

## Administrative quality of employees in a municipality – Lambayeque

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### ABSTRACT:

Public administration quality is a critical determinant of government efficiency and effectiveness. This study investigates the administrative quality of a municipality in Lambayeque, Peru, through an extensive bibliographic review of 34 indexed publications. The research analyzes international, national, and regional perspectives, focusing on challenges and improvements in public administration, including the adoption of digital technologies, quality management systems, and transparency initiatives. The findings highlight the importance of continuous improvement, strategic management, and citizen engagement to enhance public trust and administrative effectiveness. This study offers valuable recommendations for policymakers seeking to modernize public administration practices.

## I. INTRODUCTION

The relevance of quality in public administration is varied and complicated, even with the considerable progress made in its modernization, where challenges that require further research remain. One of the main drawbacks is the perception of inefficiency and bureaucracy in public administration. Users are often faced with lengthy and complicated administrative processes, which can result in frustration and mistrust towards public institutions.

At the international level, Pico and Linzán (2023) in Portoviejo – Ecuador, in their research, evaluated the public management of the government of the municipality of Portoviejo in order to determine how it impacts the satisfaction of the inhabitants. With a quantitative and descriptive methodology, surveys were carried out to determine the perception of citizens regarding municipal management. The research concludes that citizen participation and the persistent evaluation of its officials contribute to the efficient performance of the local government vis-à-vis its citizens.

At the national level, Hernández (2022) conducted research in Lamas, in order to establish the link between digital government and the service of attention to the administrated, the study was with a population of 7332 inhabitants and a sample of 136 administered; For this reason, the questionnaire was used as an instrument, where two questionnaires were carried out to obtain the required information. As a conclusion, it can be observed that according to the results of the surveys it obtained a very low positive correlation with 0.065 and consequently, the alternative hypothesis is discarded and it is concluded that there is no connection between the digital government and the attention to the administered in the Municipality of Lamas. This suggests that adequate resources are not being allocated to improve both areas.

Moreira (2021) in Piura conducted research to point out the connection regarding user satisfaction with public administration in the municipal government of Manta. Through surveys, he observed that the population has a high perception and satisfaction with the municipal government.

At the local level, Trigos (2021), in his thesis carried out in Pimentel, sought to determine the link between administrative management and quality service in an area of MIDIS. With a descriptive-correlational model analysis and a cross-sectional non-experimental type and surveys, where a significant correlation was found about administrative management with the service of the evaluated context.

According to Cruz (2021), his research carried out in the city of Chiclayo was based on analyzing the relationship between administrative processes and public management in a municipality. In it, it had a population of 500 people to whom the questionnaire tool was applied based on the two study variables. As a conclusion, it was obtained that there is a significant relationship of 0.544 between the two study variables.

According to Pereda (2021), in the effort to modernize public management, types of management such as process administration and the quality management method have begun to be implemented. These models seek to create value in products and services through continuous improvement, which can intensify the competitiveness of the entity and obtain user satisfaction. In this context, the ISO 9001 International Standard, which encourages the constant improvement of service or production, plays a fundamental role. The application of these models can elevate the effectiveness of public management by ensuring consistency in operational and strategic planning, adjusting internal organization to address complex challenges, and providing a steady flow of information to fully support the corporation's levels of managerial decision-making.

According to Vera (2022) he defines that public administration aims to create an efficient and effective administration system designed to solve the real problems of users, making all processes, plans, and results transparent and conducive.

According to Marin, et al. (2021) mention that quality in public service is the main indicator for the proper functioning of the State and the government, which act through public administration. Increasing the quality of this service requires excellent coordination of public institutions at all levels and an increase in the performance of these entities.

From another perspective, Horna et al. (2023), mentions that Public Administration or management encompasses the study of the activities carried out by individuals with management functions in officially established positions of authority, this implies that these individuals exercise decisions based on their own judgment and criteria, this can manifest itself in contexts where authority is assigned, There is uncertainty in the instructions or discernment is needed in interpreting and applying regulations and standards.

For all the above, the article addresses the following questions: What are the studies carried out on the quality of public administration?, What are the antecedents of public administration?, How is the quality of public administration analyzed at the international and national levels?, What are the theories of public administration in the regional managements of Peru?

The present research is based on a firm methodological justification, since relevant information will be used by making a thorough bibliographic review of various authors, analyzing articles, indexed journals, theses, etc., respecting copyright, with ethical criteria that support the information and can be used for future research, seeking to provide a deep understanding of the administrative processes as well as contribute to the knowledge about how it is managed in favor of society in general.

The following general objective is formulated: To identify the studies carried out on the quality of public administration. With the following specific objectives: to define the background of public administration, to analyze the quality of public administration at the international and national levels, and to define theories of public administration in the regional managements of Peru.

According to Fedchenko et al. (2023), control in public administration is the main administrative tool that can be used to improve its quality. Monitoring can ensure consistency in strategic and operational planning, adapt the internal organization to meet complex challenges, organize and compile functional areas and ongoing processes, thus provide continuous information support when managing decision-making at the entire organizational level.

## **II. METHODOLOGY**

In this article, we will analyze a collection of the different scientific studies found on public administration, which has an unacceptable image, because the current legal norms do not apply to the situational problems of public institutions; There is also a certain obsolitary nature of technology that does not contribute to a significant improvement in customer service.

The descriptive approach was used to carry out the research and it was based on a documentary analysis of the existing bibliography in different repositories or virtual libraries in relation to 5 years of study. Thirty-four scientific studies were chosen from journals indexed in recognized data repositories such as Scopus, Web of Science, SciELO, ScienceDirect, UCV Institutional Repository and Ebsco. These articles, meticulously selected, were subjected to a detailed analysis to collect and interpret data on public administration and determine its quality in regional management.

The study adopts a non-experimental descriptive design, focused on detailing public administration in the regional managements of Peru. It does not seek causal relationships, but rather to describe the phenomenon as it is, focusing on administrative practices and the provision of services effectively. This design allows for a clear view of the current situation, which is essential for future renovations.

According to all the research found in the different databases, the antecedents and definitions of the variable under study called public administration were analyzed, identified and defined; and for this, 34 authors from various sources, such as articles, theses and bibliographic materials, were taken into account, highlighting their importance to meet the specific objectives of the study.

### **III. RESULTS**

With respect to the results obtained, they are organized as follows according to the established objectives: Objective to identify the studies carried out on the quality of public administration, Fedchenko et al. (2023) carried out a study focusing on the progress of a control technique in the public sector. The operational and organizational characteristics of economic organizations within the public sphere were addressed, considering various organizational and legal forms. In addition, they highlighted the relevance of considering specific functions when designing and implementing such a control system.

Pereda (2021) in his study focuses on the impact of the ISO 9001 Standard: Quality Management Systems on Process Management. Through a bibliographic review, it is theoretically based on how the use of the ISO 9001 standard promotes the continuous improvement of products or services in public organizations, oriented towards customer satisfaction and competitiveness.

Vicher (2020) in his study addresses the trajectory of the notion of quality in public administration. Its origins and the modifications it has undergone over time are examined. The study emphasizes how quality has become a central component of modification to improve service delivery, from modifications in internal processes to the application of procedures used by for-profit organizations. In addition, the role of international organizations, as well as the International Organization for Standardization (ISO), in the promotion of quality models and standards is highlighted, as well as their authority to certify public administration. In summary, the study analyzes the implementation of quality and quality regulations in the field of public administration in Mexico.

Quiñones (2020) in his study focuses on the use of Collaborative Tools as an essential requirement to achieve the strategic objectives of organizations. The importance of establishing digitalised collaborative environments in Public Administrations is highlighted, strengthening work teams and promoting cooperation between learning groups to share internal knowledge. The analysis includes successful experiences from the Public Sector and breaks down the implementation phases of collaborative tools such as M365, G Suite, Asana, Wrike, and Smartsheet. In addition, it is emphasized that improvements in the workplace do not depend exclusively on the acquisition of digital technology, but also on key aspects such as commitment and motivation towards a collaborative culture.

Arbaiza (2020) tells us that, in the field of the internal administration of agencies and institutions, various functions are performed that allow them to fulfill their mission and the actions entrusted by the State. These tasks include efficient budget management, human resource management, logistical organization, application of information systems, communication and technology management, as well as control. These methods and procedures are specifically designed to achieve objectives and ensure effective internal organization in public bodies (p. 40).

Tincuța (2023) points out that mentoring in the public sector is presented as a strategy to increase the performance of public administration. Through sectoral participation, professionalization and individual and collective development are sought. Fostering skills and emphasizing qualities of

managers and non-managers contributes to professional identity and organizational culture. The optimization of mentoring programs is crucial due to the flow and mobility of personnel, adapting to social, economic, cultural, political and professional demands.

Ganna et al. (2023) tell us that, in the public administration environment, efficiency, including economic efficiency, is achieved through the implementation of management that meets specific objectives. These objectives range from solving socially significant problems to maintaining digital competitiveness at the regional and national levels. The evaluation of the effectiveness of public administration is based on real indicators that reflect the results of the activities of public authorities. These indicators are measured within the framework of strategies, programmes and projects, and compared with stated objectives and previous results. In addition, leading indicators and signals are proposed to plan and forecast the level of digital development in regional socio-economic systems.

Martínez (2020) indicates that the quality of public administration is linked to capacity, clarity, and commitment in government management. In a smart governance approach, digital technologies and algorithms are used to adjust decision-making and automate processes. This contributes to achieving organizational objectives more accurately and efficiently.

Objective To define the background of public administration, Popova et al. (2023), point out that the introduction of digital technologies in public administration offers significant advantages. These include increasing administrative efficiency, decreasing costs, increasing the quality of public services, and decreasing corruption. In addition, the formation of an effective network of relationships between the different levels of the system, both horizontally and vertically, is highlighted to achieve more effective management and higher quality services.

Llanes et al. (2019) mention that e-government aims to increase the nature of the public products and services that the administration provides to citizens. To achieve this, arguments and criteria implicit in documentation of the Communist Party and the 2030 Agenda for Sustainable Development are analyzed. The reasonable implementation of e-government seeks to reduce bureaucratic complexity, improve interaction with citizens and move towards a more participatory and transparent administration. It's a time-consuming process that goes beyond simple online tax information and payment; it implies the integration of the citizen in decision-making from the entire period of public management.

Roehl (2023) indicates that when automated administrative decisions are made in public administration, they present a diversity of relationships with good administration. While you can back it up, there's also a risk of undermining it. Six key values related to good stewardship are identified in this context: care, respect for individual rights, professionalism, reliability, responsiveness, and empowerment. The active attention of managers is crucial for the seizure of opportunities and the mitigation of risks. Despite concerns about a "robotic government," a pragmatic approach is required that balances optimism and technological pessimism.

Prichina et al. (2019) point out that the analysis of the impact of the quality of public administration on socioeconomic processes is based on a panel study carried out under the World Bank's methodology. It examines how the quality ranking affects GDP per capita, the happiness index and the GDP growth rate in a sample of 60 countries. The results indicate that, in developing countries with a QPA of 20 to 50%, the nature of public administration does not significantly influence these aspects. In addition, it is noted that the ranking focuses on assessing the impact of the state system on investment risks, although this is not explicitly mentioned in the title or purpose of the study. A comparison with other rankings reveals a linear dependence, with evaluations based on the quality of public administration being more rigorous than those of business environment and global competitiveness.

Pham et al. (2022) analyzed how the quality of public administration influenced local financial development in Vietnam between 2011 and 2019. Using the Cobb-Douglas function, which incorporates government capital, the individual and interactive effects of local government expenditures and the quality of public administration on this increase were assessed. The findings indicate that both local government expenditures and the quality of public administration have a positive influence on local economic growth in Vietnam. As policy implications, it is suggested to increase the efficiency of government expenditures to foster economic development based on public



administration.

Kliuchnyk et al (2021) mention that the work of public administration in the regional treatment of EU member states is more relevant in less developed countries. After joining the EU, these countries have adapted their legislation and legal system to higher standards, which has increased investor confidence and improved the investment climate and business activity. Key strategic factors in these countries include improving the quality of regulatory and legal support, as well as ensuring the rule of law. These positive experiences can guide growing countries with the improvement of their legal procedures and public governance.

Dumitrescu (2024), the digitalisation of Public Administration is crucial to increase the efficiency, transparency and accessibility of public services. In the context of Romania, significant steps have been taken towards modernization through digital solutions. Electronic Government, by promoting the progress of smart cities, contributes to increasing the quality of life. Despite the advances, challenges remain, such as the technological gap between urban and rural areas. Cybersecurity and artificial intelligence are key areas of focus to continue advancing in digitalization.

Marin et al. (2021) conducted a study to analyse the current situation of the implementation of quality and risk management in public administration. It examines how ISO 9001:2015 and CAF tools are used in this process. In addition, the impact of the establishment of these quality standards on public entities is examined. The study seeks to define the main characteristics of the action program to implement quality and risk management in public administration, considering the relationship between ISO 9001:2015 and CAF.

Wolniak and Jonek-Kowalska (2021) based on the concept of Smart City focus on increasing the quality of life of citizens, the measurement of the operation of offices in relation to customers becomes relevant. A study in municipal offices in Poland analyzed the quality of service to residents. We examined whether monitoring quality of life and also public services affects the quality of customer service. The results, based on a sample of 287 Polish cities, showed no significant differences in service quality between provinces. The existence of a quality of life department in the population and the implementation of the ISO 37120 standard also positively influenced the quality of customer service.

Candrlic and Ekonomski (2021) in their study focus on the application of a quality management system (QMS) in public administration and its effect on organizational culture, business procedure, and quality of services. Using the international standard ISO 9001, the effects were evaluated in Osijek-Baranya County, Croatia. The results highlight financial savings, increased transparency and streamlined processes as key benefits. In summary, the implementation of the QMS is essential to modernize and increase the efficiency of public administration.

Cornejo (2023) examined how transparency influences the public administration of a Provincial Municipality in Peru. Using a qualitative method and a case study modality, semi-structured interviews were conducted with five employees of the entity. The results, analyzed through a triangulation matrix, show that transparency is strengthened through accountability and citizen collaboration, using information and communication technologies (ICT) to disseminate public work. Public officials promote transparency by developing participatory budgeting and public hearings through accountability. In short, citizen collaboration, accountability, and active transparency are interconnected and contribute to improving public administration.

Quintana (2022) points out in his thesis that innovation in public administration is closely linked to user satisfaction in the Provincial Municipality of Callao in 2022. The results show that greater management in modernization translates into greater user satisfaction. Optimal levels of modernization were achieved by considering dimensions such as long-term planning, results-based budgeting, administrative reduction, a merit-based civil service, and follow-up. However, user satisfaction has not yet reached favorable levels, with 25.6% rating it as good, 49.2% as fair and 25.1% as low. These perceptions are related to factors such as credibility, responsiveness, support, empathy and other different intangible aspects.

Moreira (2021) conducted a study on the relationship between public administration and user satisfaction in the Municipal Decentralized Autonomous Government of the Manta Canton in 2021.

The analysis, of an applied nature, used a non-experimental and cross-sectional method with a mixed procedure and a deductive modality. The link between the variables of public administration and user satisfaction was examined, finding a correlation of 0.788 (equivalent to 78.8%). The results indicate that the public institution is perceived positively by users, who are satisfied with the care received. In addition, the alternative hypothesis was confirmed, where a significant relationship between public administration and user satisfaction is found.

Manayay (2021) has carried out a comparative study on the evaluations of public management and quality of service between those in charge of neighborhood units and municipal employees of the Provincial Municipality of Ferreñafe in 2021. The research used a quantitative procedure with a non-experimental descriptive-comparative technique and executed a census sample of 44 members, where 32 were public officials and 12 were heads of neighborhood units. The results show a similarity in the evaluations of public management: 53% of public officials and 56% of representatives of neighborhood units rate it as good. However, in terms of the quality of the service, the evaluations differ: 80% of public officials consider it good-excellent, while 51% of those responsible for neighborhood units perceive it as regular-insufficient. Finally, the bilateral relevance was 0.013, which leads to accept the alternative hypothesis, which indicates that the two variables maintain a positive assessment.

**Objective** To analyze the quality of public administration at the international and national level, the quality of public administration at the international level has improved significantly through the adoption of digital technologies and quality management systems. These tools increase administrative efficiency, reduce costs, improve public services, and decrease corruption. In addition, they promote greater transparency and citizen participation, allowing more effective management and higher quality services. However, the challenge remains to prevent procedures from becoming excessively complex and slow, which can lead to frustration and mistrust in public institutions. Automating and digitizing processes, when handled properly, can support these goals while mitigating associated risks, such as the loss of essential administrative values.

International experience also shows that adapting to higher legal and regulatory standards, especially in less developed countries, increases investor confidence and improves the investment climate. The implementation of standards such as ISO 9001:2015 and the Common Assessment Framework (CAF) in public administration has proven to be crucial for modernization and efficiency, providing a role model for other developing nations. Digitalisation and attention to cybersecurity and artificial intelligence are key areas to continue improving the quality of public services.

In Peru, the quality of public administration has been strengthened through the implementation of transparency and modernization in regional management. Transparency is achieved through accountability and citizen contribution, supported by the use of information and communication technologies (ICTs) to disseminate public work. These practices foster more open and participatory administration, improving public trust in institutions. However, the complexity and duration of some administrative processes can cause dissatisfaction and lack of trust in public entities.

Modernization in regional management includes strategies such as strategic planning, results-based management, administrative reduction, and the promotion of a meritocratic civil service. Although these initiatives have improved administrative efficiency and user satisfaction, challenges remain. The perception of the quality of services varies, with aspects such as safety, responsiveness and empathy still needing attention to achieve higher levels of satisfaction.

**Objective** To define theories of public administration in the regional managements of Peru, Idrogo (2021) points out that the study carried out in the agencies supervised by the Regional Control Management of Lambayeque reveals a significant link between government monitoring and public management. The surveyed auditors reported a high level of government inspection (70%) and a medium level of public management (85%). In addition, a positive relationship could be found according to Pearson's coefficient. In conclusion, the improvement in government control is positively associated with the quality of public management in these entities.

Capuñay (2021) conducted research in the Regional Management of Labor and Employment Promotion, focusing on designing an action program to promote public management. The study, based

on a sample of the institution's total population, revealed that 80% of workers perceive the current level of the institution as deficient. Specifically, the dimension of human talent was the worst evaluated, with a 92% negative perception. The action plan, validated by experts, seeks to solve this problem and encourage the participation of the authorities to efficiently improve processes and provide quality care to the Lambayecan population.

Martinet (2021) conducted research in the Regional Government of La Libertad (GRLL) where he aimed to evaluate the influence of strategic management on the efficiency of public administration. Through the implementation of comprehensive projects, it sought to optimize the use of resources, technologies, goods and services. These systemic and integrated projects will benefit various sectors in the La Libertad Region, significantly improving the efficient performance of public servants. The importance of strategic management, as well as change management in the LLM, was also highlighted. The study population included 20 professionals specialized in the formulation and creation of development projects, distributed in two departments. The results show that the execution of comprehensive development projects towards various sectors of the GRLL allows an efficient implementation of strategic plans, as well as the exploration of innovative strategies to manage public administration and provide quality services to the citizens of La Libertad.

Salcedo (2021) conducted research at the Regional Management of Agriculture, La Libertad, focusing on the analysis of the relationship between the quality of management tools and customer service. With a quantitative method and a non-experimental model, a survey was carried out with 100 users of the management. The results, statistically validated and with a Cronbach's alpha index, showed a slight connection between the variable "Management Instrument" and the variable "Customer Service," with a value of 0.96 in the linear regression test.

#### **IV. CONCLUSIONS**

Regarding the Objective of studies on the quality of public administration, the reviewed studies offer a broad perspective on the quality of public administration, highlighting the implementation of international standards such as ISO 9001 and the use of digital technologies as catalysts to increase efficiency and transparency in public services. There is evidence of significant progress in the adoption of quality management systems and strategic approaches to optimize public management. These studies underscore the importance of adapting and applying international standards to strengthen administrative capacities and improve citizen satisfaction.

Regarding the Objective background of public administration, The background of public administration reveals an evolution towards digitalization and citizen participation as fundamental means to promote government efficiency and transparency. Studies such as those by Popova et al. (2023) and Prichina et al. (2019) highlight how the coherent implementation of digital technologies and e-government practices not only improves the quality of public services, but also strengthens the link between government and citizens. However, challenges such as the complexity of processes and the need to mitigate risks associated with administrative automation remain.

Regarding the Objective of the analysis of the quality of public administration at the international and national levels, the analysis of the quality of public administration according to the international level highlights significant advances in developed and developing countries through the adoption of higher legal standards and the strategic use of digital technologies. These developments have contributed to improving investor confidence and the investment climate, as seen in studies examining the economic impact of efficient public administration, such as Pham et al. (2022) and Kliuchnyk et al. (2021). At the national level, especially in Peru, the implementation of transparency and modernization in regional management has strengthened public management, although challenges persist in user perception and satisfaction due to administrative complexity.

Regarding the Objective theories of public administration in the regional managements of Peru, the theories and studies in the regional managements of Peru reflect the importance of government control, strategic management and the constant improvement of management tools to optimize customer service and strengthen administrative efficiency. Studies such as those by Idrogo (2021), Martinet (2021), and Salcedo (2021) demonstrate how the implementation of comprehensive strategies and attention to the quality of services are directly related to the positive perception of public management by users. This research

provides a solid theoretical framework to guide future improvement initiatives in the country's regional administrations.

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