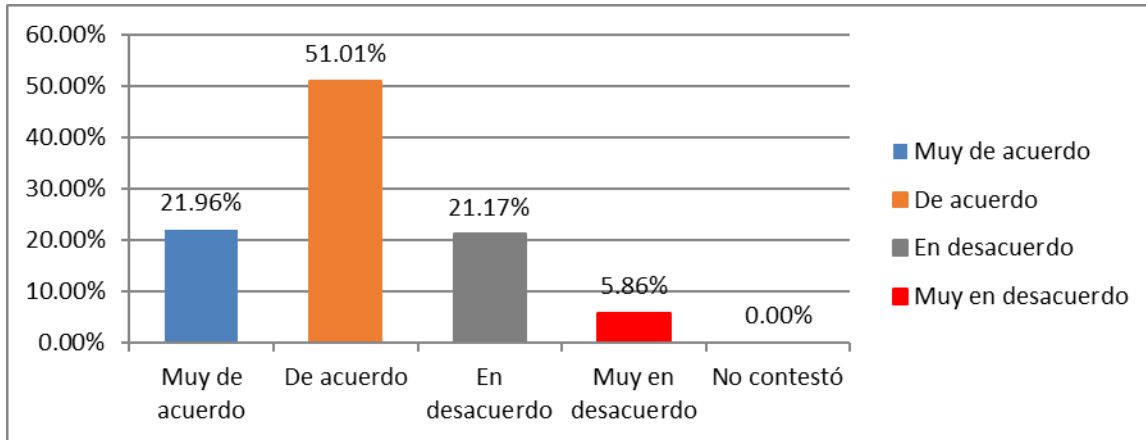


Fuente: Elaboración propia

Figure 2 shows us that 23.56% of the personnel surveyed strongly agree with the strategic direction and improvement cycle of the institute; 53.76% agree; 15.92% disagree,

and 6.76% strongly disagree. This is based on the answers obtained from questions number 8, 20, 32, 45 and 57 of the instrument.

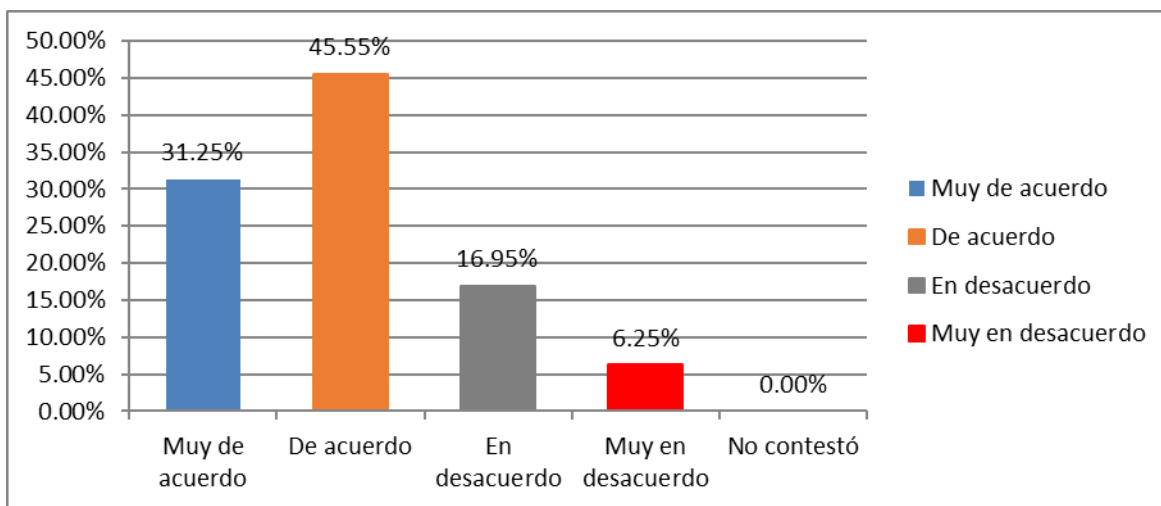
**Figura 3.** Resultados de la dimensión Gestión por procesos



Fuente: Elaboración propia

Figure 3 shows us that 21.96% of the personnel surveyed strongly agree with the process management of the institute; 51.01% agree; 21.17% disagree, and 5.86% strongly disagree. This is based on the answers obtained from questions number 9, 21, 22, 33, 34, 46 and 58 of the instrument.

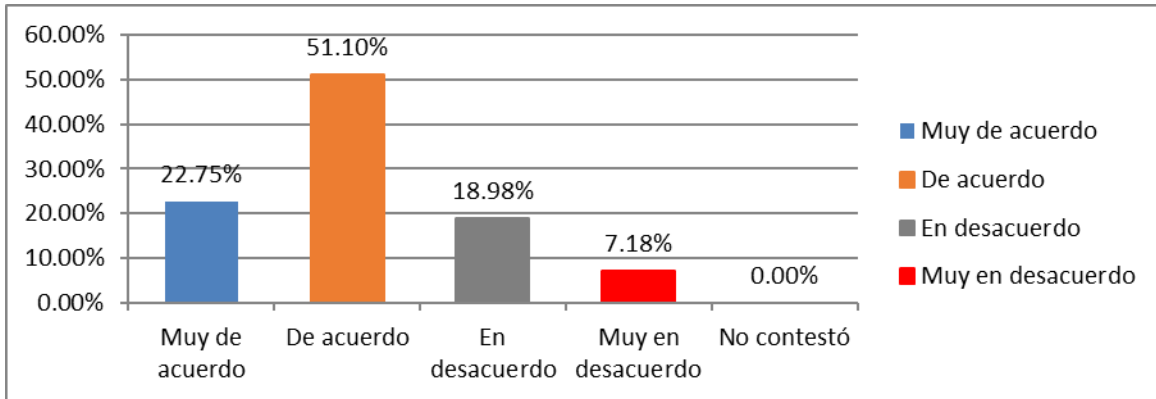
**Figura 4.** Resultados de la dimensión Mejora de la normatividad



Fuente: Elaboración propia

Figure 4 shows that 31,256% of the personnel surveyed strongly agree with the improvement of the regulations carried out by the institute; 45.55% agree; 16.95% disagree, and 6.25% strongly disagree. This is based on the answers obtained from questions number 10 and 59 of the instrument.

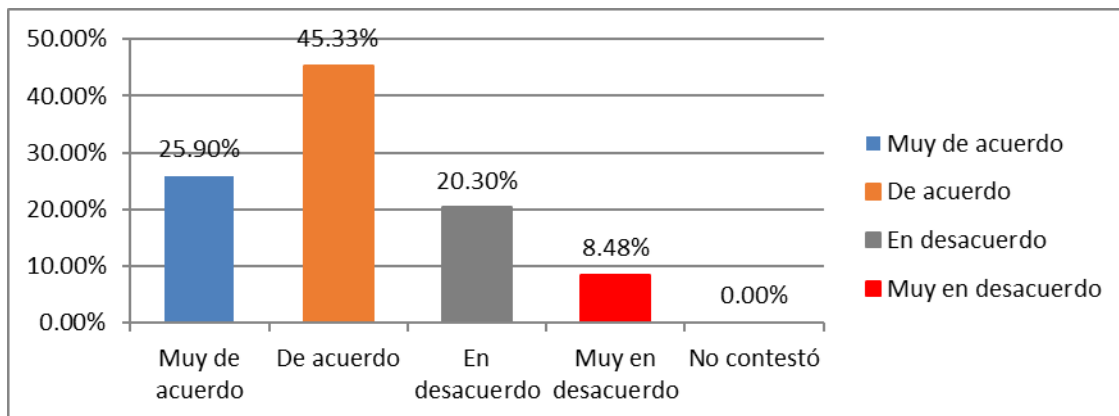
**Figura 5.** Resultados de la dimensión Gobierno electrónico



Fuente: Elaboración propia

Figure 5 shows that 22.75% of the personnel surveyed strongly agree with the electronic government of the institute; 51.10% agree; 18.98% disagree, and 7.18% strongly disagree. This is based on the answers obtained from questions number 11, 23, 35 and 47 of the instrument.

**Figura 6.** Resultados de la dimensión Gestión del conocimiento

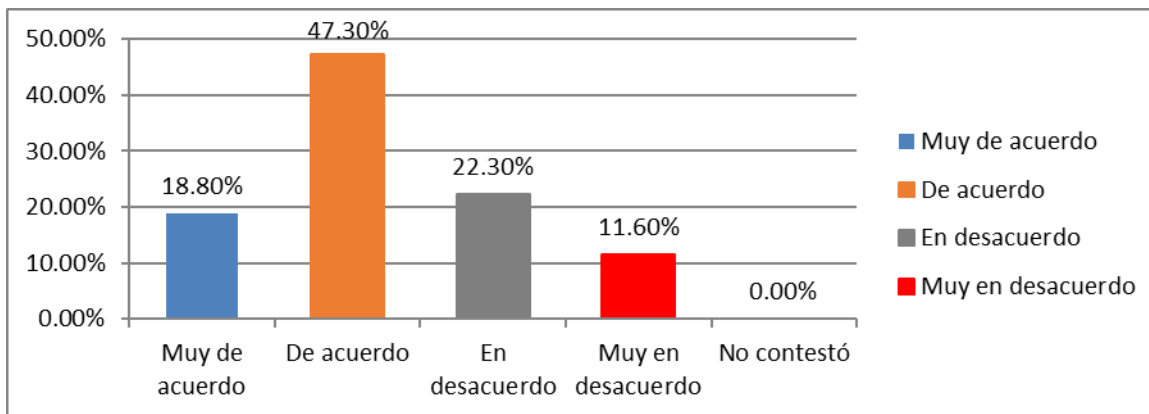


Fuente: Elaboración propia

Figure 6 shows that 25.90% of the personnel surveyed strongly agree with the knowledge management done by the institute; 45.33% agree; 20.30% disagree, and 8.48%

strongly disagree. This is based on the answers obtained from questions number 24, 36, 48 and 60 of the instrument.

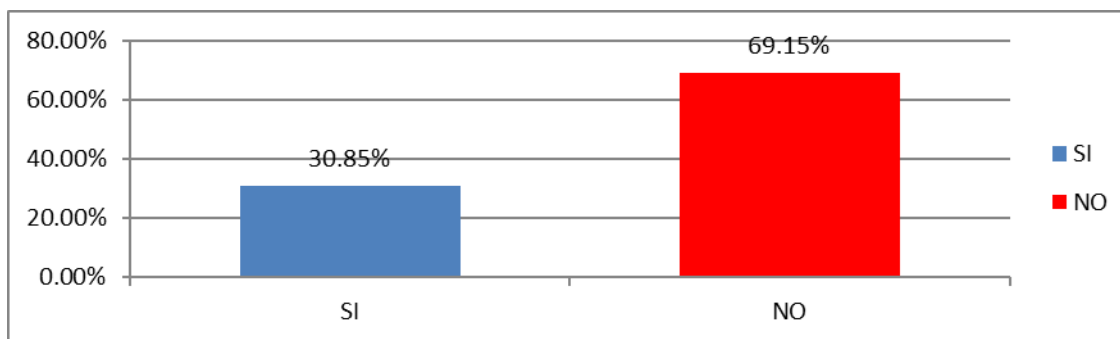
**Figura 7.** Resultados de la dimensión Aportaciones de los funcionarios



Fuente: Elaboración propia

Figure 7 shows that 18.806% of the personnel surveyed agree strongly with the contributions made by the institute's officials; 47.30% agree; 22.30% disagree, and 11.60% strongly disagree. This is based on the answer obtained from question number 12 of the instrument.

**Figura 8.** Resultados de la dimensión Adopción del modelo de excelencia



Fuente: Elaboración propia

Figure 8 shows that 69.15% of the personnel surveyed at the CMF Durango do not know of any type of award or quality model that is implemented within the workplace; against 30.85% of the staff that do know or have applied in any of these models or awards. This is based on the answers to questions 61 and 62 of the instrument.

## Linear correlation analysis

The coefficient that was calculated was Spearman's correlation coefficient, a non-parametric version of Pearson's correlation coefficient, which is a measure of the correlation between two continuous random variables. Like Pearson's correlation coefficient, it ranges between -1 and +1, indicating negative or positive associations respectively; zero means no correlation, but no independence. Spearman's rank correlation coefficient is a measure of linear association that uses the ranges, order numbers, of each group of subjects and compares these ranges. There are two methods to calculate the correlation coefficient of the ranges: one pointed by Spearman and another, by Kendall. The so-called Rho de Spearman is easier to calculate than Kendall's (Martínez, Tuya, Martínez, Pérez y Cánovas, 2016).

**Tabla 2.** Correlación entre variables

	Capacitación y desarrollo	Dirección estratégica y ciclo de mejora	Gestión por procesos	Mejora de la normatividad	Gobierno electrónico	Gestión del conocimiento	Aportaciones de los funcionarios	Calidad en el servicio
Capacitación y desarrollo	1	.518**	.518**	.466*	.446*	.387*	.394**	.638*
Dirección estratégica y ciclo de mejora		1	1.000*	.518*	.734*	.738*	.597**	.872*
Gestión por procesos			1	.518*	.734*	.738*	.597**	.872*

Mejora de la normatividad				1	.510*	.517*	.388**	.692*
Gobierno electrónico					1	*	.494**	*.800*
Gestión del conocimiento						1	.436**	*.757*
Aportaciones de los funcionarios							1	*.772*
Calidad en el servicio								1

\*\* La correlación Spearman es significativa al nivel 0.01 (bilateral).

Fuente: Elaboración propia

Table 2 shows the correlation between the training variable, belonging to the organizational climate, and the variables of service quality, which are:

- Strategic management and improvement cycle.
- Process management.
- Improvement of regulations.
- Electronic government.
- Knowledge management.
- Contributions of officials.

The correlation between them is also shown.

### Correlation between the training variable and the dimensions of service quality

- There are no very low positive relationships, ranging from 0.01 to 0.19.
- Those considered low, since they are in the range of 0.20 to 0.39, are with knowledge management (0.387) and contributions from officials (0.394).
- The positive correlations considered moderate, being in the range of 0.40 to 0.69, are with electronic government (0.446); improvement of regulations (0.466); strategic direction and improvement cycle (0.518), and process management (0.518).
- Very high positive correlations, ranging from 0.70 to 0.89, do not exist.

In the calculation with this coefficient, the correlation of the training variable with the full dimension of service quality is 0.638, which means that it is included in a moderate correlation.

### **Correlation between the quality variables in the service**

- There are no very low positive relationships, ranging from 0.01 to 0.19.
- The low positive correlation (0.20 to 0.39) is between improvement of the regulations and contributions of the officials (0.388).
- The moderate positive correlations (0.40 to 0.69) are those of contributions from officials with knowledge management (0.436), electronic government (0.494), strategic direction and improvement cycle (0.597), process management (0.597); for its part, improvement of regulations with electronic government (0.510), knowledge management (0.517), strategic direction and improvement cycle (0.518) and with process management (0.518).
- Very high positive correlations (0.70 to 0.89) are between the variables of strategic direction and improvement cycle, with electronic government (0.734) and with knowledge management (0.738); process management, meanwhile, with electronic government (0.734) and knowledge management (0.738).
- Highlights a perfect correlation between the variables strategic direction and cycle of improvement and process management (1.000).

### **Correlation between the service quality variable and its dimensions**

- The complete dimension of quality in the service has a very high correlation with the variables of knowledge management (0.757), contributions of the officials (0.772), electronic government (0.800) and with strategic direction and cycle of improvement and process management (0.872), and a moderate correlation with the improvement dimension of regulations (0.692).

## **Discussion**

Regarding the results obtained after the analysis of the variables under study, as strengths it can be mentioned that it lies in the diversity of the people surveyed, that is, the different professions included in the organic structure and professionalism of the Durango



CMF. This makes them much more critical, demanding, collaborative, as well as pending of the actions that the authority carries out, as well as the observation of the results and fulfillment of the general objective; Attention with quality and warmth to the user.

On the other hand, there is a small group of vulnerable people at work, who, for fear of reprisals, may not answer what they really think. Losing your source of income for actions of this type is a reliable reality within the Issste, especially in the CMF Durango. We could consider this as weakness.

The area of opportunity is in the right habit. Taking into account the opinion of those who receive the attention of all health professionals and their authorities regarding the quality of the services received is complementary in the study. Taking this variable into account, all the axes that make up public health will be seen; Knowing the users' perception will make this a better research work.

The main threat that hangs over all public administration today is the economic cut. Although one of the main premises of the administration is productivity, the increase in the number of health users has been exponential, especially if we take into account that their rightful relatives are also included. To comply with all of them, you must have a minimum sufficiency in resources.

## Conclusions

The results developed in this investigation have as main purpose to determine the correlation between the training dimension of the organizational climate within the CMF Durango, which derives in the quality of the service provided to the user. The methodology applied has been previously and the results described at the time; What will be pointed out here are the comments made according to the breakdown of the data and its analysis following a rigorous scientific method. A high coefficient was obtained in the alpha derived from the answers obtained in the questionnaires of the instrument.

In relation to the general objective of the present investigation, it is concluded that there is a significant correlation (moderate to high) between the training dimension and the quality of the service provided at the CMF Durango, according to the perception of the workers and which is demonstrated based on the scientific method.

From this point on, it is important to specify that the perception of the workers in the workplace in question is very divided: between the people who agree with the training and all the dimensions that integrate quality in the service and those who do not They are.

For the purpose of determining the perception of CMF Durango workers regarding the training provided, it is in accordance with the mission and institutional vision; on the other hand, they consider that their obligations do not allow them to receive the necessary training, in addition to considering it obsolete, too basic and that their comments regarding the obvious needs for them are not taken into account. There is, therefore, a great need for updating in institutional training programs; that they go according to the current needs of the institute, the new legislation and its users, the pathologies caused by the same work, obviously in order to avoid them; that they are provided in an equitable way and in schedules of easy access to the workers.

On the issue of the perception of workers about the quality of service they provide to users, they consider it quality, but with their areas of opportunity very clear, since their responses to the instrument indicate that the proposed policies and plans for Achieving the objectives are clear to all, as well as the processes to do so. Likewise, it is considered that the procedures electronically are user friendly and fulfill the task for which they were created. Due to their experience, there is no problem in continually evaluating the knowledge they have, since it helps to provide the attention that the user deserves, without prejudice to the follow-up of the established manuals and procedures.

The great area of opportunity is in the contributions of the officials. This is due to the little experience that the vast majority of them have in public administration, particularly social security and health. It could be of great value that people with the knowledge provided by the experience and an academic degree that is marked in the professiograms have the opportunity to serve in command positions.

In the correlation of the training variable with all dimensions of quality in the service, it is observed that it is moderate (0.638), so we can ensure that the training is only moderately determinant in the quality of the service provided to the user.

In the result obtained to know the correlation of the dimensions of service quality among themselves, it shows that the correlation is moderate to high, so we can affirm that the reciprocity of the aforementioned variables is decisive in the quality in the service granted to the right holders of the CMF Durango. Therefore, it is very necessary to strengthen each and every one of them, in order to offer a decent service to users.

With respect to the correlation of the variable quality in service with its dimensions, it is high, which validates the instrument used and, in turn, the investigation, because it shows the congruence of the reagents chosen to measure the topic in question .

It is important to mention that the vast majority of the personnel assigned to the work center under study do not know or have ever obtained a prize or stimulus to quality, neither in particular nor in the group (69.15%); against 30.85% who do have information about it or have participated in it. Therefore, it is important that the dissemination in this area is open to all personnel, so that there is an extra stimulus in search of achieving the objectives set and the work performance of people, which, in turn, leads to a better service to the users of the CMF Durango.

In general, the results obtained in this research will allow the institution to become aware of how important it is to train staff in a timely manner, to make us more productive and make a difference with the other health and social security institutions. This to be able to provide a quality service to the beneficiaries. A process of continuous improvement in the aforementioned items is required, which gives them a security in the work performed, motivates them to continue in constant training, to contribute ideas and be open to new ways of learning according to the global situation in which they are The institutions are immersed and that this leads us to the achievement of the mission and the approach of the mission proposed by the Issste and its family medicine clinic in Durango.

Among the results obtained, it can be observed that studies could be carried out in which the dimensions of each variable of quality in the service are analyzed, since there are six variables that can still be analyzed further. On the other hand, a linear regression model can be carried out in which it can be verified that the study carried out meets the characteristics or not of the same model.

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