

Analysis of Administrative Management in Public Entities: A systematic review, 2024

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KEYWORDS

Administrative management, transparency, e-government and performance

ABSTRACT:

This study analyzes the importance of administrative management in state entities, highlighting the importance of the dimensions of performance, transparency and electronic government as a crucial role in its optimization. The same was carried out using qualitative methodology and for the systematic review the document analysis instrument was applied, applying the selection criteria of the pyramid diagram. The result obtained was that the performance focuses on improving the efficiency and effectiveness of government services, guaranteeing the satisfaction of citizen needs in an agile and efficient manner. Transparency is understood as a fundamental pillar to strengthen accountability and public trust, simplifying the access to information and combating corruption. On the other hand, e-government uses advanced technologies to transform the interaction between citizens and the government, improving the accessibility of services and promoting the active participation of users in public management. Together, these dimensions not only seek to optimize administrative management, but also to build more efficient, transparent and responsible public institutions, adapted to a digitally connected society and its needs.

INTRODUCTION

Administrative management is a crucial element for any organization to function effectively and efficiently, whether public or private. Globally, this discipline faces significant challenges that directly impact the productivity and ability of each organization to achieve its strategic objectives. Factors such as lack of transparency, corruption, and bureaucracy are barriers that hinder the implementation of effective strategies and the provision of quality services (Rebello & Young, 2023). Administrative management is a fundamental field in the development and operation of both public and private organizations. Conceptually, it refers to the processes, process control, direction, organization, and planning within each entity in order to achieve its strategic goals effectively and efficiently. This discipline includes a diverse variety of activities, from human resource management to operations inspection and organizational policy implementation.

In the international context, recent reports by the World Bank and Transparency International highlight that administrative efficiency is vital to foster a favorable regulatory environment and attract investment. However, many countries still grapple with complex bureaucratic structures that slow down administrative processes and increase operational costs. In addition, the perception of corruption remains high in various regions, eroding public and business satisfaction in government entities. According to the World Bank, excessive bureaucracy continues to be a significant challenge to economic growth in various directions of the world. In the Doing Business 2020 Report, several countries showed large variations in administrative efficiency. For example, New Zealand ranks first in ease of doing business, while countries like Venezuela rank last due to heavy bureaucracy and complex administrative processes.

In a study applied by the IDB in 2018, according to the information collected by the PCM report, throughout the Americas, Bolivia is the country with the highest demand for hours to complete a procedure, placing it in first place with a demand of around 11.3 hours, the next in the position is Peru with a demand of 8.6 hours. followed by Colombia with 7.4 hours, in fourth place is Mexico with 6.9 hours, Paraguay with 6.7 hours in fifth place, then Honduras with 5.8 hours, Brazil 5.5 hours, Venezuela with 5.3 hours, Argentina demanded 4.8 hours, Guatemala showed a delay of 4.5 hours, Ecuador,

Nicaragua and Panama with a demand of 4.2 hours, The Dominican Republic reported a delay of 4.1 hours, Uruguay 3.7 hours, El Salvador a delay of 3.2 hours, Costa Rica 3.1 hours and finally Chile was found with only 2.2 hours of demand to carry out a procedure (2022).

At the national level, a World Bank report on public administration in Peru highlights that long and complex bureaucratic processes affect administrative efficiency. In the 2019 Global Competitiveness Index, Peru ranks 65th out of 141 countries in terms of the efficiency of its public institutions (World Bank, 2019), while Mosqueira and Ruiz state that there is still a massive attendance of users to the institutions, bureaucratic procedures, delays in the delivery of files and lack of intercommunication between the different areas of the institution. One form of intervention used by the national government is through the assignment of public managers who are in charge of supervising the proper implementation of modernization in each of its institutions, as well as the evaluation of it in order to find deficiencies and propose strategies that improve deficiencies, so it is necessary to emphasize their important intervention to contribute to the improvement of their management By Level (2021). On the other hand, the Ombudsman's Office has pointed out in various reports that limited accountability and lack of transparency are recurrent problems in Peruvian public institutions. This is reflected in the low trust of citizens in the governmental sphere (2024).

In the regional context, according to the Presidency of the Council of Ministers, with respect to the documentary procedures carried out in the regional directorates, 72% of those surveyed stated that in order to finish the procedure they had to return the next day, while for the procedures in the local governments only 56% said that they returned the next day to complete their procedure. In addition, according to the results of the survey, 66% of dissatisfaction with their service in public entities stated that the reason is due to the delay in service, regardless of whether the reason was due to long queues or few service windows (2022).

In the Amazonas region, there are still deficiencies in institutional services and the implementation of modernization compared to central institutions is not the same, however, according to the national government, in Amazonas the guidelines of five management strategies were implemented, giving greater importance to those that reduce acts of corruption. that seek transparent administration, and periodic accountability (2023). On the other hand, in order for the population to improve its quality of life, the Strategic Plan for National Development to 2050 has been implemented, with which it seeks to incorporate public care with characteristics of universality, equity, timeliness and quality, with a focus on interculturality, the National Multisectoral Health Implementation Policy towards 2030 has also been implemented, which bears the name of Peru. Healthy country, which establishes guidelines that improve the lifestyles, behaviors and habits of the population, improving living conditions that generate health risks and states of vulnerability.

At the level of the health sector according to the Essalud report (2020) only 92.2% of Amazonians with low resources had free health insurance, there is a limit of 12 establishments per 10 thousand inhabitants, the same that are distributed at the centralized level since the province of Chachapoyas was the one that enjoyed the largest number of establishments, in this situation for 2024 they remain relatively equal due to the population increase, A look abroad allows us to currently observe the waiting of users in long queues and find that given the lack of quotas some manage to be left without their appointment, causing discomfort and discomfort in patients, the emergency areas continue to report the same discomfort in quality of care despite the implementation of the modernization law which has been oriented to the quality of user care for more than a long time. of 5 years, the same happens in the different regional directorates such as Education, the regional government directorate and the transport directorate, so in the face of this reality, the following question arises: What is the development of administrative management in government institutions?

At the theoretical level, the research is justified in the public administrative theory that incorporates the term social equity, oriented to the incorporation of users and their performance in the formation of anti-bureaucratic concepts, that is, it is oriented to management by processes with a positive impact on the user, it is also justified in the organizational theory of public administration the same that establishes the

order and the relationship of intercommunication between areas of an institution for efficient performance and the achievement of common objectives (Sánchez, 2022).

Methodologically, the research is justified by the multiplicity of antecedents that exist to date, mainly in the variables selected in the research such as institutional organization, management by processes and administrative simplification, the main reason is that the fundamental problems of the administration are caused by these variables that by not giving them their importance generates deficiencies in the performance and structures of the institutions, as well as its loss of legitimacy, from these compilations of background information a qualitative descriptive methodology will be used.

On a practical level, it is justified because from the background it is possible to observe the discomfort of users with the administrative procedures of the different institutions, mainly in the management of different procedures, which often due to lack of information and transversal intercommunication between the different areas of the organization, the processes last longer than expected by the user. who end up describing it as cumbersome or bureaucratic, as well as the multiplicity of procedures that causes the same effect on the user.

The general objective on which the research was developed was to analyze administrative management in public entities through a systematic review and as a general hypothesis it was established that administrative management shows average levels of efficiency.

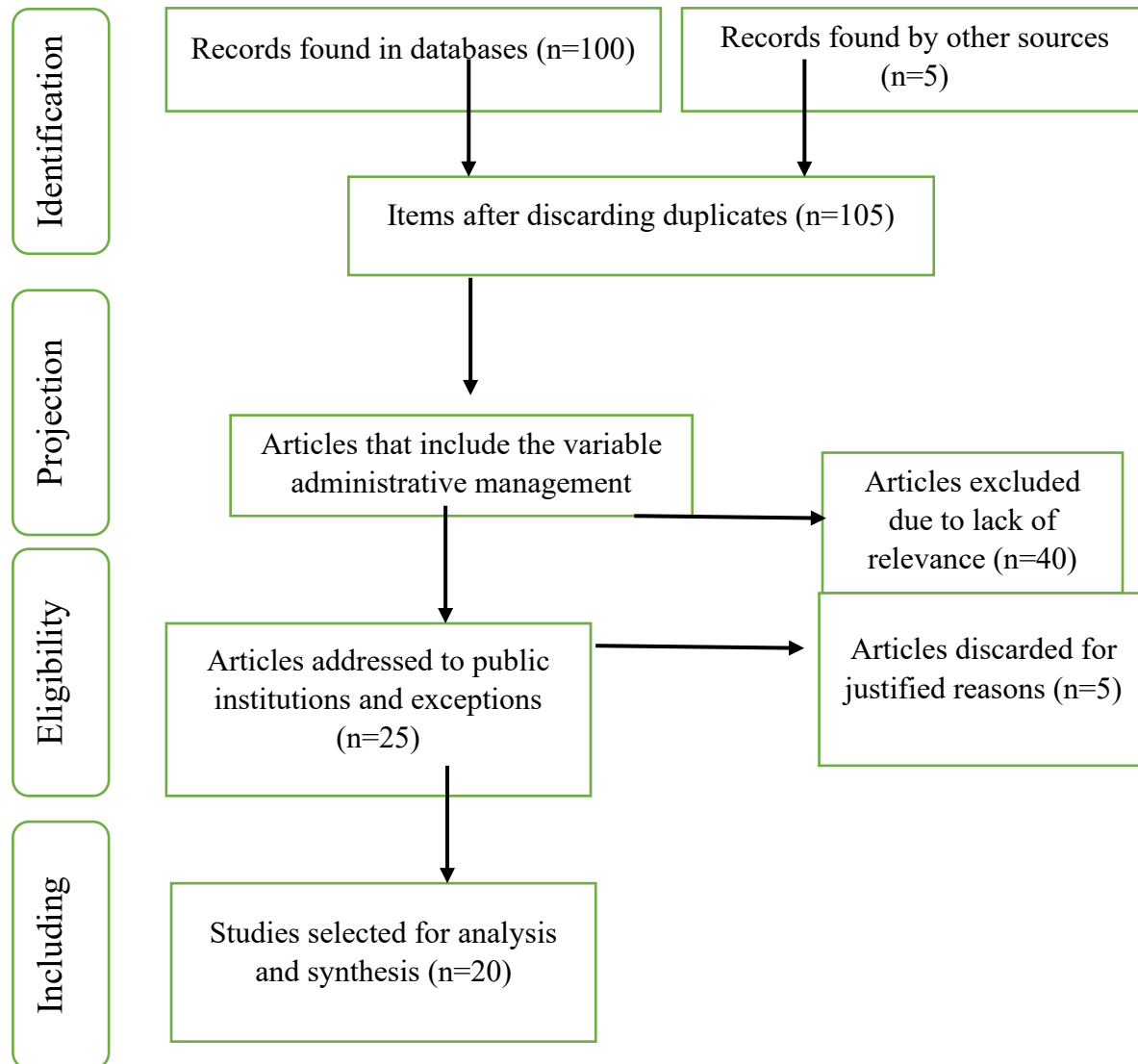
METHODOLOGY

This study is based on the qualitative approach since it seeks to understand and analyze complex phenomena in depth through the interpretation of relevant documents, with a systematic review analysis to explore the context of the administrative management of the different government institutions (Ríos-González, 2024) .

The design of this research is of the documentary analysis type, a technique that allows examining and evaluating the data included in documents in order to obtain significant data that contribute to answering the research questions posed (Martínez Corona et al., 2023). Data extraction was carried out in a systematic manner using details about the study design, characteristics of the participants, main discoveries and information collection techniques related to the variable Administrative Management, qualitative data were analyzed through a thematic analysis approach, following the guidelines established by this type of systematic review research. to identify patterns, emerging themes and variations in perspectives reported by participants in the chosen studies.

For the systematic review, the prism diagram method was applied, in which in order to promise transparency and integration in the systematic review of research, it was decided to carry out the database selection method only of studies that belonged to electronic databases such as PubMed and Scopus. covering articles published from January 2020 to June 2024. The search terms included keyword combinations related to administrative management. After the removal of duplicates, a total of 20 articles were identified. The choice of articles was carried out in three stages: screening of titles and abstracts, evaluation of the full text of potentially relevant articles and, finally, inclusion of studies that met the predefined exclusions and eligibility inclusions. Data selection was carried out using a standardised form, recording information on study design, participant characteristics, data collection methods and main findings.

Figure 1
Revision Diagram Prism



Source: Ortiz (2024)

The validity of the systematic review process and qualitative analysis was ensured by data triangulation, where multiple researchers independently reviewed article choice, data selection, and thematic analyses. Regular discussions were held to resolve discrepancies and reach consensus on the findings (Alzás & García, 2017).

This study was developed taking into consideration the ethical principles of scientific research, ensuring the privacy and discretion of the participants in the studies reviewed. In addition, it was done by citing the copyright, by applying the corresponding citations in an appropriate manner, from all the sources used.

It was recognized that this study may have inherent limitations, such as dependence on the quality and availability of the articles included in the review analysis. We discussed these limitations to contextualize the findings and conclusions of the study.

RESULTS AND DISCUSSION

The following chapter presents the results found in the systematic review carried out in order to analyze administrative management in the different sectors of government institutions. The findings obtained were organized into sections that show the study selection process, its characteristics, the results and the analysis of its methodological procedure.

At the beginning, 1350 studies were identified, from the data sources of Scopus, pubmed and Redalyc, after eliminating and applying the criteria that exclude and include (from the years 2020 to 2024, include the variable administrative management in its title, the study must be aimed at public institutions with the exception of studies that contain theory or information relevant to the systematic review), 34 studies were selected for study using the prism flow method shown in Figure 1.

Table 1

Characters of the selected articles.

N ^o	Author and Year	Administrative management			Study type, population and sample	Instrument and technique	Contribution
		Performance	Transparency	E-Government			
1	Ivan and Baldoceda (2023)	It proposes that the management of human capital based on the levels of productivity and efficiency in the work of employees, lies in the motivational characteristics to which it is exposed.	Efficient management of officials, through the application of tools such as communication and constant training.	Timely access to information, through the use of information technology.	Qualitative	Document analysis	Design a strategic plan that combines talent management, transparency and e-government, for the efficient performance of administrative management.
2	Peralta and Horna (2023)	It underlines the importance of implementing self-taught strategies aimed at the teaching staff who teach them.		Regarding the development of the administrative procedure, he maintains that it allows to mitigate bureaucratic procedures.	Qualitative, sample: 10 studies		It proposes to design strategies and methods that allow the institution to meet goals, improve its organization and its control and planning processes.
3	Torre and Nuñez		In the public administration, it is reflected	The use of ICTs proposed by an	Qualitative, sample of		It establishes that transparency

	(2023)		in the performance of the functions of the state and defines it as the principle of transparency, as the guarantee of the right to make known its actions and as the duty of the institutions to inform and to make periodic rendering of their accounts.	electronic government becomes a piece of vital importance to strengthen the transparency procedures of the public administration.	221 decentralized autonomous governments		is part of public administration, so it must be part of the organizational structure. Of the 221 governments studied, it found that 70% have a high rate of non-compliance with transparency rules.
4	Cao and Levy (2023)	The doctrine of the organizational structure of the state administration establishes the axis of operation of the governing bodies that make up the decentralized directorates as part of the Technostructure, since it is responsible for the analysis, design and management of rules that govern the transversibility of the organization, allowing the efficient	Administrative and support processes are the essence for achieving functional transparency in organizations. On the other hand, the functions of the governing bodies under the regulations of what the public service demands, formed by accountability and the use of ICTs for the dissemination of their activities and the intercommunication between units		Qualitative, sample are the 3 types of governing bodies at the national level in Argentina.		In 65% of the governing bodies of the state administration in Argentina, the rate of lack of communication between areas and decentralized directorates is high, as well as that of the technological update established by the new management of the state. In view of this, Mintzberg's theory establishes evaluation based on 3 parameters: 1) Processes:

		performance of the organizations.	of the central administration and decentralized				which is a function of the guiding standards of performance. 2) Products: by standardized production processes 3) Skills: based on the evaluation of human talent's capabilities and knowledge.
5	Córdova and García (2022)	The lack of tools and strategies during the pandemic weakened administrative processes, generating poor performance of the entities' employees.	The application of corrective actions such as accountability and the more regular dissemination of their management through virtual service channels.	The pandemic made it possible to make computer systems more useful, involving them in the processes of administrative management	Quantitative, sample of 384 cases.	Questionnaire	The diagnostic of administrative management based on the dimensions control, direction, organization and labor planning, during the time of pandemic, was characterized according to the respondents as good management because it adopted administrative simplification strategies and designed management tools for the application of the new administrative

							management.
6	Barragán (2022)	The tools offered by ICT allow the design of systematic strategies for organizational improvement in administrative processes, which mitigate bureaucratic procedures, and also have a positive impact on the performance levels of employees.	The relevance of the implementation of ICTs is because it increases the level of transparency in the administration, with respect to citizen participation and open access to information through intranets, through which it disseminates public policies, norms and accountability of the various public institutions.	The key factors for the contextual analysis of the administration are the organizational environment, globalization and technological progress, which is why it establishes the innovation of administrative management based on the use of ICTs, in order to facilitate equal access to information	Analytical, descriptive and qualitative, sample is 29 employees	questionnaire	Administrative management during its three stages, modern, new management and management with the application of ICT, has revolutionized in its aspects of size and shape, so that in the course of its development adaptation strategies have been implemented, through the monitoring of its directional, operational, resource control needs, and access to document management
7	Mora (2022)	To increase the efficiency of the work of the collaborators, he establishes the theory of administrative management with the fields of Sociology, Anthropology and Psychology. The process aimed at			Quantitative, sample of 59 workers	questionnaire	Quality administrative management gives its users better opportunities based on four processes: control, direction, organization and planning. On the other hand, McClelland's doctrine of

		improving performance is that of organization, since it allows the assignment of tasks according to the needs, objectives and goals of the organization, in addition to the strategy of strengthening managerial competencies and behavioral aspects.					motivation allows management to improve its performance, taking into consideration the needs of affiliation, power and achievement that stimulate the worker's behavior.
8	Pacheco and Delgado (2022)	The quality and efficiency management of institutions is not the same and the strategies they apply, given their structure, do not have the same effects, since they depend on talent management and its ability to adapt	The basis of the study of administrative management is the search for transparency, so through the use of ICTs, institutions establish strategies that reinforce user confidence, one of them is the intranet windows that allow the dissemination of the rules and their management.	As part of administrative innovation, institutions are in the process of implementing policies in which the use of ICTs intervene, based on the so-called electronic government, which will allow administrative simplification.	Qualitative, sample of	Document analysis	Over time, organizations face scenarios of uncertainty, instability and turbulence, which is why they established strategic planning as a safeguard measure in their structural plan.
9	Rubio and Auris (2022)	Management has a positive impact on user satisfaction with a correlation		Through the e-government strategy, public institutions seek to manage access to care	Quantitative, sample of 120 customers	questionnaire	The main contribution is the result obtained in his research, which is that with a P value

		coefficient of 0.03, so it is necessary to identify talent management strategies that directly affect the performance of the institution's employees		effectively			of 0.03, management affects customer satisfaction.
10	Chiquito and Plua (2022)	Organizational strategies are considered to be of main utility for the improvement of institutional quality, which falls on the efficient performance of employees.	The universities have achieved a higher level of transparency through the use of ICTs, which has allowed them to develop in the internationalization process that has led them to achieve their international certification.		Qualitative, sample of 20 studies	Document analysis	The globalization procedure has made it easier for universities to develop to catch up with the internationalization process, considering management tools through the use of ICTs.
11	Bazurto and Lucio (2021)	The theory of process reconstruction consists of the adequate organization of administrative procedures in order to allow the efficient performance of its collaborators.		As part of the e-government structure, it has allowed the automation of administrative processes in educational institutions through the Academic Planning and Control system.	Quantitative, sample of 20 employees	Interview	Administrative processes are directly linked to the administration in order to improve the quality of education and train professionals with academic competence.

1 2	Ulate (2023)	The internationalization process seeks for universities to increase their academic quality, so they manage their best strategies that allow efficient performance of employees.	The sense of transparency in universities that seek their international certification is essential, since it is one of the conditions of accreditation processes.	ICTs have allowed the various universities to implement an information system that ensures continuous education	Qualitative, sample of 40 studies	Document analysis	Administrative management in the academic field differs greatly from the type of institution if it is private or public, as well as if it is national or international.
1 3	Barja and Ibañez (2023)	Teamwork, and the supply of resources or tools are strategies applied by companies to obtain better performance results, according to the results obtained, 69% of the workers considered that working as a team allows them to have a better performance and with respect to the supply of resources, 33% mentioned that they were enabled on time.	Of the processes of the administration, the control process is the one that allows the levels of transparency in entities and companies to be managed, in order to generate trust in users.		Quantitative, sample of 80 employees	questionnaire	Administration is a set of processes, among them is planning, organizing, directing and controlling, these four processes define the regulations and guidelines that allow improving the work of workers.
1 4	Chang and Cachay	Public institutions are constantly		Document management is part of	qualitative	Document analysis	Administrative management

	(2024)	updated and renewed, so they establish simplification strategies in order to establish rational procedures and improve performance.		administrative management and involves a set of technologies and techniques, such as systems, with the aim of a better digital document organization, which facilitates the search, data and documentary information.			involves feedback processes in the processes they plan, organization, control and those they are in charge of directing, in order to seek effectiveness and efficiency in their processes and the work of their collaborators.
15	Ordoñez and Luna (2023)	The importance of the levels of technological development are a fundamental tool to facilitate the performance of the different administrative and operational areas, the use of ICT is a relevant factor to maintain their levels of competitiveness between organizations.		The use of ICTs allows, through the doctrine of electronic government, the opening of operational management systems and inter-institutional intercommunication.	Quantitative, sample of 30 artisans	Questionnaire	Administrative management in entities related to the artisanal sector seeks to establish strategies related to human, organizational, climatic, social and financial capital, as well as those that allow the improvement of competitiveness levels.
16	Farias (2023)		The study addresses how the implementation of technological tools and the				It concludes that the automation of routine tasks and the training of personnel are

			optimization of internal processes improve the operational efficiency of SMEs.				key to reducing costs and improving productivity.
17	Parrales et al. (2020)	The study examines how efficient administrative management can positively impact the productivity of SMEs in highly competitive environments.	Through the implementation of standardized processes and the use of technological tools, a significant increase in responsiveness and product quality was observed.				The findings suggest that greater investment in the training of administrative staff and the digitization of routine processes are key to improving efficiency.
18	Fernández (2022)		This research focuses on identifying strategies that allow public entities to improve their administrative efficiency.	citizen participation and accountability stand out as elements that reinforce trust in institutions			The findings indicate that transparency in administrative processes, the implementation of internal control systems, and periodic performance evaluation are essential to improve efficiency in the public sector.
19	Valencia and Izquierdo (2018)		It analyzes how the incorporation of advanced technologies, such as artificial intelligence and data analysis, has transformed	The findings show that companies that adopt these technologies have a greater ability to predict trends, optimize resources, and adapt quickly			He points out that the correct implementation of these technologies requires a significant effort in the training of personnel.

			decision-making in administrative management	to market changes.			
20	Minaya (2022)	Continuous training of administrative staff and the use of information management systems are identified as key elements to improve operational efficiency through staff performance					The conclusions suggest that a correct administrative organization, combined with process automation, reduces waiting times and improves patient satisfaction.

The administration over the years has experienced different changes and transformations, specifically those of form, because of globalization that inserts new actors and technological tools that provide innovation in administrative processes, today public institutions struggle with these new challenges due to lack of training and adaptation strategies. which is why at present a large percentage of institutions have not yet fully adapted to the new changes in administrative management, despite the facilities granted to them by the State, through its implementation and transformation plans. For the systematic review, three dimensions have been foreseen for comparative analysis, the first is the performance that is related to the functions of the workers and the guiding function fulfilled by the officials and the directorates, the second dimension is that of transparency and finally that of electronic government based on the new functions of ICT.

According to Barragán, administrative management in its beginnings is established its organization based on the functionalities and needs of the user, prioritizing the areas of documentary processing, secretary and management direction, but with the arrival of information technologies, governments establish a new law of innovation and development proposal, implementing new areas, as well as new functionalities, so the organization installs new methods of inter-area intercommunication, called vertical and horizontal communication, in addition to designing a new strategic plan based on five pillars and three types of government, management by results, citizen participation and electronic government (2022).

With respect to the performance dimension, 50% of the selected studies obtain as a result that in order to achieve efficiency in the work of employees, it is necessary to consider Maslow's theories of needs and McClelland's needs, in order to establish motivational strategies that allow workers to remain proactive and competitive. According to Barragán, In theories of decentralized administration, the governing bodies play a fundamental role in the performance of decentralized administrative areas and directorates, in addition these governing bodies establish an axis of operation as part of the Technostructure process, because it is responsible for the analysis, design and management of standards that govern the transversibility of the organization, allowing their efficient performance (2022).

With respect to the dimension of transparency, they obtained the result that in situations of user dissatisfaction and lack of confidence with the management of officials and collaborators of public institutions, the state approved the modernization law, which normalizes the use of ICTs to promote the transparency of management and accountability. through electronic government, which allows the dissemination of procedures and rules of the institutions on the intranets, as well as virtual document

management, however the period in which this system received the most utility according to Córdova and Garcia, was during the time of the covid pandemic, however there are still institutions that need to update their intranets and complete the procedure for the implementation of ICT strategies, This is the reason why several institutions still have deficiencies in their administrative procedures (2022).

For the e-government dimension, the studies identified that it is one of the main pillars proposed in the planning of administrative modernization, the same that also seeks the efficiency of government services. Through the use of ICTs, e-government facilitates communication between administrations and citizens, improving transparency and accessibility to services. In this situation, advanced technological infrastructure and government commitment are essential to implement effective digital solutions. However, digital inequality and a lack of technological skills present significant challenges. Technological innovation and citizen participation offer significant opportunities, although threats such as cybersecurity and resistance to change must be properly managed.

Transparency, performance, and e-government are vital pillars for government innovation. Transparency allows users to obtain clear and accurate information about government actions, strengthening accountability and public trust. The performance focuses on efficiency and effectiveness in the provision of services, seeking to meet the needs of the population in an agile and effective manner. E-government integrates these variables through the use of communication and information technologies, transforming the interaction between the state and users. Through virtual platforms, access to information and services is facilitated, administrative management is improved and citizen collaboration is encouraged. Together, these variables are redefining the relationship between state and society, creating a more open, efficient, and participatory environment.

CONCLUSIONS

The performance of employees in public institutions is a critical factor for the efficiency and effectiveness of administration. The implementation of continuous training strategies, the adaptation of modern technologies and the promotion of a motivating work environment are essential to optimize staff performance. In addition, constant evaluation and recognition of performance contribute to continuous improvement and employee engagement. By strengthening these areas, public institutions not only improve their services and internal processes, but also reinforce the trust and satisfaction of citizens, consolidating a more efficient and responsible state.

Transparency in state entities is key to strengthening citizen trust and promoting efficient and responsible government management. By ensuring open access to accountability, information fosters citizen participation and combats corruption. The implementation of policies and technologies that facilitate transparency not only improves the relationship between the state and the citizenry, but also promotes a culture of integrity and honesty in the state. Ultimately, a robust focus on transparency reinforces the building of stronger, fairer, and more effective institutions, benefiting all of society.

E-government in public institutions represents a crucial step towards a more modern, efficient and accessible administration. The adoption of information and communication technologies has simplified service delivery, improved transparency, and increased citizen participation. However, to maximize the benefits of government, it is essential to address challenges such as the digital divide and cybersecurity, and ensure adequate training for citizens and state employees. By strengthening these aspects, e-government not only optimizes administrative processes, but also fosters the construction of a more connected, inclusive, and participatory society.

Finally, transparency, employee performance, and e-government are key elements for a modern and efficient public administration. Transparency strengthens citizen trust and combats corruption, while a focus on performance improves the effectiveness of state partners. E-government integrates these variables by using ICTs to transform public management, improve accessibility and foster citizen collaboration. Together, these factors contribute to building stronger, fairer, and more participatory public institutions.

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