STRENGTHENING MUNICIPAL MANAGEMENT
An Audiovisual and Social Approach to the Modernization of Public Administration

BENJAMÍN ROLDAN POLO ESCOBAR, CARLOS ALBERTO HINOJOSA SALAZAR, MILENA LETICIA WEEPI
SAMEKASH, JOSUÉ GRANDEZ GOMERO, PATRICIA ESCOBEDO OCAMPO, JHERALI ALONDRA OVIEDO
RABANAL, ROBERT WAGNER OCADIO ACOSTA

1 Universidad Nacional Toribio Rodríguez de Mendoza de Amazonas, Perú

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ABSTRACT
The integration of a social approach into the public management modernization process is essential for progressing towards a results-oriented and efficient administration. In this study, a quantitative and correlational investigation was conducted using a validated questionnaire administered to 154 users. The relationship between modernization initiatives and their impact on the efficiency of resource management was examined in a municipality in the northern region of Amazonas. The results revealed a positive impact, as indicated by the Spearman correlation (Rho = 0.397). However, it is noteworthy that there remains a limitation in the ability to fully meet social needs.

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1. Introduction

The ability to provide excellent service to Peruvian citizens is closely linked to the legislation governing the Modernization of State Management Law No. 27658. This law focuses on optimizing the effectiveness of public services, improving efficiency and the fulfillment of objectives. Institutionalizing management by results and promoting quality in the measures of competence of the Presidency of the Council of Ministers, among other innovative premises, the Presidency of the Council of Ministers, among other innovative premises.

In line with these premises, in 2007 a new paradigm was proposed through Supreme Decree N° 004-2013-PCM, whose implementation was authorized through Ministerial Resolution N° 125-2013. In addition, in 2019, the guidelines "Business Principles for the Modernization of Public Management" were approved, which seek to strengthen the articulation with civil society and political entities, promote new perspectives in the public regime and make intersectoral relations viable (Pasco, 2015).

Within this perspective, this legislation highlights the importance of having an innovative approach in the modernization of public management to improve the quality of life of Peruvian citizens. In addition, it seeks to foster efficiency and effectiveness in public services, promote transparency and accountability, and strengthen citizen participation in decision making.

The new approach to the Modernization of the Management of the Peruvian State, has as its primary purpose the production of an improvement in the efficiency of the state apparatus, so as to achieve an excellent attention to the citizenship, prevailing and perfecting the use of public resources (PCM/SGP, 2019).

The conceptual and operational structuring of the public problem is based on the paradigm of new public governance, which is based on the premise that people should play a central role in the co-production of policies and the provision of goods, services and regulations. That said, the State-people relationship is conceived as a collaborative link, based on the values of effectiveness and efficiency, but, above all, on the values of democracy. In this approach, people assume a more active role as part of the solution of public problems and the implementation of public policies. The emphasis, then, is on the creation of public value, through interventions that address public problems in an effective and useful way for people (Bryson, 2014; UNDP, 2015).

Crosby (2011). The concept of public regime refers to the implementation of government policies with the purpose of promoting progress and change for the well-being of the population. In other words, it is about putting into practice concrete actions that seek to improve the quality of life of citizens and generate a positive impact on society.

Currently, there is a new perspective in public management that seeks to establish an innovative and more positive approach to government management. This approach aims to create a regime that has a clear vision of how to address the corruption contingency and prevent it in the future. To achieve this, it requires a deep inquiry into public management and the implementation of an innovative pilot to forge a more transparent and efficient regime (Igúñiz, 2021).

Thus, Arévalo, et. al. (2020) points out that evaluation has a different impact on management in different countries of the world. He also points out that evaluation is important for public management in the framework of the modernization of the State, since it allows determining the conditions, functions, decision making and timely intervention for the fulfillment of institutional goals and objectives.

Innovation in public management involves promoting results-based management with a transformative approach and relying on the use of new technological resources. To achieve this, it is essential to have strategic planning that allows the establishment of clear objectives, as well as monitoring and evaluation systems to measure the progress and effectiveness of the actions implemented (Delgado, 2022).

Following this, local governments have begun to implement the modernization of public management in order to distinguish their administrative structure as one that promotes the principles of excellent corporate governance. To this end, foresight is a strategic component to explore structural changes in institutions, since it helps the development of modernization that maximizes the efficiency of public management in local governments and also improves practice at the service of citizens (León et. al, 2023).

Currently, public management is oriented towards increasing the effectiveness of public entities, which implies establishing clear and precise goals in increasingly specific time periods. To achieve this,
it is essential that these goals are correlated with a concerted development plan that takes into account the interests and needs of the population in its territorial scope (Varela, 2021).

The analysis from a critical point of view is made feasible by imparting that the sociocultural concept refers to the social and cultural phenomena of a society. This precision includes aspects concerning cultural models in which we seek to benefit the target public and improve the quality of life of citizens. By establishing specific and measurable objectives, it is possible to evaluate the progress and effectiveness of the actions implemented and ensure that the planned objectives are being met. This allows for a more efficient and effective public management that responds to the needs and demands of the locality (Polo et al. 2022).

The new Public Management is a regime that is based on a set of elements, purposes, technologies and instruments that make it possible to put government provisions into practice. To achieve this, a methodical cycle is used that allows the delivery of planned actions and contributes to the reproduction of congruent actions in the development of the country in a harmonious and articulated manner (PCM/SGP, 2019).

From what has happened, some clarifications can be drawn about the new approach to innovation and efficiency in Public Management. This approach focuses on the choice and management of all those means that allow creating public value in an effective and efficient manner. It is a diligence or service provided by public entities that seeks to improve the quality of life of citizens and generate a positive impact on society (Hegel, 2021).

One of the most outstanding benefits of this process is that it generates a significant degree of prestige in the public sector. This is achieved in two main ways: first, through the adoption of regulations that compensate for the expectations for the benefit of the community, which strengthens trust and credibility in public institutions. Secondly, through the improvement of internal management through a more efficient and productive use of public resources, which allows satisfying people’s needs and expectations and creating positive expectations in the community (Rojas, 2019).

The criteria distinguished on the hierarchy of public management emphasize the pillars in the execution of institutional activities, being necessary for this the establishment of innovation in government management, which is relevant in the improvement of operational efficiency (Figueroa-Huencho et al., 2011).

In this sense, the purpose is to achieve the participation of all the agents involved, seeking professional productivity by considering the principles and actions that make public management more effective (Gaekber, 1994).

According to Garretón (2003), he notes that the reform of the State is perceived in two aspects which consider the changing nature of the State, in which it incorporates its new role as an effect of the transformation that society is experiencing, making it reinforce the convergence and materialization of policies and political processes aimed at innovation in public management.

Within the framework of these responsibilities, the National Policy for the Modernization of Public Management establishes that the role of the Secretariat of Public Management (SGP) should be oriented, among others, to develop instruments that encourage or support management modernization efforts in all public agencies and levels of government (PNMGP, 2021).

According to López (2001). From a critical approach, a favorable working environment has been generated for the implementation of reforms in public administration. These reforms aim to address and minimize problems such as deficiencies in social aspects, dissatisfaction with public services, unemployment and lack of adequate service to citizens.

From the above described the following general objective was enunciated, which was focused on determining the existing connection between the modernization of public administration and effectiveness in municipal management in a locality in the north of the Amazonas region, 2022; in addition to the specific objectives for this research were proposed as follows: Analyze the determining factors in the Modernization of Public Management, likewise Analyze the determining factors in the Administrative Management of the Municipality. Within the context of governmental management for development, a series of actions are carried out that include planning, organization and optimization of economic resources in productive projects. This is done through the use of technological and methodological tools for the provision of public goods and services, both tangible and intangible, in order to achieve the established goals. And in this way the following hypothesis was put forward: The
modernization of public management is positively and significantly related to the administrative management of a municipality in the northern region of Amazonas, 2022.

Among the reforms in public administration, the implementation of results-based management has become an important public management tool, whose main characteristic is to generate better public policies based on efficient and effective methods of planning, budgeting, project management, monitoring and evaluation. In this sense, the implementation of this type of management and modernization within local governments is essential to achieve institutional objectives, and helps to improve the quality, effectiveness and efficiency in the execution of work (Ghiggo, et.al, 2023).

In this framework, the process of innovation and progress of the state is different from the different components of a results-based management, the administrative transformation is confined to optimizing the commissioned instances of executive and civil service work, i.e. what is commonly called the innovative regime of the state is assumed that its performance has to do with all occupations (Valdez, 2019).

The visionary dynamics of the public management reform process lies in the discrimination and management of all those means conducive to the creation of public value in an explicit activity carried out by public entities. Public value is fostered when: - State interpositions, which adopt regulations and seek to meet the needs and expectations of people - The internal mandate is optimized through a more efficient and fruitful use of public resources that allows compensating the expectations of the elements, forging benefits to society (Valdez, 2019).

The administrative management system has the mission to plan, control and optimize those components of an organization that affect customer satisfaction and the achievement of the effective results desired by the organization (Tamayo, 2021).

The social approach is fundamental in the modernization of public administration, taking into account the progressive and regressive intersectoral links of the sector can have a significant impact on the quality of life of the population and social equity, from the objective also seeks to integrate public policies that focus on the needs and demands of the population, and that effective measures are implemented to ensure their welfare (Polo, 2021).

Castanedo (2022) also points out that there are links that cannot be dissolved between social development and the new operative system of public management that is being developed at the international level with respect to the development of public administrations, with the aim of leading to the globalizing administrative system that is being built by leaps and bounds.

It is essential to highlight the role of public management in the context of new perspectives and approaches to government management reform. This takes on particular relevance from a social perspective, since the way in which public resources are managed directly influences the quality of life of the population and the achievement of objectives and policies at the national, sectoral, regional and local levels. Therefore, it is crucial to understand in detail the main activities that emerge from the municipality, as these have a direct impact on the welfare and development of the community.

2. Development of the research

The research was carried out using a non-experimental, cross-sectional, explanatory and correlational design. This approach allows establishing relationships between variables and measuring their degree of association, which is essential to understand the main activities emerging from the municipality and their impact on the welfare and development of the community. According to Aguilar (2019), In this case, the research focuses on determining the effect of the modernization of public management on administrative management in a Municipality in northern Amazonas. Therefore, it can be stated that the research is of a correlational type, since it seeks to measure the relationship between these two variables and establish whether there is a significant correlation between them.

According to Muñoz (2018), Quantitative research is characterized by its focus on the analysis of numerical data, and is used for the study of phenomena in both social and natural sciences. In this study, a quantitative approach has been adopted, as the sample is composed of numerical observations collected through documentary records. This methodological choice allows for a rigorous and evidence-based analysis, providing a deeper understanding of the data and phenomena studied.

The study population included 253 users who were part of the municipal service in a district located in the northern region of Amazonas. In this research, we worked with a sample of 154 collaborators.
The selection of this sample was carried out through the use of documentary cards and was governed by the terms and criteria established for their adequate regulation and application.

Data collection plays a critical role in a quantitative approach, as data quality and accuracy are essential for effective analysis. Proper data collection is the first step in ensuring the reliability (it was 0.815 and 0.866 respectively) and validity of the data by three expert judgments, which in turn ensures that the responses provided accurately address the research problem posed. In this study, a rigorous data collection plan was implemented in order to obtain essential information to achieve our research objectives. This process ensured the organization and accurate collection of the necessary data to reflect the characterizations of the population.

3. Results

In the critical analysis, it can be noted that 55% of the Modernization of Public Management takes advantage of the implementation and use of ICTs in public management to improve efficiency and effectiveness in the provision of public services, as well as to promote greater transparency and citizen participation. The modernization of public management seeks to optimize the use of financial resources, which translates into greater efficiency in the provision of public services and a better allocation of resources to meet the needs and demands of the population. Within the perspective of the modernization of Public Management processes, 57% seek to improve administrative processes, which translates into greater efficiency in the provision of public services and a reduction in time and costs. 57% seek to ensure compliance with rules and regulations, which translates into greater transparency and accountability on the part of public institutions. Public Management modernization is of fundamental importance from a social perspective, as it seeks to improve the quality of life of citizens and generate a positive impact on society.

Figure 1. Determining factors in the Modernization of Public Management.

In the critical analysis, the administrative management of the municipality is a key aspect in the search for a more efficient and effective management of public resources. Among the determining factors of a successful administrative management are: Efficiency in the provision of public services is a key factor in guaranteeing the satisfaction of the needs and demands of the population. In this sense, the 65% result obtained indicates that the Municipality's administrative management is on the right track to achieve greater efficiency in the provision of public services. Transparency in decision making is fundamental to guarantee a more participatory and democratic public management. The result of 60% indicates that there are still opportunities for improvement in this area. In this regard, compliance with institutional goals and objectives is a key factor in guaranteeing efficiency in public management. The result of 67% indicates that the Municipality's administrative management is on the right track to
achieve greater effectiveness in meeting its goals and objectives. For this reason, the efficient use of municipal resources is fundamental to guarantee a more efficient and effective public management. The result of 69% indicates that the Municipality’s administrative management is making better use of its resources.

**Figure 1.** Determining factors in the administrative management of the municipality.

![Determining factors in the administrative management of the municipality](image1)

Source: B.Polo Elaborated based on the situational diagnosis

Decision making: In the evaluation the significance level is 0.039 being less than 0.05, so the null hypothesis is rejected and the alternate hypothesis is accepted. A statistically significant linear relationship was found, demonstrating a relatively weak positive relationship according to Spearman’s Rho indicator = 0.397 and directly proportional, between the modernization reform of public management and the correct administration of resources within the municipal management identified in a locality in the north of the Amazonas region. The results obtained indicate that the administrative management of the municipality has strengths in terms of efficiency in the provision of public services, compliance with institutional goals and objectives, and the effective use of municipal resources. However, there are still opportunities for improvement in terms of transparency in decision making.

**Figure 3.** Scatter diagram: Administrative Management and Modernization of Public Management.

![Scatter diagram: Administrative Management and Modernization of Public Management](image2)

Source: B.Polo Elaborated based on the situational diagnosis
With the background and the research carried out on the correspondence of the modernization reform of government management and the dependent management of a municipality in northern Amazonas, it has become evident that, within this approach, the modernization process of state management has as its main objective the production of higher levels of efficiency in the state apparatus. This translates into an excellent service to citizens, guaranteeing the satisfaction of their needs and demands.

Within this perspective, internal management is optimized through a more efficient and productive use of public resources to achieve the institutional objectives set, considering the cost - effectiveness of management decisions (PCM, 2018).

It also ensures the organizational continuity of public entities and interventions in the face of crises or changes, based on positive adjustments, which allow them to overcome negative events and strengthen their response capacity (Romero, 2017).

The State, like most social phenomena, must be capable of adapting to the continuous changes in the environment in order to increasingly contribute to the achievement of better welfare and development conditions for its citizens (Longo and Echevarría, 2000). However, both in theoretical and empirical terms, the processes of state reform and, mainly, of modernization of public management seem to be still under construction, combining a wide variety of visions and propositions that often reflect the limitations of traditional perspectives to deal with complex realities (Echevarría and Mendoza, 1999).

As Giddens points out, what characterizes current times is the continuous revision, transformation and adaptation of public institutions to new social demands (Giddens, 1990). In this sense, public administration must be able to respond to these challenges through actions aimed at increasing the efficiency, effectiveness and quality of its management and thus fulfill the functions assigned to it. However, both in theoretical and empirical terms, the processes of state reform and, mainly, of modernization of public management seem to be still under construction, combining a wide variety of visions and propositions that often reflect the limitations of traditional perspectives to deal with complex realities (Echevarría and Mendoza, 1999).

In the Municipality of Northern Amazonas, it has been evidenced that there are clear scopes and orientations on the requirements and procedures according to their specific objectives, although some are in the process of improvement due to lack of budget, training and strategies. It is important to evaluate the service spirit of the personnel and to detect any mismanagement or irregularity in the public management processes. There are inquiries that do not have a high systematic approach but isolated attempts of a state reform process demonstrating a limited reform of the foreseen and agreeing in a certain way in the proposed inquiry.

From the characterizations and results obtained, it is urged that all public entities should have a department in charge of planning and supervising the tasks of their workers. In the context of a municipality, this department does not seem to recognize the importance of organizing, planning and organizing the activities of the entity. This has led to the fact that the activities carried out are not closely related, which negatively affects innovation in government management and the proper administration of municipal resources. Addressing these shortcomings is essential to meet the needs of citizens more effectively.

A critical analysis shows that innovation in public management implies a transformative perspective based on the good use of technological resources and strategic planning, as well as an area of monitoring and evaluation systems and even accountability to ensure good public management.

Within this perspective Barboza (2016), shelters the differences in the commitment to state reform, which is hindered by numerous decrees in the government machinery, underline the importance of each request for change being made from a practical perspective. In this context, it is crucial to examine changes in government structures that are intrinsically linked to the manuals that each agency must establish. This implies knowing the instances, advisories and tools that must be implemented as part of the internal policy of the institution. The research highlights the urgency of adopting the new guidelines established by the state and emphasizes the need to prepare all parties involved to contribute to social welfare.

To this end, it is of great importance to put into practice the design of policies to improve the capacity of the municipal level to guide, coordinate, articulate and objectively direct its visionary plan within an effective administrative management.
This leads us to consider the innovation approach in the new public management. This approach is presented as a vertical axis that promotes an integral perspective extending from the highest level down to the regional and local levels. In this process, the active participation of the different community representatives plays a fundamental role in the supervision and compliance of the new administrative practices. The objective is to strengthen this dynamic, ensuring that the vertical perspective guides the organization of all management documents and that these have clear functions oriented towards social transformation.

Within the main theoretical characterizations, a very relevant expectation can be highlighted as the Modernity of the State: which involves optimizing the representation in which the state delimits the functions, introducing clearer, more efficient components, aimed at improving all the processes and actions aimed at compensating the neighborhood’s insufficiencies in order to optimize and make them viable.

4. Conclusions

With respect to the determining factors in the modernization of public administration, it should be noted that the social approach in this process of modernizing state management seeks to strengthen citizen participation, fostering spaces for dialogue and collaboration between the public administration and civil society. In this way, it seeks to build a more inclusive and democratic management, where decisions are made in a transparent manner and the opinion and needs of citizens are taken into account.

With respect to the determinants of Administrative Management, it can be indicated that the effective use of municipal resources is fundamental to guarantee a more efficient and effective public management. The results obtained indicate that the administrative management of the Municipality has strengths in terms of efficiency in the provision of public services and the fulfillment of institutional goals and objectives. However, there are still opportunities for improvement in terms of transparency in decision making.

With respect to the general objective, in the evaluation the significance level is 0.033 being less than 0.05, so the null hypothesis is rejected and the alternative hypothesis is accepted. A statistically significant linear relationship was found, demonstrating a weak positive relationship according to Spearman’s correlation coefficient = 0.397 and directly proportional, between the reform of the modernization of public management and the correct administration of resources in the administrative management of the municipality of northern Amazonas and that allows compensating the insufficiencies and requirements of its inhabitants. In summary, the new Public Management focuses on the implementation of concrete actions that contribute to the development of the country in a harmonious and articulated manner. To achieve this, technologies and instruments are used that allow a more efficient and effective public management.
References


