



## INFLUENCE OF THE CIVIL SERVICE REGIME ON APPOINTED ADMINISTRATIVE STAFF AT THE PERUVIAN PUBLIC UNIVERSITY

Landa Rojas Manuel Jesús<sup>1</sup>

**E-mail** mlandar@unmsm.edu.pe

**ORCID** <https://orcid.org/0000-0002-2716-2670>

Agüero del Carpio Lizardo Elías<sup>1</sup>

**E-mail** laguerod@unmsm.edu.pe

**ORCID** <https://orcid.org/0000-0003-3790-1489>

Palomino Silva Julio Andrés<sup>1</sup>

**E-mail** jpalominos@unmsm.edu.pe

**ORCID** <https://orcid.org/0000-0002-5164-3829>

Chiscul Padilla Miguel Ángel<sup>1</sup>

**E-mail** mchisculp@unmsm.edu.pe

**ORCID** <https://orcid.org/0000-0002-1463-0199>

Manchego Odar Sara María<sup>1</sup>

**E-mail** smanchegoo@unmsm.edu.pe

**ORCID** <https://orcid.org/0000-0001-6340-0392>

<sup>1</sup>Universidad Nacional Mayor de San Marcos. Perú

---

### ABSTRACT

This article examines the influence of the civil service regime on the administrative staff appointed in Peruvian public universities. The civil service is a system set up to regulate public employment in the country, seeking to guarantee meritocracy, transparency and efficiency in the management of human resources. In the context of public universities, the civil service regime can have a significant impact on designated administrative personnel, which are those civil servants hired to fill specific positions. These employees may have different rights, benefits and working conditions compared to personnel subject to the general contracting regime. The article analyzes how the civil service regime affects the choice, promotion and job stability of the administrative staff appointed in Peruvian public universities. It examines the way in which the system of merits and public competitions influences the hiring and promotion of personnel, as well as disciplinary procedures and job stability. In addition, potential challenges and benefits faced by administrative staff appointed under the civil service regime are explored. This includes considering objectivity in selection and promotion, protection against arbitrariness, and improving the quality of institutional management. Through a detailed analysis of the influence of the civil service regime on the administrative personnel appointed in Peruvian public universities, this article seeks to contribute to the debate on the optimization of human resources recruitment and management systems in the academic field.

**Keywords:** Civil service, administrative staff, Peruvian public universities, public employment.

---

### INTRODUCTION

The civil service system plays a crucial role in the administrative structure of any organization, and the Peruvian Public University is no exception. Appointed administrative staff in educational institutions play a vital role in the efficient functioning of the university and in ensuring the quality of the education provided.

This article aims to analyze the influence of the civil service regime on the administrative personnel appointed at the Peruvian Public University. The civil service, understood as a set of rules and regulations governing the recruitment, evaluation and promotion of personnel, has a direct impact on talent management and the professionalization of employees in the academic field.

In this context, it is relevant to examine how the civil service regime affects personnel selection, working conditions, professional development opportunities and job stability of administrative staff at the Peruvian Public University. In addition, it is important to evaluate how this influence translates into the efficiency and effectiveness of administrative processes and the quality of services provided to the university community.

To carry out this analysis, an exhaustive review of the current legislation on civil service and its application in the Peruvian Public University will be carried out. Previous studies and research that have addressed the topic will also be examined, as well as testimonies and opinions of experts in the academic and administrative field.

The knowledge generated from this study will contribute to understanding the relationship between the civil service regime and the administrative personnel designated in the Peruvian Public University, allowing to identify strengths, weaknesses and possible areas for improvement in the current system. Likewise, it is expected that the results obtained will serve as a

basis for future proposals for policies and actions that promote the development and well-being of administrative employees, as well as the efficiency and quality of university management in the Peruvian context.

### **Background**

The civil service regime in administrative staff has its antecedents in the twentieth century, specifically in England. It emerged with the aim of merging ethics and public administration, highlighting the importance of separating political decisions from their execution. It is recognized that the policy defines the objectives to be achieved, while the administration is responsible for carrying out those policies.

In this context, the civil service is conceived as a framework that seeks to promote professionalization and merit in the administrative staff of the public sector. It is intended to ensure that appointments and promotions are made based on the competencies and qualities of individuals, and not on the basis of favoritism or political influence. In this way, it seeks to ensure an efficient and fair administration (Martinez et al., 2018).

However, in practice, the civil service has faced challenges in implementing the principles of meritocracy and equity. In many cases, problems have been noted related to the lack of transparency in the selection and promotion processes, as well as the existence of discriminatory practices.

This background underlines the importance of strengthening the civil service system, promoting impartiality and equal opportunities in access to and development of administrative careers. This will ensure a competent and committed civil service, capable of facing the challenges of public management in an efficient and ethical manner. (Navarro & Carrión, 2019).

In Peru, the antecedents of the civil service regime in administrative personnel go back to several historical stages. At the beginning of the twentieth century, it sought to establish a civil service based on ethical principles and the separation of public administration from political influences. This was aimed at promoting more efficient and transparent management in the public sector.

In 1919, the Civil Service in the Central Government Act was enacted, which sought to establish an administrative career based on the merit and ability of civil servants. However, this law failed to be implemented effectively and patronage and political practices were maintained in the selection and promotion of public servants.

In the 1960s, during the government of President Fernando Belaunde Terry, a new Civil Service Law was enacted that sought to strengthen meritocracy and job stability in the public sector. This law established principles of entry, promotion and promotion based on merit and the evaluation of competences.

However, over the decades since, Peru's civil service regime has faced challenges in its implementation. Nepotism, corruption and favouritism persist in the public administration, which has led to a lack of transparency and a negative perception of the civil service.

In 2013, the Civil Service Law was enacted, which sought to modernize and strengthen the civil service regime in Peru. This law established principles of merit, transparency, impartiality and job stability. In addition, it created the National Civil Service Authority (SERVIR), as the entity responsible for regulating, supervising and promoting the career and professional development of public servants.

Despite these efforts, challenges remain in the effective implementation of the civil service regime in Peru. Greater vigilance and supervision is needed to prevent irregular practices and guarantee equal opportunities in access to and development of the administrative career.

### **Human Resources**

The origin of human resources in Peru is characterized by the following aspects:

1. The creation of an Industrial Relations unit was legally mandated and not as an initiative of the private sector.
2. Its creation arose due to deficiencies in the management of workers and the lack of modern techniques on the part of companies.

In this context, it is the State that intervenes, establishing the first functions of this unit, which consist of ensuring the rights of workers and guaranteeing compliance with obligations by companies, given the inequalities of power existing between both parties.

3. The characteristics of the unit leader, the Industrial Relations Manager, were also defined by law.

In addition, in recent years human resources management in Peruvian companies has been understood through the work carried out by (Sánchez-Ortega et al., 2021). According to his study, it is considered important to understand the evolution of human resources taking into account the different governments and political bodies that have generated different ways of conceptualizing them. Each government has established its own laws and regulations, following currents that have been quickly accepted by big business. (Heredia Alarcón et al., 2015), (Gutiérrez Yactayo, Aguilar Pawelczyk, Hanco Cahuana, Carrillo Vásquez & Macazana Fernández, 2021).

The new conception of the Civil Service, which emerged from 2004, can be explained mainly by the creation of the National Civil Service Authority (SERVIR), which becomes the governing body of the Administrative System of Human Resources Management of the State. In addition, it highlights the development of the body of public managers and the

implementation of a civil service reform based on meritocracy, which is established through the approval of Law No. 30057, known as the Civil Service Law.

The civil service is mainly composed of civil servants. According to the concept of (Rebolledo, 2015), is understood as a system of articulation of public employment through which certain countries guarantee, through approaches, systems and various instruments, basic elements for the functioning of professional public administrations.

On the other hand (Moriano Sauñe, 2022) defines the civil service system as a set of rules that refer to the form and conditions in which the State ensures the availability of personnel with the skills and attitudes necessary to efficiently carry out activities related to their role in society.

According to the National Civil Service Authority (SERVIR), the civil service in Peru is defined as a set of principles, rules and processes that regulate the income, rights and duties of public servants who provide services permanently in the public administration. Its objective is the incorporation and development of suitable personnel, guaranteeing their permanence and growth based on merits and qualifications in the performance of their functions, within a homogeneous structure of occupational groups and levels. (Morales & Rey, 2021).

The administrative career in Peru is regulated by the Law on the Bases of the Administrative Career and Public Sector Remuneration and its regulations. This public administrative labour regime is characterized by being a closed system, where entry into the career is made through the lowest level of the occupational group and promotion is based on compliance with previously determined requirements, such as seniority, experience, training and evaluation.

The administrative career is divided into three levels of occupations, each with different levels, and has a unique remuneration system that includes basic salary, bonuses and benefits. It is based on the principles of equal opportunities, stability, guarantee of the level acquired and fair and equitable remuneration.

The Law recognizes as a "public servant" a citizen who provides services in public administration entities with an appointment or employment contract, subject to remuneration in regular periods. Only appointed public servants who provide services of a permanent nature have an administrative career and are entitled to indeterminate job stability. However, the Armed Forces, Police Forces, workers in State enterprises or mixed economy companies, as well as officials with political or trusted positions, are excluded from the administrative career. In addition, the standard allows compatibility with university teaching up to a maximum of six hours per week (ROSALES-YEPES et al., 2020).

With regard to the employment and human resources management system, a model consisting of seven basic subsystems has been proposed, which are partly included in Legislative Decrees 1023 and 1025 for the assignment of functions to SERVIR. Subsequently, Directive No. 002-2014-SERVIR/GDSRH establishes guidelines for the processes linked to the administrative system of human resources management in public entities.

Peruvian legislation has attempted to address these problems and strengthen the civil service regime. Laws and decrees have been implemented to promote transparency, establish clear selection and promotion criteria based on merit and competence, and ensure equal opportunities for all officials.

Some of the regulations that relate to the influence of the civil service regime on the administrative personnel designated at the Peruvian Public University are presented below:

Board 1. Peruvian regulations on the civil service regime

<b>MAIN LAWS</b>	
Law No. 30057, Civil Service Law	This law establishes the general regulatory framework for the civil service in Peru. It regulates the principles and rights of the civil service, admission, evaluation and promotion systems, as well as labor rights and the management of public employment. This law is applicable both to the public sector in general and to institutions of higher education, including public universities.
Law No. 30220, University Law	This law regulates the operation and management of universities in Peru. While it does not directly address the civil service regime, it establishes the principles of autonomy, transparent and efficient management, and quality assessment in higher education. These principles are relevant to the influence of the civil service regime on the administrative staff of public universities.
Supreme Decree No. 065-2011-PCM, Regulation of the Civil Service Law	These regulations supplement the Civil Service Law and establish the procedures and requirements for the selection, recruitment, evaluation and promotion of civil service personnel. This regulation applies to both central government bodies and decentralized entities, including public universities.

Law No. 28175, Framework Law on Public Employment	This law establishes the principles, rights and obligations of public servants in Peru. Although its application is not specific to the university environment, it is relevant to understanding the general regulatory framework of public employment in the country and how it relates to the civil service regime.
---------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Source: Authors.

In addition to these general regulations, it is important to bear in mind that each Peruvian public university may have its own internal rules and regulations that complement and adapt the civil service regime to its specific needs and characteristics. These internal rules may establish specific selection, evaluation and promotion processes for administrative staff, as well as working conditions and additional benefits.

The detailed analysis of these legislations and their implications in the civil service regime in the administrative staff of Peruvian public universities is fundamental to understand how the influence of this regime develops in the university environment and how transparency, meritocracy and efficiency in the management of administrative personnel are guaranteed.

The former Framework Law on Public Employment established generally standardized principles for service links in the Public Sector, regardless of the regime. However, the career law that was expected to be passed under this Framework Law never materialized, and effective standardization was never achieved, according to the lawyer. (Matos Paredes & Ramos Medina, 2018).

Currently, the new Civil Service Directive (SERVIR) emphasizes meritocracy and competency-based job design methodology, which has a great impact on the new conception of human resources. In addition, it is important to mention that this new approach entails new paradigms in terms of human talent, which requires an improvement in the use of Information Technologies.

As he points out (Galvez et al., 2021), the need to manage new platforms and information tools by professionals and managers allows them to be more competitive in the labor market and is an important asset for organizations. This has generated the need to change legislation, especially for public employees. However, many in Peru resist change due to the inability to improve efficiency and be effective in service delivery.

Since the creation of SERVIR, a series of legal mechanisms have been established to include exceptions to different state entities and agencies. According to Juan Carlos Cortés, president of SERVIR, the exclusion of entities such as the Central Reserve Bank, the Superintendency of Banking and Insurance, Congress, the Comptroller's Office and SUNAT was considered "political", but a ruling by the Constitutional Court in 2016 declared this exclusion unconstitutional. However, if an entity had adequate foundations, it could get out of this regime. Based on this reasoning, last year the SBS, the BCR and Congress were again excluded. Cortés discovers that these exclusions will affect the servers' opportunity to progress and move within the state.

In summary, this article seeks to deepen the influence of the civil service regime on the administrative personnel appointed at the Peruvian Public University, offering a critical and reflective analysis on the relationship between the two and its implications in university management.

## **MATERIALS AND METHODS**

To carry out the study on the influence of the civil service regime on the administrative personnel designated at the Peruvian Public University, the following research tools were used:

- **Compilation of legislation and regulations:** An exhaustive review of the current legislation on civil service in Peru was carried out, including laws, supreme decrees, regulations and related provisions. In addition, the specific regulations governing administrative staff in Peruvian public universities were compiled.
- **Bibliographic review:** A review of previous studies, research and publications was carried out that addressed the issue of the influence of the civil service regime on administrative personnel in the Peruvian university environment. Academic databases, specialized journals and relevant institutional documents were consulted.
- **Documentary analysis:** The information collected was analyzed and systematized, identifying the key aspects related to the influence of the civil service regime on administrative personnel. Comparisons and contrasts were made between different sources and preliminary conclusions were drawn.
- **Expert consultation:** Interviews and consultations with academic, administrative and legal experts were conducted. These professionals provided additional information, perspectives and informed opinions on the influence of the civil service regime on the administrative staff appointed at the Universidad Pública Peruana.
- **Case Study Analysis:** Representative cases from Peruvian public universities were selected to analyze how the civil service regime has influenced administrative staff in different contexts. Data on recruitment, evaluation, promotion, working conditions and job stability were collected from these case studies.
- **Comparative analysis:** A comparative analysis was carried out between the different Peruvian public universities, considering aspects such as internal rules, selection, evaluation and promotion processes, and the working

conditions of administrative staff. Significant similarities and differences were sought to better understand the influence of the civil service regime in each particular case.

- Synthesis and elaboration of the article: Based on the data collected, the article was elaborated, structuring the corresponding sections and integrating the findings, analysis and conclusions obtained throughout the study.

Finally, these methods allowed to obtain a comprehensive understanding of the influence of the civil service regime on the administrative personnel appointed at the Peruvian Public University.

## RESULTS AND DISCUSSION

The influence of the civil service regime on the administrative personnel appointed at the Peruvian Public University is a topic of great relevance and requires detailed analysis. The civil service system in Peru is designed to regulate the recruitment, evaluation and promotion of personnel in the public sphere, including the education sector. Its main objective is to ensure meritocracy, transparency and efficiency in human resources management.

In the university context, administrative staff plays an essential role in the development of administrative functions, contributing to the proper functioning of the institution and the achievement of its objectives. These professionals play a variety of roles, from financial and human resource management to coordinating student services and supporting research. Therefore, it is essential to analyze how the civil service regime affects these personnel and, ultimately, the quality of education offered by Peruvian public universities.

One of the main areas of influence of the civil service regime on administrative staff is selection and recruitment. According to the established rules, public competitions are the main form of entry into the civil service, which implies that administrative staff must compete on equal terms to access a job. This ensures that hiring decisions are based on the merit and capabilities of applicants, avoiding nepotism and discretion.

However, it is important to note that the civil service regime can also present challenges in hiring administrative staff for public universities. On the one hand, selection processes can be lengthy and bureaucratic, which can make it difficult to timely hire highly qualified professionals. In addition, rigid pay scales may limit universities' ability to attract and retain talent in specialized areas.

Another important area of influence is the evaluation and promotion of administrative staff. The civil service regime establishes mechanisms for periodic performance evaluation, which makes it possible to identify strengths and areas for improvement in personnel. This contributes to the professionalization of administrative staff and the development of their skills. In addition, promotion is based on objective criteria, such as experience and performance, which provides opportunities for growth and professional development.

However, the implementation of evaluation and advocacy processes can present challenges in practice. On some occasions, the evaluation criteria may not be clear or aligned with the needs and objectives of the universities. In addition, lack of resources and adequate training can affect the quality of evaluation processes, which in turn can limit development and promotion opportunities for administrative staff.

The civil service regime also influences the working conditions and employment stability of administrative staff. In theory, the system seeks to provide job security and stability to workers, which is fundamental to their well-being and professional development. However, in practice, the lack of budget and hiring under temporary modalities can generate job instability and precarious working conditions.

In addition, it is important to mention that the influence of the civil service regime on administrative personnel may vary among different Peruvian public universities. Each institution may have its own internal rules and regulations, which can add complexity to the system and lead to disparities in working conditions and development opportunities for administrators.

The Peruvian Civil Service Law aims to establish a regulatory framework that regulates the entry, career and management of administrative personnel in public sector entities, including Peruvian public universities. Next, I will mention some ways in which this law can favor the administrative staff of the Peruvian public university:

- Meritocracy in admission: The Civil Service Law seeks to ensure that entry into public service is based on the merit and ability of applicants. This means that public universities will have to select their administrative staff based on their knowledge, skills and experience, promoting a fairer and more transparent selection process.
- Job stability: The law establishes that public servants have the right to job stability, which provides greater security and protection to the administrative staff of public universities. This implies that, once entered the service, workers cannot be arbitrarily dismissed, and can only be separated for legally established reasons.
- Administrative career: The regulations promote the implementation of an administrative career system in public entities, which includes universities. This implies that administrative staff will be able to count on a system of promotions and promotions based on merit and performance evaluation, providing opportunities for development and professional growth.
- Training and continuous education: The Civil Service Law promotes the training and continuous training of administrative personnel, in order to strengthen their competencies and skills. This will allow workers in public

universities to improve their performance, update their knowledge and adapt to changes and advances in their field of work.

- Performance evaluation: The law establishes the obligation to conduct periodic evaluations of the performance of administrative personnel. These assessments identify strengths and areas for improvement, and provide an opportunity to recognize and reward good performance. In addition, performance appraisal can be a determining factor in promotion and promotion processes.

The civil service regime has a significant influence on the administrative personnel appointed at the Peruvian Public University. Although it seeks to promote meritocracy, transparency and efficiency in human resources management, it presents challenges in areas such as hiring, evaluation and promotion, as well as in working conditions and job stability. It is essential to address these challenges and seek solutions to strengthen the system and improve the quality of administrative management in Peruvian public universities. This will involve a constant review of existing policies and regulations, as well as the promotion of training and development of administrative staff to adapt to the changing needs of the university environment.

Based on the analysis performed, it is recommended to take the following actions:

1. Review and simplify selection processes, streamlining bureaucratic procedures and ensuring the timely hiring of highly trained professionals.
2. Update and make salary scales more flexible to attract and retain talent in specialized areas, encouraging excellence and professional development.
3. Strengthen evaluation and promotion mechanisms, ensuring that the criteria used are clear, objective and aligned with the needs and objectives of universities.
4. Allocate sufficient resources for the training and professional development of administrative staff, ensuring their constant updating and adaptation to the new demands of the university environment.
5. Promote the standardization of civil service processes and standards in Peruvian public universities, reducing disparities and ensuring fair working conditions for all administrative staff.

Ultimately, it is essential that the civil service regime at the Peruvian Public University evolves continuously, always seeking to improve working conditions, professional development and the quality of administrative management. This will strengthen educational institutions and contribute to growth.

## CONCLUSIONS

The civil service system in Peru, which seeks to ensure meritocracy, transparency and efficiency in human resource management, has a significant impact on the administrative staff of Peruvian public universities. The civil service regime has contributed to the selection of personnel based on merit and ability, avoiding nepotism and discretion. This has allowed qualified professionals committed to administrative tasks, strengthening the quality of university management.

Periodic performance evaluation and promotion based on objective criteria have favoured the professionalization of administrative staff. These mechanisms have provided opportunities for professional growth and development, enhancing their competence and contributing to excellence in service delivery. However, there are challenges in implementing the civil service regime in Peruvian public universities. Selection processes can be lengthy and bureaucratic, making it difficult to hire highly qualified professionals in a timely manner. In addition, rigid pay scales can limit the ability to attract and retain talent in specialized areas.

Lack of resources and adequate training can affect the quality of evaluation and promotion processes, which in turn can limit development and promotion opportunities for administrative staff. The civil service system also presents variations among the different Peruvian public universities, which can generate disparities in working conditions and development opportunities for administrative staff.

## REFERENCES:

- Galvez, R. E., Huamán, O. M. D. C. R., Gonzáles, M. A. E., & Agama, P. G. A. (2021). The work performance and intention of rotation of the workers of the Human Resources Unit of the DRELM, a qualitative analysis. *INNOVA Research Journal*, 6(1), 61–83.
- Gutiérrez Yactayo, D. V., Aguilar Pawelczyk, C. A., Hancoo Cahuana, L. E., Carrillo Vásquez, E. R., & Macazana Fernández, D. M. (2021). Management of human resources of the administrative civilian staff of the Department of Education of the Central Military Hospital Lima, Peru. *Revista Universidad y Sociedad*, 13(S3), 346-355.
- Heredia Alarcón, M., Andía Ticona, M., OcampoGuabloche, H., Ramos-Castillo, J., Rodríguez Caldas, A., Tenorio, C., & Pardo Ruiz, K. (2015). Student desertion in health sciences careers in Peru. *Annals of the Faculty of Medicine*, 76(spe), 57–61.
- Martínez, A. M. J., Vega, N. S. A., Pintado, N. E. A., & Guzmán, J. J. M. (2018). Human talent management as a factor for improving public management and work performance. *Revista Venezolana de Gerencia*, 23(83), 740–760.

- Matos Paredes, J., & Ramos Medina, E. A. (2018). Relationship of the organizational climate with the work performance of the servants of a public institution of Callao, year 2017.
- Morales, C., & Rey, W. (2021). The Administrative System of Human Resources Management and the Civil Service Law at the National University of Central Peru-2018-2019. *Horizon of Science*, 11(20), 87–94.
- Moriano Sauñe, N. Y. (2022). The implementation of the Civil Service Law and the improvement of institutional management in the UNMSM.
- Navarro, W. R., & Carrión, C. M. (2019). The Administrative System of Human Resources Management and the Civil Service Law at the National University of Central Peru-2018-2019. *University Prospective*, 16(1), 117–120.
- Rebolledo, E. (2015). A public policy for the development of the human capital of municipal officials: learning for the case of the Municipal and Regional Training Academy. *Journal of Public Policy Studies*, 1(2), 66–85.
- ROSALES-YEPES, A., MONTES-MIRANDA, A., & FIGUEROA-GUTIERREZ, V. (2020). School leadership in Latin American educational policies. *ESPACIOS Magazine*, 41(33), 105-118.**
- Sánchez-Ortega, J. A., Seminario-Polo, A., & Oruna-Rodríguez, A. M. (2021). Social responsibility and quality management: Peruvian Insurance Company. *CHALLENGES. Journal of Management Sciences and Economics*, 11(21), 117–130.