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Administrative Management of the Civil Ecclesiastical Association Food Bank and the Socioeconomic Well-Being of Beneficiaries in the Department of Cajamarca: 2021–2025

Gladys Mabel Sánchez Cotrina[1], Juan Romelio Mendoza Sánchez[2], Blanca Flor Mendoza Sánchez[3], Alejandro Carrascal Carranza[4], Rosa Bertha Mendoza Esquives[5], Mario Mendoza Sánchez[6]

[1]Universidad Nacional de Cajamarca, Perú. E-mail: gsanchez_epg23@unc.edu.pe
[2]Universidad Nacional de Cajamarca, Perú. E-mail: juanmendoza@unc.edu.pe, ORCID: 0000-0002-1690-8537
[3]Universidad Nacional de Cajamarca, Perú. E-mail: bmendoza@unc.edu.pe, ORCID: 0000-0002-4665-7097
[4]Universidad Nacional de Cajamarca, Perú. E-mail: acarrascalc@unc.edu.pe, ORCID: 0009-0002-3582-1303
[5]Universidad Nacional de Cajamarca, Perú. E-mail: resquives@unc.edu.pe, ORCID: 0000-0002-5147-1553
[6]Universidad Nacional de Cajamarca, Perú. E-mail: mmendoza@unc.edu.pe, ORCID: 0009-0003-4942-4613

ABSTRACT

The research aimed to analyze the administrative management of the aforementioned association and its contribution to the socioeconomic well-being of its beneficiaries during the 2021–2025 period. Methodologically, the study adopted a quantitative approach, with a relational scope and a propositional orientation, using a non-experimental design and, given its longitudinal nature, the hypothetical-deductive method. The sample consisted of 384 beneficiaries selected from a total population of 209,498 through simple random sampling, with a 95% confidence level and a 5% margin of error. Two Likert-scale questionnaires, validated through expert judgment and exhibiting high reliability (Cronbach's α = 0.967 and 0.992), were administered and processed using SPSS Statistics 27 and Microsoft Excel. The results revealed a positive and statistically significant relationship between administrative management and socioeconomic well-being ($r = 0.721$; $p < 0.01$). Organization ($r = 0.689$) and planning ($r = 0.663$) emerged as the strongest dimensions, whereas management/leadership ($r = 0.579$) and control ($r = 0.461$) were the weakest. At the perceptual level, 52.92% of beneficiaries rated management favorably and 66.0% perceived their well-being positively, although substantial volatility was observed in distribution volumes, which ranged from 22,577 kg to 306,369 kg in 2025. It was concluded that efficient administrative management makes a significant contribution to improving beneficiaries' socioeconomic conditions, making the strengthening of control and management a priority.

Keywords: Administrative management, socioeconomic well-being, Food Bank, social development.

Introduction

At the global level, administrative management is a determining factor in the sustainability of food assistance institutions because it enables resources to be optimized, distribution to be improved, and responses to food insecurity to be strengthened, a condition affecting more than 735 million people (9.2% of the world's population).

According to the Food and Agriculture Organization of the United Nations (FAO) (2024), in Latin America, Food Banks reduce food waste and promote food security, although they face challenges related to transparency and administrative control.

In Peru, despite moderate progress, monetary poverty reached 29% of the population in 2023 (9.8 million people), while extreme poverty rose to 5.7%, concentrated in rural areas.

Cajamarca is one of the most affected regions, with 43.3% poverty, 40.1% childhood anemia, and 17.5% chronic malnutrition among children under five years of age, all considerably above the national average. In this context, the Civil Ecclesiastical Association Food Bank of Cajamarca plays a strategic role by collecting, storing, and distributing donated food to mitigate food insecurity. However, its effectiveness depends on efficient administrative management in planning, control, and transparency.

In 2024, monetary poverty in Peru affected 27.6% of the population (9.4 million people), while extreme poverty reached 5.7%, concentrated in rural areas of the highlands and jungle. Cajamarca is among the hardest-hit regions, with a poverty rate of 43.3%. Food insecurity is exacerbated by critical indicators: according to ENDES 2024, childhood anemia affected 40.1% of children under five, while chronic malnutrition reached 20.4%, well above the national average of 11.7%. The FAO (2024) warns that this situation is further aggravated by limited institutional capacity to manage resources allocated to food assistance.

The Civil Ecclesiastical Association Food Bank of Cajamarca collects, stores, and distributes donations to vulnerable families. Nevertheless, its impact is constrained by weaknesses in administrative management, including a lack of standardized mechanisms, insufficient operational planning, limited staff training, and weak interinstitutional coordination. These gaps reduce efficiency and transparency and make it difficult for the organization to effectively improve the socioeconomic and nutritional conditions of its beneficiaries. Therefore, it is necessary to evaluate how current management contributes to or limits socioeconomic well-being in Cajamarca, identify the internal factors that hinder institutional efficiency, and propose improvement strategies to strengthen its sustainability and role in addressing food insecurity in the department.

The general research question concerns how the administrative management of the Civil Ecclesiastical Association Food Bank contributes to the socioeconomic well-being of beneficiaries in the department of Cajamarca during 2021–2025. The specific questions seek to analyze the contribution of planning, organization, management, and administrative control, as well as to formulate a management improvement proposal aimed at optimizing such well-being.

The study expands knowledge regarding the relationship between administrative management and socioeconomic well-being in nonprofit organizations devoted to food security. It is grounded in Mayo's (1933) human relations theory, which emphasizes the importance of the human factor and interpersonal relationships in achieving objectives, and in Taylor's (2003) scientific management theory, which establishes efficiency through the planning, organization, management, and control of processes. Both approaches make it possible to understand how efficient management strengthens the Food Bank and contributes to improving beneficiaries' living conditions.

The research has practical relevance because it enables a diagnosis of current management and its contribution to socioeconomic well-being. The findings will guide decision-making by managers and collaborators, facilitating the identification of improvements in food procurement, administration, and distribution, as well as in the efficient use of resources. This will provide a basis for strengthening operational efficiency, expanding coverage, and enhancing the organization's social impact.

To achieve the objectives, instruments will be designed and validated to measure administrative management (Variable X: 4 dimensions, 12 indicators) and socioeconomic well-being (Variable Y: 2 dimensions, 7 indicators). The questionnaires will undergo validity and reliability testing, and the data will be processed using appropriate software in order to determine the Food Bank's contribution to socioeconomic well-being in Cajamarca.

The research is framed within the regulations governing degrees and academic titles of the Graduate School of the National University of Cajamarca. Its relevance lies in understanding the impact of the Food Bank's donation activities and administrative management on the economy of the poorest sectors of the department, applying socioeconomic analysis tools and promotion strategies that make it possible to measure this contribution to well-being.

The study is limited to the Civil Ecclesiastical Association Food Bank of Cajamarca during 2021–2025 and uses a longitudinal design to analyze the evolution of its administrative management and its contribution to socioeconomic well-being. Socially, the unit of analysis consists of the organization's direct beneficiaries. Conceptually, the research is based on two variables: administrative management—understood as the processes of planning, organization, management, and control of institutional resources—and beneficiaries' socioeconomic well-being, referring to their living conditions, access to basic resources, and satisfaction of essential needs.

Two main limitations were identified: the potential social desirability bias in participants' responses, which was mitigated through confidential complementary interviews concerning transparency and organizational knowledge management; and the limited availability of local academic studies specifically addressing administrative management and socioeconomic well-being in Cajamarca, which restricted comparisons with previous research. Both limitations were overcome during the study through direct communication with participants, who actively collaborated in completing the instruments and shared their perceptions of the Food Bank's contribution to socioeconomic well-being.

Various international and national studies have addressed the relationship between administrative management and socioeconomic well-being, as well as outcomes obtained in nonprofit organizations operating in the food and social sectors.

At the international level, Faucette (2024) analyzed the relationship between administrative management strategies and social well-being in religious nonprofit organizations in the United States, finding a significant positive correlation ($r = 0.67$; $p < 0.01$; $R^2 = 0.45$), with resource management ($\beta = 0.39$) and information systems ($\beta = 0.36$) standing out, and concluded that strategic planning and the use of technology achieve sustainable social impact. Wilson (2023) studied resource management and social well-being in NGOs, finding a significant positive correlation ($r = 0.66$; $p < 0.01$; $R^2 = 0.44$), with strategic planning ($\beta = 0.40$) and fundraising ($\beta = 0.35$) carrying greater weight, and concluded that organizations with better management practices generate greater social impact.

Martínez (2023) investigated the relationship between administrative management and social well-being in Mexican NGOs, obtaining a high correlation ($r = 0.71$; $p < 0.01$; $R^2 = 0.50$), in which resource-management efficiency ($\beta = 0.43$) and institutional transparency ($\beta = 0.38$) were decisive, concluding that transparent, results-oriented management improves the coverage and quality of services. Rodríguez (2022) examined the administrative management of social programs and socioeconomic well-being in Colombia, reporting a significant positive correlation ($r = 0.68$; $p < 0.01$; $R^2 = 0.46$), with resource allocation ($\beta = 0.41$) and monitoring and evaluation ($\beta = 0.37$) exerting the greatest influence, and concluded that appropriate management improves beneficiaries' living conditions. García (2021) analyzed the relationship between public management and local socioeconomic development in Spain, finding a high correlation ($r = 0.72$; $p < 0.01$; $R^2 = 0.52$), highlighting strategic planning ($\beta = 0.44$) and administrative efficiency ($\beta = 0.39$), and concluded that effective public management promotes economic growth and reduces inequalities.

At the national level, Pérez (2023) analyzed the relationship between administrative management and user satisfaction in social services in Lima, finding a significant positive correlation ($r = 0.64$; $p < 0.01$; $R^2 = 0.41$), with organization ($\beta = 0.38$) and control ($\beta = 0.35$) exerting the greatest influence, and concluded that appropriate management improves service quality and users' well-being. Castillo (2022) studied administrative management and service quality in a welfare office in Lima, finding a significant positive correlation ($r = 0.65$; $p < 0.01$; $R^2 = 0.42$), highlighting organization ($\beta = 0.39$) and management/leadership ($\beta = 0.35$), and concluded that inadequate planning and control reduce service quality. Arce (2022) investigated administrative management and service quality among beneficiaries of the Juntos Program in Lima, reporting a significant positive correlation ($r = 0.66$; $p < 0.01$; $R^2 = 0.43$), with planning ($\beta = 0.38$) and control ($\beta = 0.36$) carrying greater weight, and concluded that efficient management improves service quality. Zapata (2021) examined administrative management and quality of life among beneficiaries of social programs in Ayacucho, finding a significant positive correlation ($r = 0.60$; $p < 0.01$; $R^2 = 0.36$), highlighting planning ($\beta = 0.35$) and control ($\beta = 0.32$), and concluded that administrative management contributes significantly to quality of life.

Ramírez (2023), in Cajamarca, determined the relationship between administrative management and quality of life among beneficiaries of the Vaso de Leche program, finding a moderate and significant correlation (Spearman's rho = 0.560; $p = 0.047$). Sixty-five percent perceived management as inadequate, and 89% considered their quality of life low. The study concluded that planning (rho = 0.569) and motivation (rho = 0.726) were the dimensions most strongly associated with well-being.

Epistemology, which studies the origin, nature, and limits of human knowledge, provides the foundation for this research through positivist and rationalist paradigms. From a positivist perspective, knowledge is based on systematic empirical observation, verification of facts, and application of the scientific method to obtain objective and measurable results, establishing relationships between administrative management and socioeconomic well-being through quantitative procedures (Hernández, 2018).

Rationalism complements this approach by recognizing the role of reason and logic in interpreting the organizational reality of the Food Bank. Thus, the relationship between the researcher and the object of study follows a positivist epistemology, in which the variables are analyzed without researcher influence, using quantitative methods and pre-existing theories such as those of Taylor and Mayo.

From an interpretivist perspective, administrative management is also analyzed as a social phenomenon influenced by the experiences, perceptions, and meanings constructed by workers and beneficiaries. This approach explores how planning, organization, management, and control processes affect their sense of belonging, motivation, and well-being, and how these transformations are accepted or resisted according to the organizational culture of the Food Bank.

Administrative management and socioeconomic well-being are grounded in several highly relevant theoretical approaches in the administrative and social sciences: Organization Theory and Public Administration (Weber, 2002; Chiavenato, 2018), Stakeholder Theory (Freeman, 1984; Donaldson & Preston, 1995), Structural Functionalism (Parsons, 1999; Merton, 2002), Marx and Weber's Theory of Social Structure (Marx & Engels, 2020), Maslow's Theory of Needs (1943), McClelland's Theory of Motivational Needs (2016), and Sen's Capability Approach (1999). These theories have proven useful for understanding how efficient resource management and attention to human and structural dimensions affect social development.

For the administrative management variable, Robbins and Judge (2013) define it as the process of designing and maintaining a work environment in which individuals, working in groups, achieve common goals through the coordinated execution of planning, organization, management, and control activities. This variable is operationalized through four dimensions. The first is administrative planning, which according to Chiavenato (2018) involves establishing goals and selecting the most appropriate means to achieve them, anticipating scenarios and allocating resources. The second is administrative organization, which Anaya (2008) defines as the design of a functional structure that determines who should do what, distributing tasks and responsibilities. The third is administrative management, which Chiavenato (2018) describes as the function of guiding, motivating, and coordinating personnel through leadership, effective communication, and decision-making. The fourth is administrative control, which Chiavenato (2018) defines as verifying that activities are carried out as planned, correcting deviations, and ensuring continuous improvement.

For the socioeconomic well-being variable, Resico (2010) defines it as a multidimensional state in which individuals and households achieve a decent standard of living that enables them to meet their basic needs and participate actively in the social and economic life of their community, incorporating objective economic factors as well as subjective and social dimensions. This variable is operationalized through two dimensions. The first is economic development, which Robbins and Coulter (2009) define as the process through which an economy improves its capacity to satisfy the needs and aspirations of its population, moving beyond simple income growth to encompass equitable resource distribution and the expansion of substantive freedoms. The second is social development, which Chiavenato (2018) defines as the creation of conditions that enable people to exercise their rights and access quality basic services; Werther and Davis (2008) describe it as the expansion of human capabilities; and Alles (2015) as the improvement of quality of life, equal opportunities, and active participation from a community-based and sustainable perspective.

The general objective of the research is to analyze the contribution of the administrative management of the Civil Ecclesiastical Association Food Bank to the socioeconomic well-being of beneficiaries in the department of Cajamarca, 2021–2025.

To this end, five specific objectives are proposed: to determine the contribution of administrative planning; to determine the contribution of administrative management; to determine the contribution of administrative organization; to determine the contribution of administrative control; and to develop a proposal for improving administrative management in order to optimize beneficiaries' socioeconomic well-being.

The general research hypothesis states that the administrative management of the Civil Ecclesiastical Association Food Bank contributes positively and significantly to the socioeconomic well-being of beneficiaries in the department of Cajamarca, 2021–2025. The specific hypotheses propose that administrative planning contributes positively and significantly to socioeconomic well-being (H1); administrative management contributes positively and significantly (H2); administrative organization contributes positively and significantly (H3); and administrative control contributes positively and significantly (H4). The study variables are administrative management (Variable X) and socioeconomic well-being (Variable Y).

Methodology

The research was conducted in the department of Cajamarca, at the Civil Ecclesiastical Association Food Bank, Psj. El Molino No. 150. It was an applied, descriptive, correlational, and propositional study. The design was non-experimental because the variables were not manipulated (Hernández et al., 2018), and longitudinal because data were collected and analyzed throughout the 2021–2025 period.

The level was descriptive-relational (Hernández et al., 2018), seeking to analyze the relationship between administrative management and socioeconomic well-being through the hypothetical-deductive method (Popper, 2008) and the inductive-deductive method.

The population consisted of 209,498 Food Bank beneficiaries in Cajamarca, and the sample was selected through simple random sampling for finite populations, resulting in 384 beneficiaries (Tamayo, 2004). The unit of analysis was the beneficiaries, while the complementary observation units were the collaborators and the beneficiaries themselves.

Regarding techniques and instruments, two techniques were used: a survey, employing a structured five-point Likert-scale questionnaire (36 items for administrative management and 18 for socioeconomic well-being) (Hernández et al., 2018; Medina et al., 2023), and direct observation, used to record behaviors in the organization's natural setting (Tamayo, 2004). SPSS version 27 was used to process and analyze the information, applying descriptive and inferential statistics to test the hypotheses and generate results organized according to the objectives.

Instrument reliability was assessed using Cronbach's alpha coefficient applied to a pilot sample. The administrative management questionnaire (36 items) obtained $\alpha = 0.967$, while the socioeconomic well-being questionnaire (18 items) obtained $\alpha = 0.992$; both values exceeded 0.75, indicating very high reliability. Subsequently, the Kolmogorov–Smirnov test ($n = 384$) showed a normal distribution for both variables (administrative management: $p = 0.089$; socioeconomic well-being: $p = 0.076$); therefore, Pearson's correlation coefficient was applied to analyze the relationship between them.

Results And Discussion

The diagnosis conducted at the Civil Ecclesiastical Association Food Bank of Cajamarca through a structured survey and direct observation made it possible to evaluate the institution's current situation and the degree to which the administrative management variable contributes to socioeconomic well-being, identifying the main gaps and opportunities for improvement.

Regarding administrative management, the overall perception was predominantly positive: 52.92% of respondents selected "Almost always" (26.18%) or "Always" (26.74%), while 25.09% indicated "Sometimes" and 21.99% fell into the negative categories ("Never" and "Almost never"). This pattern was repeated across its four dimensions. In planning, 55.21% rated the frequency of actions positively, with 26.24% selecting "Sometimes" and 18.55% expressing unfavorable perceptions. In management/leadership, 53.38% responded positively, 25.49% selected "Sometimes," and 21.12% chose negative categories. In organization, the positive responses totaled 51.94%, with 25.84% selecting "Sometimes" and 22.22% giving negative ratings. Finally, in control, 51.13% responded positively, while 22.80% indicated "Sometimes" and 26.07% expressed unfavorable perceptions. Although the results demonstrate progress, they also reveal opportunities to strengthen the consistency and coverage of actions.

With respect to socioeconomic well-being, the assessment was even more favorable: 66.0% of respondents were concentrated in "Almost always" (33.0%) and "Always" (33.0%), with 25.4% selecting "Sometimes" and only 8.6% choosing negative options. In the economic development dimension, positive perceptions totaled 64.55%, with 25.93% selecting "Sometimes" and only 9.52% falling into the lower categories. In social development, positive results reached 67.44%, with 24.88% selecting "Sometimes" and a reduced 7.67% reporting negative perceptions. These results reflect a high degree of acceptance and a consistent positive impact of management on beneficiaries' living conditions.

The results of this research, with a high correlation between administrative management and socioeconomic well-being ($r = 0.721$), are similar in magnitude to those reported by Martínez (2023) in Mexican NGOs ($r = 0.71$; $R^2 = 0.50$) and García (2021) in Spanish public management ($r = 0.72$; $R^2 = 0.52$), reinforcing the external validity of the findings. However, the management profile of the Cajamarca Food Bank reveals a significant internal imbalance: organization ($r = 0.689$) and planning ($r = 0.663$) are the strongest dimensions, whereas administrative control ($r = 0.461$) lags behind. This strength in planning and organization is consistent with Faucette (2024), who identified resource management ($\beta = 0.39$) and strategic planning as the factors with the greatest impact in religious organizations ($R^2 = 0.45$), and with Wilson (2023), who highlighted strategic planning ($\beta = 0.40$) and fundraising ($\beta = 0.35$) as drivers of well-being ($R^2 = 0.44$). At the Food Bank, this strength is reflected in its logistical capacity to collect, store, and distribute food, which was viewed favorably by more than 50% of beneficiaries.

Nevertheless, the weakness in control contrasts with multiple previous studies. Martínez (2023) identified institutional transparency (β = 0.38) as the second most influential factor; Rodríguez (2022) highlighted monitoring and evaluation (β = 0.37) as determinants of well-being in Colombian programs (r = 0.68; R^2 = 0.46); García (2021) warned that a lack of institutional control limits impact; and Arce (2022) placed control (β = 0.36) among the most influential dimensions in the Juntos Program (r = 0.66). This recurrence suggests that, in organizations with a stronger state-based structure, control and transparency play a more prominent role than they do in grassroots, ecclesiastical, and volunteer-based organizations such as the Food Bank, where planning and organization assume a predominant role.

Administrative management/leadership (r = 0.579) also showed moderate performance, contasting with Castillo (2022), who identified management/leadership (β = 0.35) as one of the dimensions with the greatest influence on service quality (r = 0.65), and with Ramírez (2023), who reported a high correlation between staff motivation and quality of life (rho = 0.726) in the Vaso de Leche program in the same Cajamarca region. These contrasts suggest that volunteerism and a service-oriented vocation partially compensate for formal managerial functions at the Food Bank, although leadership and human talent management remain areas with potential to deepen social impact.

Regarding the regional context, the comparison with Ramírez (2023) is particularly informative: whereas the Vaso de Leche program in Cajamarca showed a moderate correlation (rho = 0.560) and a predominantly negative perception of management (65% considered it inadequate), the Food Bank achieved a higher correlation (r = 0.721) and a favorable perception of 66% regarding well-being. This suggests that a model based on efficient logistics and structured planning is generating a more visible and highly valued social impact. Likewise, the divergence from Zapata (2021) in Ayacucho—where control (β = 0.32) was the second most influential dimension (r = 0.60)—reinforces the idea that the characteristics of each organization (ecclesiastical origin, reliance on volunteers, and governance structure) shape its management profile and the relative weight of each dimension on well-being in different ways.

Conclusions

The results of the statistical analysis confirm the existence of a positive and significant relationship between administrative management and the socioeconomic well-being of beneficiaries of the Food Bank of Cajamarca, implying that appropriate planning, organization, management, and control translate into better living conditions and fairer and more transparent food distribution.

Administrative planning was found to have a weak positive relationship with socioeconomic well-being; therefore, more participatory, consistent, and coordinated planning could strengthen its contribution.

Administrative management showed a moderate positive relationship, demonstrating that leadership, communication, and timely decision-making have an important influence on service quality and beneficiary satisfaction.

Administrative organization also showed a moderate positive relationship, indicating that a clear organizational structure and well-defined functions promote more efficient management and broader coverage.

Administrative control presented a weak positive relationship, suggesting that, although its contribution is limited, supervision, evaluation, and monitoring mechanisms are necessary to ensure transparency and the appropriate use of resources.

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