



## **Management and internal communication in the management of the GADM of Salinas, pre - post pandemic Covid 19**

**La gestión y la comunicación interna en la dirección del GADM de Salinas, pre – post pandemia Covid 19**

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### **ABSTRACT**

The research focuses on internal communication in public organizations, with the Autonomous Decentralized Municipal Government of Canton Salinas as the object of study. Internal communication management was examined with a comparative analysis before and after the Covid-19 pandemic. This study is framed within a descriptive and correlational approach, using tools such as surveys to the institution's collaborators, interviews to the highest authority, to the director of the communication area and to professionals with experience in the subject. The analyses carried out evaluated different aspects, such as the impact on functions performed, measures adopted, difficulties during the pandemic, and actions implemented both before and after the pandemic.

Consequently, the research proposes the MGCSPR 2023 model, an acronym that corresponds to the Sustainable Communication Management Model by Results, developed in 2023. This model seeks to strengthen the public management of the entity through strategies focused on key areas such as human talent management, organizational management, citizen participation, and supervision and control.

## RESUMEN

La investigación se centra en la comunicación interna de las organizaciones públicas, con el Gobierno Autónomo Descentralizado Municipal del Cantón Salinas como objeto de estudio. Se examinó la gestión comunicacional interna con un análisis comparativo antes y después de la pandemia por Covid-19. Este estudio se enmarca en un enfoque descriptivo y correlacional, utilizando herramientas como encuestas a los colaboradores de la institución, entrevistas a la máxima autoridad, al director del área de comunicación y a profesionales con experiencia en el tema. Los análisis realizados evaluaron distintos aspectos, como la afectación en funciones ejecutadas, medidas adoptadas, dificultades durante la pandemia, y acciones implementadas tanto antes como después de esta. En consecuencia, la investigación propone el modelo MGCSPR 2023, un acrónimo que corresponde al Modelo de Gestión de Comunicación Sostenible por Resultados, desarrollado en 2023. Este modelo busca fortalecer la gestión pública de la entidad a través de estrategias enfocadas en áreas fundamentales como la gestión de talento humano, la gestión organizacional, la participación ciudadana, y la supervisión y control.

## Keywords / Palabras clave

Organizational Communication, Internal Communication, COVID-19, Public Management, Strategic Management

Comunicación Organizacional, Comunicación Interna, COVID-19, Gestión Pública, Gestión Estratégica

## Introduction

Currently, the Ecuadorian State is made up of various organizations, such as: Ministries, Secretariats, Agencies, GADS (Autonomous decentralized provincial, municipal and parish governments),

Technical Secretariats, Foundations, among others, whose mission is to strengthen the fulfillment of the conditions of Good Living and new levels of development of the Ecuadorian population. The objective is to solve the different particular needs of the Ecuadorian population according to their sector; therefore, communication plays a very important role, allowing the adequate management of information.

According to Acosta & Torres, (2020) for both public and private organizations, communication should be considered a key factor for the fulfillment of strategic planning, which can be achieved through the department of communication or public relations, in order to determine appropriate communication strategies and channels that meet the objective of positioning the institutional image within society. The corporate image is the letter of introduction, which should reflect the background, development, and current vision of the institution, with the ultimate goal of creating a positive institutional image of the company for external agents.

Proper strategic communication must establish a participatory process, based on the institution's mission and vision, and requires a situational analysis and concrete planning that effectively transmits the programmed activities that achieve the fulfillment of its objectives. When the parameters of strategic communication planning are not well established, the fulfillment of institutional objectives is affected. In the case of organizations that provide services to citizens, such as the Autonomous Decentralized Municipal Government of Canton Salinas, the communicated projects will not have the required impact on the community.

According to Ansele, (2018) as part of the communicational strategic planning, the necessary diagnostics should be performed, in turn determine the indicators that should be evaluated in the communicational management; a policy should be created that establishes the channels, the message and the necessary actions. The internal control of this management to its officials, does not solve the problem, the follow-up must be done to the users of the services of an organization; therefore, the internal communication of the institution must be considered, because it stimulates the participation of the officials, allows to coordinate and foment the changes of attitude that benefit the productivity, which in turn improve the institutional image.

According to the author Torres, (2020) communication is a key area of companies to respond to crises, and since 2019 officials belonging to

this area have contributed more in the creation of business strategies; adequate internal communication contribute in the continuous improvement of business operation, fulfillment of goals, and contributes to create a strong institutional culture, and strengthen the institutional image.

Arias & Velasteguí, (2019) mentions that internal communication is important, because it improves productivity and transmits the institutional identity and image, actions that generate impact on staff and customers, unlike internal members, organizations focus more on the external public, making relevant the creation of an internal organizational communication strategy. On the other hand, external communication plays an important role in reaching the target audience and making them aware of the activities carried out by public and private entities.

Communication seeks through internal communication that collaborators have an active participation, make changes in their attitude and improve their productivity, the results of these processes will be reflected positively in the institutional image; that is why it can be said that internal communication is strategic and that it responds to the crises that arise and must be strengthened constantly so that its process is continuous and not traditional as it was before 2019.

To improve the level of business management and meet the needs of external and internal users of the organization; internal communication is the means and its results will be reflected in the institutional image, which will affect the perception that customers and employees will have; however, companies tend to improve communication channels with their customers and to neglect communication with their employees, which is why it is recommended to implement strategies aimed at improving internal communication, in order not to neglect the human resource (Ansedé, 2018).

According to Olmedo, (2021) the human being is a social being, in which communication is a daily activity, hence its importance; it allows people to create relationships in different areas, such as: personal, family, work, common interests, etc., most people manage to strengthen ties and create commitments through communication. Starting from the etymology, the word communication comes from the Latin "communicare", which is "to transmit", based on the above, to communicate is the act or process of transmitting information, concepts or truths of something or someone to a person or group in

specific; for what must be used languages, signs or signals that are interpretable.

For the authors Arias & Velasteguí, (2019) communication is understood as the act of generating information and compression using messages that are transferred to others; the communication process is divided into two types:

Interpersonal communication, where the process of transferring knowledge, ideas and understanding takes place between two people or more, depending on the number of people involved in the communication.

Communication in organizations is the process where the sender shares information in a systematic way to the members of their organizations, but also to agents or institutions that are somehow related to the sender organization.

According to Charry, (2018) organizational communication is the process where information and messages are created and exchanged within a group depending on each of its members to achieve changes or face different situations. According to, Ardaya, (2021) mention that organizational communication is seen as a program with tools used in public relations that are carried out with internal, governmental and financing agents of the organizations. On the other hand, Orriaga, (2021) assures that organizational communication is a mechanism for receiving and sending messages in formal and informal ways present in an organization.

The author Egas & Yance, (2018) perceives organizational communication as an internal behavior of the organization and the personnel that compose it, where they perform information transfer, with the intention of creating an efficient flow of information, to create systems or direct communication networks. For Montecé Moreno, (2020) the concept of organizational communication goes further than that of the other authors, since he conceives it as a communication strategy that has a previous planning, in which it involves the institution's close community and seeks the fulfillment of proposed objectives. In turn, communication provokes an interaction between the members of the organization and organizational leaders.

According to Orriaga, (2021), successful organizational communication is one in which the leader or managers manage to transmit institutional values to the personnel, create a good working

environment, and ensure that the message is clear and direct. It is important to know the benefits of effective organizational communication, among which are the following:

- Each member of the organization understands his or her position and role.
- Strengthens staff relations with the organization's management.
- Contributes to the achievement of organizational goals.
- Knowledge of the duties and obligations of organizational leaders and staff, which promotes production and efficiency.

According to Rizo, (2020) internal communication contemplates several actions with the purpose of transmitting the daily information that is generated within the company, promoting teamwork for adverse times, and the achievement of the objectives set. The author Montecé Moreno, (2020), mentions that it is a key element for the strengthening and development of organizations in Ecuador; companies have had a better development from considering people and information as an important part in the creation of a communication strategy for commercial purposes.

According to Loza, (2018) mentions that state institutions that apply internal communication strategies have determined the importance of this, and add it to their management model; in this way it ceases to be a tool and becomes a policy within these state organizations. For internal communication are actions made by the organization in order to create good relationships among its members, through communication channels that meet the objective of: inform, connect, align and contribute to the achievement of goals.

Aguilar, Salguero, & Barriga, (2018) mention that external communication fulfills the process of transmitting the company's information towards external agents that are somehow related to the business activity, to forward messages that seek to create a nexus or bring the target audience of the business closer to the actions, such as: perceiving a good corporate image and the need to buy the goods or services. One of the purposes is to transmit the message to consumers, suppliers, partners, competitors, control institutions, press, sectorial groups, and any individual linked to the business activity.

It is important to mention that external communication depends on a good management of internal communication, because if employees

and managers do not know their products, services, values, policies and other intangibles, they cannot be well transmitted to the external public. For Pineda, (2020) the effectiveness of internal and external communication forms a good corporate image, which is defined as the mental structure perceived by internal and external agents as a result of the relevant information transmitted by the organization.

According to Ardaya, (2021) the changes that arose as a result of the Covid-19 pandemic in all aspects of society had a significant influence on the way companies and organizations worked, especially those that worked with internal and external users through a structural, economic, social and political network. Both the ways and places of work changed immediately taking into account the restrictions of mobility and confinements imposed by the authorities, so that the schedules of attention and service had to be adjusted to the emerging norms established by the governments, which influenced the relationship with suppliers and customers who also maintained their own times of availability of attention in accordance with the restrictions.

This new environment demanded new communication strategies appropriate to the new changes, with the expectation that these changes would be received in a good way, for which the communication message was key in its formulation at the time of being selected and disseminated, where it was also analyzed under which media it would be issued and the credibility of the institutional spokesperson and that it was not seen as an imposition but rather a response to the needs of the common good of the moment.

However, the pandemic accelerated the process and required specialists in the field, who were in charge of reducing physical interactions with people and collaborators within the organizations, excluding face-to-face meetings in order to avoid contagion and continue communicating in a new way.

The new challenges on the part of the organizations made the way of communication change both with their internal and external users, where they paid more attention and interest in aspects that previously had little interest; such as the protection of brands or institutional image, the permanence in the market, the reputation of the companies, the avoidance of unnecessary conflicts that demanded time and economic resources, therefore they became more demanding and perfectionist before the new forms of coexistence, therefore the

business management returned to have an important attention from the leaders and managers of the organizations.

In this context, the human image of local governments stood out; demonstrating empathy and solidarity, generating positive feelings and hope, which resulted in a greater compliance with the provisions of the restrictions, which gives an opportunity in the future for local governments to establish more direct, open and human communication processes with their citizens, where the interaction that generates positive impacts contributes to the institutional image, reputation and legitimacy of governments and governors.

Currently, public management is defined by the administrative structure of the company, the tools and inputs of a public nature used for its management. Torres, (2020) mentions that the new public management focuses on several aspects such as: management by results, customer orientation, citizen participation, autonomy, decentralization and strategic management. On the other hand Salinas, (2020) indicates that public management can be oriented in that results are one of the most important reforms within the public sector, due to its high impact and complexity of application; this new form of public administration emphasizes obtaining results through administrative processes carried out under criteria of efficiency and effectiveness. For this reason, results-based management is not only a theoretical change, but also a practical and evaluative one, since it also points out the reasons why and why not the objectives were achieved.

Maldonado, (2020), indicates that strategic planning should focus on satisfying the user in any process, based on the demands, interests and priorities of the user, so that they can be actors in the decision-making process; this process should consider all social groups, from children, vulnerable groups, priority care groups, among others. In the same way, it is important to improve current processes in order to avoid business mistakes, strengthen legal areas, ensure that policies are better received and that the transmission of knowledge is ideal, so that the members of the institutions can respond efficiently and quickly to the needs of the population served. This makes it necessary to simplify and speed up administrative procedures, delegate specific responsibilities to specific personnel, eliminate unnecessary hierarchical levels, establish schedules in accordance with the time of users, and implement transparency criteria, (Moreta , 2022).



According to Ardaya, (2021) a contract is a written agreement between two parties on the results to be achieved within a defined period, with a fixed budget; a new guideline that contributes to the management of services in the public sector is the focus on competition, which should not be the end when providing the service, but a tool to provide it in a better, more efficient and better way. Although this approach generates a continuity of processes, it can also generate conflict of interest by prioritizing certain problems or users.

According to Maldonado, (2020) strategic management is a process based on the search for absolute quality, where the ultimate goal is a constant improvement in the quality of the services provided; strategic management is a long-term approach, so it must correct short-term reforms and limited actions. Therefore, it is important to provide feedback on the processes, bearing in mind the objectives set, since the modernization of administrative processes brings about notorious changes in the public and political sector.

The success of strategic modernization lies in the ability to interact with external actors to solve problems that, if not for them, the structure would not be able to solve them at any time. (Olmedo, 2021). For strategic modernization to be successful, it is important that institutions interact with agents external to them, and that they provide other perspectives in the search for problem solving, otherwise, existing problems cannot be corrected, (Sixto, López, & Fuente, 2021)..

On the other hand, for (Fernández, 2021) strategic management is the process that seeks cultural change in the provision of services and their constant improvement, and that by means of the instrument of feedback of the objectives set is intended to solve the problem of failed short-term policies that have a limited scope, which is why the objective of modernization is to make tangible changes in the political dimension in order to promote the continuity of the processes to avoid stagnation of the same.

Modernization in the municipalities is centered on the opening that these have when integrating into regional institutions for the scope of large-scale economy in the services of transportation, energy, water and solid waste with the intention that the resources are not centered in a single point, but that they are distributed and used in a better way. The decision making process is related to the mental process delimited

by limited rationality, for which it is necessary to have the appropriate information, which will then become important information.

Within the modernization of municipal administrations, one element that characterizes it are the policies that promote the strengthening of institutions at the regional level; the Decentralized Autonomous Governments integrate regional groups with the aim of obtaining knowledge and experience in economies of scale for the provision of services, such as: transportation, energy, water resources and waste management. In this sense, decentralization helps to ensure that resources and responsibilities are not managed by a single institution, but are redistributed according to competencies, (Rizo, 2020).

According to Suárez, (2021) it is necessary to guarantee the public interest, due to the fact that these competencies are assigned by another public institution, in addition to the fact that they are established in the law through the constitution; where communication is a recognized right and has specific functions, so public entities are obliged to comply with this constitutional mandate, unlike other types of companies that although they also have obligations before the law such as social responsibility, they do not have assigned functions to comply with regarding the right of communication.

Currently, the public communication of the GADM has become a changing activity, it cannot be limited or pigeonholed within a homogeneous scheme, this activity includes other areas such as political information, public relations, administrative services, interpersonal dialogues, institutional advertising, among others according to each situation. There are fundamental aspects within the communication between the administration and the citizens, such as: the right to information, the typology of the users, the nature of the messages, the information and communication technologies or the structures of the different administrative competency levels that provide services to the citizen, which serve to design the public communication processes between the two actors.

The objective of the municipalities is to ensure and guarantee the fulfillment of their competencies generating a social benefit to their citizens, the GADM of the Salinas canton must generate actions, projects and agreements in various areas, in addition to the services that by law it is responsible for providing, according to its capacity and size. The municipalities are the baseline reference to have a clearer

idea of local management, since everything that concerns its operation is directly related to the political-administrative entity.

The representation of local identity and the satisfaction of community needs should be objectives of the municipal administration, which are variable for each municipality, due to the territorial factor, the community, and the partisan biases of the authorities in office. Therefore, the execution of plans and projects that benefit the community depend on the vision of each new municipal government; it is through different communication tools and processes that the communication and public relations departments of the municipalities are able to connect, transmit the message and information of the administration to the citizens.

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According to (Charry, 2019) internal communication has become for companies a useful tool for their internal functioning and relations with their customers and other external users; therefore, it plays a very important role, it has been given little importance especially in public institutions where their rules and regulations on many occasions are very strict and obsolete in terms of their internal communication policies. (Barra, Ampuero, & López, 2020) In recent years significant progress has been made regarding internal communication in the private sector, while in the public sector there has been little progress, due to adjustment measures in the public sector such as staff reduction or little innovation and updating of internal procedures, ignoring what many authors state: that communication is a key factor for routine work because the flow of information is direct and transparent; therefore this makes the staff stay aligned to organizational objectives.

On the other hand, (Ardaya, 2021) the research conducted, called "internal communication and its impact on the development of digital transformation companies Webdit in Ecuador" shows that communication in Ecuadorian companies, presents problems in terms of poor information and limited communication that exists at all hierarchical levels of the organization due to the weak internal channels implemented; which negatively affects the time to report on administrative and social issues to employees.

The problem of this research arises due to the different types of internal communication that exist in the Autonomous Decentralized Municipal Government of Canton Salinas, referring to what the author Orriaga mentions, (2021) the new ways of communicating to different audiences that arose from the Covid-19 pandemic and its impact on

mobility and the relationship of institutions with their internal users. This has generated the existence of double information channels that in turn duplicate the work in the different areas, in the same way the distortion of the information by not respecting the necessary channels to transmit the information; it affects the personnel with managerial level and the subordinate collaborators because it generates conflicts and inadequate labor climate.

In the daily routines of the work of the collaborators there are problems about the activities performed by the staff, because although in some areas there are collaborators who perform the same activities but they interpret and execute them in different ways which makes the managers of the areas make wrong decisions because there is not the same criteria or results, therefore there is not enough training about the activities, functions and clear responsibilities of the staff and the lack of commitment and motivation, these are the factors that are affecting the quality of work and institutional image of the Municipality of Canton Salinas.

## **Materials and Methods**

The current research focuses on a descriptive approach that has allowed a detailed understanding of the object of study through the theoretical breakdown of the relevant variables. A situational analysis of internal communication and public management in the Municipal Autonomous Decentralized Government (GAD) of Salinas Canton was carried out. In addition, a communication model has been designed with the purpose of strengthening public management, seeking to improve both the internal and external communication of this institution. Likewise, this study has a correlational approach since it establishes relationships between the variables and the results obtained from the surveys used to determine the level of public management. Through this process, the critical factors present in the public management of the institution were identified, which were derived from the diagnostic analysis carried out in the initial stage of the research. The variables evaluated focused on public management and internal communication.

The design of this research is given by the inductive method, to know the situational reality of the object of study, in order to strengthen the organizational communication management of the Municipal Government of Salinas Canton, through the techniques of direct observation, interviews and surveys conducted to its management

staff. On the other hand, the deductive method was used to identify the critical factors associated with public management, in order to design a communication model to strengthen the organizational performance of the GADM of Canton Salinas; surveys were conducted to the staff of the GADM of Canton Salinas, this instrument was designed by 4 identification questions and 11 research questions related to human talent management, organizational management, management of citizen participation, management of supervision and control.

This study considered a population of 652 public servants of the GAD Municipal del Cantón Salinas, in order to identify the critical factors associated with pre and post pandemic communication and its impact on public management in order to design a communication model to strengthen organizational performance. The following are the numbers of public servants of the GAD Municipal del Cantón Salinas.

**Table 1** *Public servants of the GADM of Salinas Canton*

<b>Officials</b>	<b>Quantity</b>
<b>Legislative level</b>	7
<b>Executive level</b>	6
<b>Advisor level</b>	26
<b>Support level</b>	126
<b>Operational level</b>	487
<b>Total</b>	652

Source: Directorate of TTHH, GAD Municipal del Cantón Salinas-2023

Prepared by: author a

The sample was made by applying the following formula:

$$n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2 \cdot (N - 1) + Z^2 \cdot p \cdot q}$$

Where:

**Table 2** *Sample calculation for study*

N = Population size	652
Z = Confidence margin	Z = 0.95 (95%)
P = Probability of success	P = 50 % = 0.50

E = Sampling error	E = 5 % = 0.05
q= Possibility of not being fulfilled	Q = 1- P = 0.50
n =?	Sample size

$$h = \frac{(1,96)^2(0,5)(0,5)(652)}{(0,05)^2(652 - 1) + (1,96)^2 (0,5)(0,5)}$$

$$h = \frac{626,1808}{2,5879} =$$

$$h = 242$$

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The sample size is 242 people to be surveyed to learn about the subject of the study, with a confidence level of 95%, a margin of error of 5%, with a 50% probability of being fulfilled, and with a population of 652 public servants of the GADM of Canton Salinas; probabilistic sampling was used, through systematic sampling.

For the development of the research topic, several sources were used to obtain the necessary information for the design of the sustainable communication model of the GADM of Cantón Salinas, which are detailed below:

Primary sources: Field information was obtained through the application of data collection techniques, where interviews were conducted with experts to learn about the object of study, on the other hand, observation was used to identify factors associated with public management and internal communication, and surveys were conducted to public servants of the GADM of Canton Salinas to learn about the situational reality.

Secondary sources: We resorted to secondary source information in order to have the theoretical and reference argumentation related to the topic of study and the proposal designed, for which we used the documentary and virtual review of books, scientific articles, and theses related to this research.

## Results

In March 2020 was imposed throughout Ecuador the use of masks in people as a preventive measure of contagion of COVID-19 and its obligatory nature in public institutions, one of them the GADM of

Canton Salinas, where the institutions questioned their actions before the decisions to take and that would impact in the short, medium and long term, medium and long term and that in order to fulfill their functions, they had to respond to the communicational demands of the moment and at the same time to take actions that allowed to adapt to the new modality of teleworking during the pandemic,

It was determined through the surveys conducted SEE TABLE NO.-3 that 38.84% of the Salinas Canton GADM officials had a 50% increase in work during the pandemic because they had to carry out other processes in order to fulfill their functions, while 4.96% indicated that post-pandemic their work increased by 50%, that is, there was a 33.88% decrease; on the other hand, 5.79% had a 25% reduction in work during the pandemic due to the change in functions; however, 38.02% post-pandemic had a 25% reduction in work due to the change in functions, however, 38.02% post-pandemic had a 25% reduction in work due to the fact that during the pandemic they were assigned other functions due to additional activities that had to be carried out by the GADMs due to the additional activities that had to be carried out.02% post-pandemic had a 25% reduction in work due to the fact that during the pandemic they were assigned other functions due to the additional activities that the GADMs were required to perform by the National COE and Cantonal COE, such as: control of food prices, disinfection processes, control of the license plate and license plate, and supervision of established norms. On the other hand, 10.74% indicated that an inadequate work environment was generated, due to the lack of relationships and protection norms by the COVID, while POST pandemic 6.20% considered that there was an inadequate work environment, this component had a decrease of 4.55% due to weak interpersonal relationships that did not contribute to the fulfillment of organizational objectives.

**Table 3.** *Impact of COVID's performance of its functions 19*

Affectation in the execution of functions DETAIL	PANDEMIA		POST PANDEMIC		Variation
	F	%	F	%	
<b>Work reduction 25%.</b>	14	5.79%	92	38.02%	32.23%
<b>50% reduction of work</b>	5	2.07%	34	14.05%	11.98%

<b>Labor reduction 75%.</b>	0	0.00%	0	0.00%	0.00%
<b>Work increase 25%.</b>	18	7.44%	42	17.36%	9.92%
<b>50% increase in work</b>	94	38.84%	12	4.96%	-33.88%
<b>Increase in work 75%.</b>	53	21.90%	26	10.74%	-11.16%
<b>Inadequate working environment</b>	26	10.74%	15	6.20%	-4.55%
<b>Stress and demotivation</b>	32	13.22%	21	8.68%	-4.55%
<b>TOTAL</b>	242	100.00%	242	100.00%	

Source: Surveys conducted

Prepared by: Author

This period of time has been chosen because it was the peak period of the Covid-19 pandemic, a period in which organizations implemented internal communication strategies to communicate effectively and efficiently with the stakeholders of the entity, therefore, this research aims to answer the following question: How does internal communication affect the management of the Municipal Decentralized Autonomous Government of Canton Salinas? The new management of public entities seeks to achieve an administration that meets the real needs of citizens at the lowest possible cost, reflected in quality services through transparency processes that encourage citizen participation. According to the surveys conducted, it was determined that 38.85% of those surveyed were teleworking, while 25.54% took vacations due to the high probability of contagion, and part of this group was infected while performing their duties, therefore they took vacations due to illness; on the other hand, 21.94% of the officials had a change of duties, because they could not perform their work activities due to the high probability of contagion, and finally 13.67% had a change of schedule in order to perform activities in compliance with the provisions of the National COE and Cantonal COE.

Based on the research conducted through the evaluation of four components: human talent management, organizational management, citizen participation management, supervision and control management. It was determined that public management in



pre-pandemic was 88%, while in pandemic was 82%, and post-pandemic was 89%, due to the critical factors that affect the municipal communication structure, which affects organizational performance.

The new approaches generated during the pandemic, such as the use of tools and the application of strategies for the execution of functions, have led to the creation of new options to comply with administrative activities, which are aimed at the creation and execution of new communication strategies directed to citizens, and which are based on the goals of each new government team. In this way, the communication departments and teams of the GADM of Canton Salinas established municipal strategic actions for the fulfillment of their functions.

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According to the surveys conducted, it was determined that 43% used platforms for the execution of activities, which generated inconveniences as they did not know about technological tools, while 19% indicated that due to the regulations established by teleworking, it generated workload at home, and 17% mentioned that there was a lack of equipment when having to develop their functions from home.

In the GADM of Cantón Salinas, the organization's new communication strategies should be oriented towards making citizens feel that they are part of the projects contemplated in the Land Management Plan, and that through the different mechanisms of citizen participation they contribute to the design of projects and public policies that benefit the community in general.

According to the surveys conducted, 25.21% indicated that there were changes of processes as an action to strengthen the telework system in pandemic Covid 19, while 29.75% considered that post pandemic again used changes of processes to adapt to new ways of working; on the other hand, 33.38% mentioned that trainings were developed during the pandemic so that people can adapt to new ways of working, and 31.40% indicated that trainings were developed to be prepared for the new challenges of today's society. Finally, 16.12% indicated that functions were modified for workers during the pandemic, who were unable to perform their jobs due to COE regulations, and after the pandemic they returned to normal, and some employees even returned to their jobs due to the analysis of functions that was developed after the pandemic.

**Table 4.** *Actions implemented by the Municipal Government of Canton Salinas*

<b>Actions Implemented</b>	<b>Pandemic</b>		<b>Post Pandemic</b>		<b>Variation</b>
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	
<b>Training</b>	82	33.88%	76	31.40%	-2.48%
<b>Modification of functions</b>	39	16.12%	41	16.94%	0.83%
<b>Flexibility of schedules</b>	52	21.49%	43	17.77%	3.72%
<b>Changes in care processes</b>	61	25.21%	72	29.75%	4.55%
<b>No action</b>	8	3.31%	10	4.13%	0.83%
<b>TOTAL</b>	242	100.00%	242	100.00%	

3.5. Challenges of sustainable communication and its impact on the management of the Municipal Government of Salinas Canton after the COVID 19 pandemic.

For most state institutions, the communication department is essential, so they apply strategies that provide greater relevance to the daily work performed, with a better quality of work and corporate image, which should promote intercommunication between citizens and the institution. Within the administration of the Municipal Government of Salinas canton, communication management is a key tool for achieving development, for which communication strategies should be designed to include effective participation and achievement of goals, to engage all agents of change, the commitment shown by workers depends directly on the level of participation that is given to each one.

The new ideas and communication strategies proposed should be planned based on the local environment and the objectives established to ensure the execution of the projects; through strategic communication planning, it is expected that the GAD Municipal del Cantón Salinas will strengthen the leadership image of the organization and determine how to improve the attention to its external public, taking into account the demands posed by the environment and the type of difficulties and obstacles that may hinder the organization's response capacity.

The relationship between collaborators and citizens is so important that internal communication must be constantly evaluated and monitored in order to improve as the case may be; another aspect to be monitored is the fulfillment of municipal objectives, which through adequate internal communication can be known from different perspectives, criteria and opinions of both members and leaders of the organization regarding the fulfillment of the same; This information becomes a valuable input of analysis for the rethinking of objectives and for decision making; consequently, this research showed that although internal users recognize that there is not an adequate process of internal communication, there is freedom of opinion, but it is not clear what the objectives of the institution are.

Communication in the GAD Municipal del Cantón Salinas is essential to strengthen public management, both for the achievement of goals and the attainment of business objectives; it depends not only on the quality of service provided to its users, but the image that reflects and impacts them through the correct use of communication channels. Likewise, the strategic actions oriented to its collaborators will have a positive impact on the execution of their functions; on the other hand, the motivation factor plays an important role so that the employees perform their tasks with responsibility and sense of belonging.

The proposed model MGCSPR 2023, is a metamodel named by its acronym identified as: sustainable communication model by result developed in the year 2023, aims to strengthen public management and organizational performance; it is designed in relation to the established criteria, thus allowing to improve the negative factors identified in the research.

For most state institutions, the communication department is essential, so they apply strategies that provide greater relevance to the daily work performed, with a better quality of work and corporate image, which should promote intercommunication between citizens and the institution. Within the municipal administration of the Gad of Canton Salinas, communication management is a key tool to achieve development, for which it must design communication strategies that include effective participation and achievement of goals, to engage all agents of change, the commitment shown by workers depends directly on the level of participation that is given to each one.

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to ensure the execution of the projects; through strategic communication planning, it is expected that the GADM of Canton Salinas will strengthen the leadership image of the organization and determine how to improve the attention to its external public, taking into account the demands posed by the environment and the type of difficulties and obstacles that may hinder the organization's ability to respond.

The results of this research concluded that there is a lack of communication among the members of the Autonomous Decentralized Municipal Government of Canton Salinas, so this problem has a negative impact on the efforts that the GADM intends to make and significantly affects its employees because in the absence of an adequate communication strategy they do not grasp the ideas and objectives of the programs and projects of the entity, which affects the proper execution of their functions, lack of institutional identity and little sense of belonging to the organization.

Within the communication management of the GADM of Canton Salinas, internal communication of the institution should be considered, because it stimulates the participation of officials, allows coordinating and promoting attitude changes that benefit productivity, which in turn improve the institutional image. Therefore, internal communication is key to the communication strategy, which has been used as a mechanism in response to crises, and its use has been further strengthened after 2019; it becomes a strategic tool to generate greater commitment, collaboration, productivity and compliance by the members of the company where they belong.

As part of this model, a previous analysis and diagnosis of the existing municipal communications structure should be carried out to determine the effectiveness of the sub areas of the communications department, a correct distribution of roles and functions to the personnel, and processes that are formally established. The main objective of this proposal is to strengthen the public management of the Salinas canton government, for which it is necessary to establish strategic actions oriented to the following components: human talent management, organizational management, citizen participation management, and supervision and control management.

The relationship between employees and citizens is so important that internal communication must be constantly evaluated and monitored in order to improve as appropriate.

Another aspect to be monitored is the fulfillment of the municipal objectives, which through adequate internal communication it is possible to know different perspectives, criteria and opinions of both members and leaders of the organization regarding the fulfillment of the same; such information becomes a valuable input for analysis to rethink objectives and for decision making; consequently, this research showed the result that although internal users recognize that there is no adequate internal communication process, there is freedom of opinion, but it is not clear what the objectives of the institution are. According to the author Thomas, (2021) it is important that the leaders of public entities know well the theory of organizational communication and that they can put it into practice; however, this research determined that the work experience of half of the managers comes from the private sector; This could have an impact on the inadequate internal communication of the Municipal Government, since it is a public institution. Likewise, more than half of the collaborators recognized that their departmental leaders do not establish clear objectives for the department, which would reflect a weak leadership on the part of the officials who are in charge of the directorates and who could have no knowledge of the municipal objectives, which could affect their fulfillment.

According to Derr, (2019) internal communication has become an important tool to establish commitments and cooperation in workers, thus making them understand the importance of their role and impact that their actions will have being part of an organization.

In the research it was determined that internal communication is an integral part of all the strategies that companies have been adopting as responses to the crises presented in comparison to what was previously done in 2019, within this process those responsible for carrying it out will be the officials who establish the business strategies for the company and that if they work continuously and in the long term, the achievement of business objectives will be achieved, thus strengthening the corporate image.

One of the skills to have in the working world is to communicate effectively, because a direct, clear, precise and timely communication helps to the correct transmission of the message, greater productivity of workers and a good perception of the institutional image. As indicated by the author Ree, (2021) when the communication actions executed have not been planned correctly, there is a risk of not meeting the objectives, therefore it is essential that these actions have a

planning focused on the goals and that they contribute to the effective communication development of the organization.

Heer, (2021) good communication within an organization is an indicator of success; that is why the goals are not only obtained from a good service, but also depends on good communication channels and tools. In turn, the author Jee, (2018) indicates that companies must provide all the resources for employees to execute their jobs effectively, here motivation is important as it develops levels of commitment and belonging to the institution. Currently, communication has undergone postmodern changes, so it makes use of all its resources and tools such as: audiovisual equipment, telephones, mobile devices, everything used in the knowledge society, through wireless networks by cyber culture, cyber citizenship, neurosciences, telematics, among others. The author Wogeschaffen, (2020) indicates that it is pertinent to evaluate the situation of the communication unit, but also that of the institution in general, it is necessary to have a knowledge of the punctualized history and another generalized one that provides greater clarity as to why the situation prior to the approach.

## Conclusions

A lack of optimization in the institutional results has been identified due to the absence of a strengthening in the performance based on the management carried out; this lack has a direct impact on the development of staff competencies, the lack of an internal communication strategy hinders the efficient achievement of organizational objectives. 25.21% of respondents experienced specific process changes during the pandemic to strengthen the telework system; this indicates an agile response to the circumstances imposed by the health crisis, which led to adjustments in the ways of working to maintain operational continuity.

29.75% of respondents indicated that process changes were implemented after the pandemic to adapt to new ways of working; this suggests that the transformations brought about by the pandemic are not considered only temporary, but have led to long-term modifications in work processes. It was concluded that there is a trend towards continuous adaptation, both during and after the pandemic, as well as a recognition of the importance of training and skills development to meet the changing challenges of the current work and social environment; since 31.40% indicated that training was offered

to prepare for the new challenges of today's society, these actions are oriented to the need to continue to promote flexibility, training and preparation for future changes in the world of work and society in general.

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