

A Look At The Modernization Of Public Management And Quality Of Attention To Citizens: Systemic Review

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Summary

Public management in Peru has serious shortcomings, especially in the field of human resources. It is a priority to resume the processes of improvement in order to move towards a modern state that serves the citizen.

The COVID 19 pandemic continues to wreak havoc in the country. Many of the problems that have arisen as a result of the pandemic could have been addressed much more satisfactorily if the State had better management skills. Public management means the ability to correctly and efficiently manage state resources in order to meet the needs of citizens. While one of the issues that citizens complain about most is the various procedures one has to do to access a public service, they consider that there is a lot of bureaucracy and that it prevents their needs from being met.

Therefore, this article discusses the impact of implementation of the latest reform policies on the service provided by the public sector in our country. To identify the extent to which the modernization of public management has led to a higher quality of service provided in state institutions

Keywords: public management, public servant, quality of service, public policies.

Introduction:

COVID 19 demonstrated the limits of a non-articulated public administration that functions as an archipelago incapable of coordinating minimally to meet the needs of the population. It's not always a legal issue; Normatively, it is primarily a management challenge.

The "National Policy for the Modernization of Public Management to 2021" was published in 2013 by the Secretariat of Public Management of the PCM. There are eight reasons listed in it that are responsible for major shortcomings in governance. These include: (1) the lack of an effective planning system and problems of coordination with the public budget system; (2) inadequate organizational and functional design; (3) inadequate infrastructure, equipment and logistical management; (4) inadequate production processes of public services and goods; (5) inadequate human resources policy and management; and (6) limited evaluation of results and impacts, as well as follow-up and monitoring; (7) Weak intergovernmental and intersectoral articulation; (8) Lack of information and knowledge management systems and methods.

More than a decade has passed since the publication of this useful document and little or nothing has been done to solve the aforementioned deficiencies. It was regressed in some cases. Probably the issue of human resources is the most dramatic. According to the Ministry of Economy and Finance of Peru (2015), the modernization of public management is understood as a process of constant transformation in order to improve what public entities do and, in this way, generate public value.

Consequently, it can be said that the government's objective is to achieve effective and efficient governance, that is, that the real needs of citizens are met at the lowest possible cost, while encouraging the introduction of higher quality services through the introduction of competitive mechanisms that allow users to choose their providers. All this surrounded by control systems that give total transparency to the procedures, plans and results to, on the one hand, improve the election system and, on the other, encourage citizens to participate.

at is why in this systematic review article, the purpose has been to synthesize and analyze the experiences carried out in the public sector on the modernization of public management and the quality of service provided in State institutions at the international and national levels. Previously analyzing the main theories that support this emerging paradigm, allowing us to understand the reason for each of the policies or changes that have had, have or will take place in the administrations.

Methodology:

We comprehensively reviewed studies using quantitative (cross-sectional or longitudinal panel studies) and qualitative (comparative and trial studies) methodologies analysing national public administration modernisation reforms and the quality of service perceived by users in various institutions. These studies were placed in specialized databases such as SciELO, Scopus and Dialnet.

All search strategies collected articles written between 2010 and 2020. For an adequate selection of information, filters such as "Public Management" and "Quality of Service" were applied. Additionally, the category of public management policies "Social Sciences" was chosen and the search was restricted to reports in English and Spanish. As a result, only 14 of the 29 articles on open education had a direct connection to the topic under consideration.

In order to extract each of the results shown and to have a clear understanding of the state of the art in relation to the topic being addressed, each article was reviewed separately.

Results:

In Peru, the public administration has a series of difficulties, ranging from the levels of professional preparation of staff as well as lack of enthusiasm to quickly solve bureaucratic problems about quality of service.

According to the above, there are many conceptual approaches to the evolution of the idea of quality within organizations. According to the Royal Spanish Academy of Language, quality is defined as "Set of properties or property inherent to something, which allow judging the value" (R.A.E., 2002)

The American Society for Quality Control, supports quality as: "the union of characteristics and functions of a process, product or service that give it the necessary capacity to meet the expectations of a certain public" (Fernández, 2013).

It follows that the quality of service is related to many aspects of people, professionals, public servants, entrepreneurs and others; those who build the image of the organization or institution to which they belong from their respective functions and roles, this reflects their own personal processes. , which may or may not have quality, so the results they aim to achieve from the point of view of quality are largely determined by the performance, efficiency and responsibility or personal and professional characteristics they possess.

Dimensions of service quality:

1. User Understanding

Wellington (2011) sees it as an effort to understand customers or users and meet their needs, which is courteous treatment, friendly dialogue, consideration and respect for customers. It is the credibility and honesty that users generate when providing the services they receive.

In this regard, I can reiterate that public servants are committed to using all our skills and professional functions to provide care that results in the well-being of users. Attending to the user is not just about fulfilling a function, it makes us realize that we are facing someone who expects good attention, which corresponds to him, so that when that does not happen, he feels frustrated because it would create a negative image of the entity

2. Responsiveness

According to Wellington (2011), employees are willing to help and provide timely service to customers. It is to allow well-trained professionals to provide timely service and complete the requested service within the stipulated time. Customers or users may have to contact collaborators to respond to their questions and requests.

Today, most organizations have methods and channels that can respond to users or customers. For example, the internet, telephone and direct contact are part of it, as long as there is a willingness to give a prompt response.

3. Reliability of the service

It is the ability to fulfill the services provided reliably and safely, it is the ability to inspire credibility and trust, which is also reflected in the attention of employees. For example, when a company commits to doing something in a certain time, it must do so according to the intended standards. (Wellington, 2011).

As the author said, he maintains that reliability in the service is the ability of an institution to comply with the service or product it provides, but it must comply with the agreement; When a service is not provided according to the established terms, it harms not only the user but also the institution, since

the image it projects can be affected by negative reviews from disgruntled users.

Dimension 4: Tangible elements

"They are those physical goods that a company owns and that it makes available to its users to achieve the quality of the service, it is the distribution within the company that provides enough space, areas and subareas, as well as equipment, comfortable physical facilities (furniture, equipment, modules) in customer service, etc.), as well as the capacity of the material to provide the service is feasible "(Wellington, 2011).

It is important to note that if Wellington's theory guided our institutional philosophy, the reality would be different, since from management to cleanliness and security, we would strive to provide a quality service, provide a friendly treatment to the user, provide an adequate permutation of distribution and comfort in the facilities. For each user in scheduled service hours, when the organization is wide, there is road signage to find areas and areas of entry or exit.

On the modernization of public management in Peru:

As indicated in the Incomparable Statement No. 004-2013-PCM of 2013 in such an express way: "The public strategy for the modernization of public administration in Peru demonstrates that it must be coordinated with results, understood as an administration in which public authorities are concerned with capturing the needs of residents and ordering both functional or predictive cycles and backup processes to change inputs in labor and labor. products that result in the best satisfaction of citizens, ensuring their privileges and the lowest conceivable expense".

According to Dassen (2013) there is much to finish from the level of experts to disrupt the state contraption that coordinates our country. Discussing the scenario in which public administration develops makes it important to discuss the financial deficit created by state authorities associated with defection and negligence.

Therefore, public administration is an implication that is connected with the positive aspects of public foundations, so viability is not only the consequence of innovation and specialized implications, but also the consequence of institutional direction to combine the execution of personal satisfaction and normal government assistance.

It is then seen that quality in policy management is the level or degree of reaction given by representatives, authorities or community workers to the requests and needs of the resident client. Simultaneously, it

deals with the correct disposition. In this way, assets are central to deciding the immediate connection between the nature of public agreements and value in the financial and social circles that structure the way of life of today's culture.

Dimensions of the modernization of public management:

1. Strategic and operational plans

"The key ordering begins by considering the needs of the nation and its focal, provincial and close levels of government. It is also a cycle in which each entity, in addition to considering the political responsibilities and mandates of government plans, reflects in depth on climate issues" (Presidency of the Council of Ministers, 2013).

The issues on which public institutions should concentrate their intelligent courses of action are I) on the opportunity or essential mediation of the State, and the commitment to proceed in the public sphere; (ii) in the macroeconomic, legitimate, political and institutional climate; (iii) on the resident prerequisites in which they must participate; (iv) how the hierarchical society meets these needs of residents; (v) how the nation addresses these issues, what approaches and systems it adopts, the rationale involved, their outcomes and impacts, and the examples it has drawn from the past.

Due to this cycle, the smart action line should contain both the objectives of the public authority and the general objectives of the institution, which appear as the results it wishes to achieve in correspondence with the requirements of the residents.

2. Process management, administrative simplification

According to the Presidency of the Council of Ministers (2013), the board by processes is an administration at the service of the resident that must essentially change the conventional model of practical association and move towards an association by processes contained in the value chains of each institution, which guarantee that the public work and the products under its responsibility create positive results and effects for the resident, given accessible assets.

It could be said that a cycle is a progression of exercises in which the sources of payment or inputs (demands for services or goods) are transformed into a final result (transmission of products or potentially benefits) with additional value at each stage of the chain, such as quality, cost, speed, government assistance, comfort and other better circumstances.

3. Results-based budgeting

In this way, the Presidency of the Council of Ministers (2013) states: "A vanguard State at the service of citizens, without prejudice to clear objectives, expects its financial plans to be equally distributed according to results, that is, the elements that residents expect to obtain to meet their needs. Above all, considering that assets are scarce, it is important to focus on them. In this cycle, openness and accountability are critical in the cycles of allocation and evaluation of the purpose of resources." (p.30)

This makes it possible to collaborate in an administration located in the results, and it is feasible to achieve extraordinary changes in the public administration, from an organization familiar with the look at the process of the financial plan and its detachment to achieve better results for citizens. This will help to reduce the gap in the quality and inclusiveness of its infrastructure and public administrations, consequently, expanding monetary efficiency, maintaining financial balance and strengthening connections between all public elements of the State.

4. Meritocratic civil service

"State workers depend on public inquiry and must perform their duties respectably and impartially, while also ensuring the best conceivable public incentive to assist individuals, which adds complexity to the meaning of their profiles and the evaluation of their exposure" (Presidency of the Council of Ministers, 2013).

The thought process of public administration is to serve the population. This implies that the State and its elements must decide their needs and interventions based on the needs of the population, and establish jobs and management cycles on this premise, allowing them to use their current assets and skills to respond more easily to these requirements constantly. In short, to move from a collection model restricted by the objectivity of the state, its association and its workers, to a model of interest that starts and seeks from the needs and inclinations of residents and build public value in all state mediations.

5. Follow-up, monitoring and evaluation of management

"A key component of results-based management is a persistent course of information collection and evaluation aimed at tracking and examining data sources, cycles and outcome indicators, as well as dissecting the results and impact of exercises and plans. Projects created by institutions that aim to improve or ensure the availability of services or products to the population". (Presidency of the Council of Ministers, 2013, p.45).

In this sense, we try to quantify the presentation of the association through its consistency with the objectives of resource allocation in view of its system, functional layout and needs of the expenditure plan established at the utilitarian and territorial level.

For this reason, it focuses on the direct estimation of competence in the execution of objectives, productivity in the use of assets and the quality or level of compliance seen by citizens. This data will allow us to acquire the appropriate information to work at all times on the nature of the nation's activities to serve its residents.

Some studies carried out in Latin America

Auad (2017) with the research called "Modernization and improvement of management in the public sphere: A look from participatory development" The research work discovers the consequences of the experimental execution program launched by the finance ministry in 2012 and 2014, which incorporated the cooperation of 168 state sectors.... In this way, a development competition was conceived aimed at distinguishing an advantage for development within the association, subsequently expanding the competence of resources and an ideal quality aid for residents with respect to the State. The end that is drawn is: with regard to the modernization of public administration in the country, it is clear that the modernization component proposed today is susceptible to issues other than its unique capacity and is limited by it, such as compensation needs for state authorities. Consequently, a program aimed at modernizing state executives faces this kind of salary disappointment, so it has deviated from its purpose and become an arrigated management device in the country. Being an important issue for the implementation of the policy the date to cancel it.

Sosa (2016) with the thesis called "Democracy, decentralization and change in the public administrations of Mexico (1982-2010)" research aimed at collecting the level of specialist doctor of the Complutense College of Madrid in the campus of political theory and human sciences. The particular purpose is to give an expansive point of view on the development of the regulatory framework in Mexico from 1982 to 2012, based on the evidence strategies recorded. This inquiry is of a simple descriptive level, reflecting Mexico and its public strategies. The inquiry is based on how progressions in Mexico's political management had three synchronous cycles: 1) the democratization of Mexico's political framework; (2) the decentralization of government capabilities and assets in a state that takes over force throughout the twentieth century; and (3) recognition of certain qualities as well as management practices that are included in the process of change in overall policy management. The result is that, after limited and isolated efforts

between the 70s and 90s, the central government of the new century is working on its presentation and accountability, evaluating implementation and its results-based administration. In addition to cooperating with global associations such as the IDB, the WB and the OECD.

Maguiña (2019) the objective was to determine the influence of the Modernization of public management on the administrative management of the Local Educational Management Unit 01, 2018. Whose purpose was to establish the levels of perception of the management process in the dependency of the aforementioned institution. It is a study of non-experimental causal correlational design. The conclusions indicate that, through the ordinal regression test, it is observed that the Nagelkerke estimates such variability by 28.6%, and in the parallel lines test the Chi-square value is 33.642 and with 2 degrees of freedom and a significance less than 0.05, therefore the null hypothesis is rejected, determining that the modernization of public management influences the administrative management of the Local Educational Management Unit 01, 2018.

Some studies carried out in Peru

Muñoz (2022) whose purpose was to determine the relationship between the modernization of public management and the quality of care in vaccinations against Covid-19 in Metropolitan Lima – 2021. The research corresponds to the basic type, of quantitative approach, of correlational descriptive level, with non-experimental design, of cross-section. The sample consisted of 354 citizens treated in the vaccination centers. The results show that 73.4% of respondents consider the modernization of the state at a medium level, in terms of the quality of care, 94.6% perceive it at a medium level. Likewise, the Spearman's Rho coefficient indicates $\rho = 0.658$ which indicates that it is an average positive correlation, it is also appreciated that the $\text{sig.} = 0.000$ value that is less than 0.05, rejecting the null hypothesis and accepting the alternative hypothesis. Concluding that the average level of modernization of public management and quality of care predominates and that there is a moderate positive relationship between the study variables.

Laos (2022) the objective was to determine the relationship between the modernization of public management and citizen participation in a district municipality of Lima from 2019 - 2020. The research is of quantitative approach, of basic type, of correlational descriptive level, with a non-experimental and cross-sectional design. Spearman's rho test yielded a value $r = 0.422$, allowing us to conclude that there is a moderate relationship between the variables evaluated, with $p = 0.001$, which indicated that the relationship was significant at 95%.

Discussion

The nature of the aid is reflected in the fulfillment of individuals as clients or users of the aid, but it can also be confirmed through the fulfillment of the faculty (officials, representatives, administrators, managerial staff) by the functions or tasks they perform to offer such help.

The way in which public or HR workers understand the main entry in the provision of services, gives critical importance to their administration, understanding the element of vital and strategic value that organizations need to work adapting to change. This makes it important to carry out a new and more decentralized, point of view that prevents issues from being removed from the centers of responsibility that prevent the development of satisfactory reactions, hindering a convincing and effective management of public administrations; At the same time, it would make it possible to enhance the improvement of workers' opportunities and skills, through the disappearance of the inflexible nature of the usual public model.

The OECD states that the institutional aid unit for the Peruvian high government is a construction that does not give consistency to the control of the governmental processes of the executives. This unit is mainly concentrated in the Administration of the PCM which, despite what can be accepted, is a small element, with a small group of partners and management bodies, which functions as the exemplary association of a ministry, but whose capacities are transcendental, since it must offer help to the Prime Minister, to the Presidency of the Republic and what the Council of Ministers decides. A public institution should follow and assist with the support of the focal mandates of government executives and the use of multisectoral strategies, enacting and articulating the work of all areas.

The interaction of the modernization of the State is, in general, an activity of continuous improvement that seeks to respond to the developing and progressively complex needs of the residents. The appropriate consideration of the interest by public administrations, therefore, requires a management apparatus with adequate adaptability to respond to changes and needs of society.

This obliges the State to support the benchmarks, norms and values that guide its modernization interaction. For example, today, it is argued that the processes of modernization of public administration are aimed at transmitting administrations to residents under standards of competence and viability, as well as values related to rectitude and morality.

Conclusions

In recent years, public organizations in most of the evolved nations have

been immersed in recovery processes with the intention of achieving a more productive and lighter organization that can adjust to the needs of residents, without implying an expansion of the tax rate, but in any case, with a tendency to contain or reduce public spending.

The nature of the assistance is reflected in the compliance with individuals as customers or users of the service, but it can also be confirmed through the satisfaction of staff (officials, representatives, administrators, managers) for the tasks or abilities they perform to offer such help.

State workers depend on public research and must carry out their duties with reliability and neutrality, thus ensuring the best conceivable public value to assist people, which adds complexity to the meaning of their profiles and the assessment of their performance.

Regarding the limits to the implementation of changes in the current public administration, two groupings have been recognized: The first refers to the "essential obstacles" created by the use of irregular changes that are not effectively applied in State entities... The second refers to the "institutional obstructions" caused by the fragility of administrations infiltrated by sectarian, clientelist and casual social practices.

Finally, one of the most pertinent changes in all public organizations has been the union of technological progress in the internal and external cycles of public activity. Within the internal cycles, it is aimed at the execution of data systems that work in the organization, management and control processes. With regard to external data systems, such as the Web, scheduled conference points, e-mail, etc., it has been understood that attempts are being made to facilitate access by citizens and their records without the need to travel and without pauses. These are the new telematic challenges arranged for an Internet-based public administration that allows the population to accelerate their procedures from wherever they are.

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