



Approach to Organizational Management in the Public Sector

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DOI: <https://doi.org/10.55248/genpi.5.0224.0524>

ABSTRACT

The organizational management approach in the public sector has become a crucial priority in modern government administration. This approach focuses on optimizing the efficiency and effectiveness of government entities to achieve better public service and meet the demands and expectations of citizens. In this sense, organizational management in the public sector seeks to improve strategic planning, resource allocation and decision making, while promoting transparency and accountability. This paper is aimed at highlighting the characteristics and interiorities of the organizational management approach in the public sector. Click here and insert your abstract text.

Keywords: Society, public administration, government management, institutionalist

1. Introduction

The approach to organizational management in the public sector focuses on the effective and efficient administration of resources to achieve the objectives and goals established by government institutions. Given the nature and complexity of the public sector, this approach usually considers a series of specific characteristics and challenges, such as accountability to citizens, transparency in the use of public funds, the regulation of activities in the public interest and the provision of essential services to the community (Alsharari & Daniels, 2023).

Some key principles in public sector organizational management include (Klein, Ramos, & Deutz, 2022):

- **Transparency and accountability:** Ensure that actions and decisions made by public officials are clear and subject to public oversight and evaluation.
- **Efficiency and effectiveness in the use of resources:** Optimize the use of available financial, human and technological resources to achieve the established objectives in the most efficient way possible.
- **Public service:** Prioritize the general interest and well-being of the community by providing quality public services and managing programs and policies that benefit society as a whole.
- **Results-based management:** Establish clear and measurable objectives, and use performance indicators to constantly evaluate and improve the performance of public sector organizations.
- **Citizen participation:** Involve civil society in decision-making and policy formulation to ensure that citizens' interests and concerns are taken into account in government management.
- **Integrity and ethics:** Promote a culture of honesty and responsibility among public officials, promoting ethics in service and the fight against corruption.

Organizational management in the public sector involves balancing the needs and demands of society with the available resources and capabilities, as well as adapting to a constantly changing political and regulatory environment. Furthermore, the introduction of information and communication technologies (ICT) has revolutionized the way public management is carried out, requiring greater attention to cybersecurity and data protection in the public sector (Tremblay, Martineau, & Pauchant, 2017).

The objective of this scientific contribution is to demonstrate the characteristics and interiorities of the organizational management approach in the public sector. This document is made up of the following pillars as a mental contract: i) Bibliometric analysis of the organizational management approach in the public sector. ii) Bibliographic analysis of the organizational management approach in the public sector. iii) Ecuadorian context of the organizational management approach in the public sector.

2. Materials and methods

Using as search criteria the phrase: “approach to organizational management in the public sector” in the title, summary and keywords of the scientific contributions socialized in the academic directory and database, Scopus. With this criterion and under the specified conditions, 2,750 scientific contributions of the type scientific article, conference document, book chapter, book, review article and letters to the editor were detected. In addition, an investigation was carried out, framed in the characteristics and conditions of the institutional scenario of Ecuador.

3. Results and discussion

3.1 Bibliometric analysis of the results.

The economic powers and coincidentally leaders in the exercise of democracies, are leaders in research related to this research topic. Examples of this are: the United Kingdom, the United States and Australia. Figure 1 supports the previous statement.

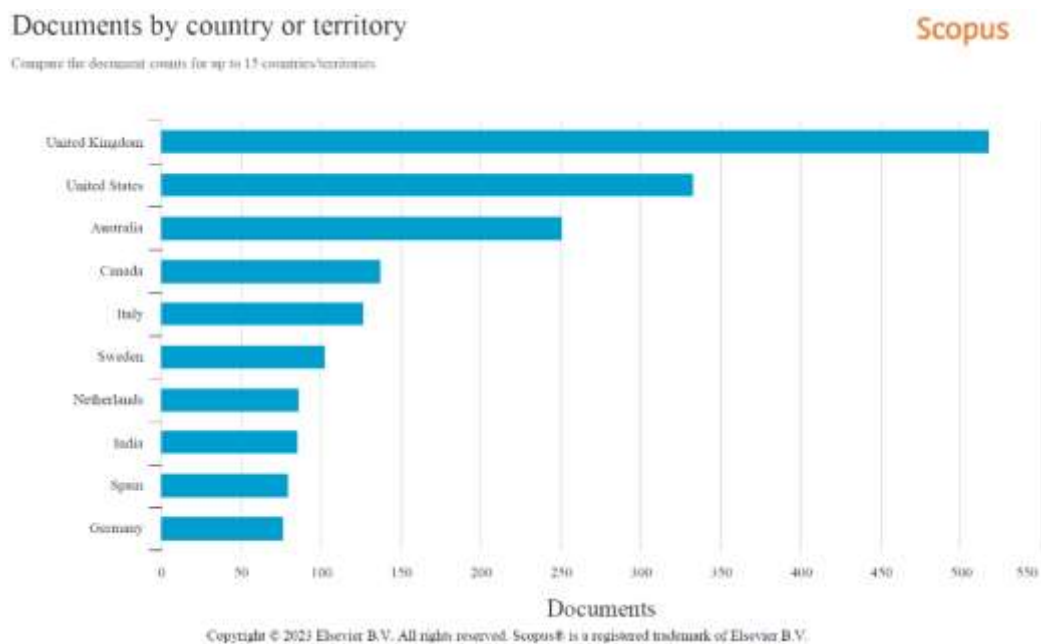


Fig. 1- Scientific contributions published by country.

The growing increase of interest on the part of the scientific community in this research topic is evident. Well, in recent years, the number of scientific publications has shown a clear growing trend, mainly since 2004. It can be observed that between 2012 and 2014 there has been a small decrease in the number of contributions socialized in Scopus. This fact is due to restructurings in the financing of this type of research by the British crown. And this reality affects countries like the United States and Australia. Let us remember that these nations were British colonies and it is prudent to highlight that, currently, the British crown still funds research in its former colonies. This information is evident in Figure 2.

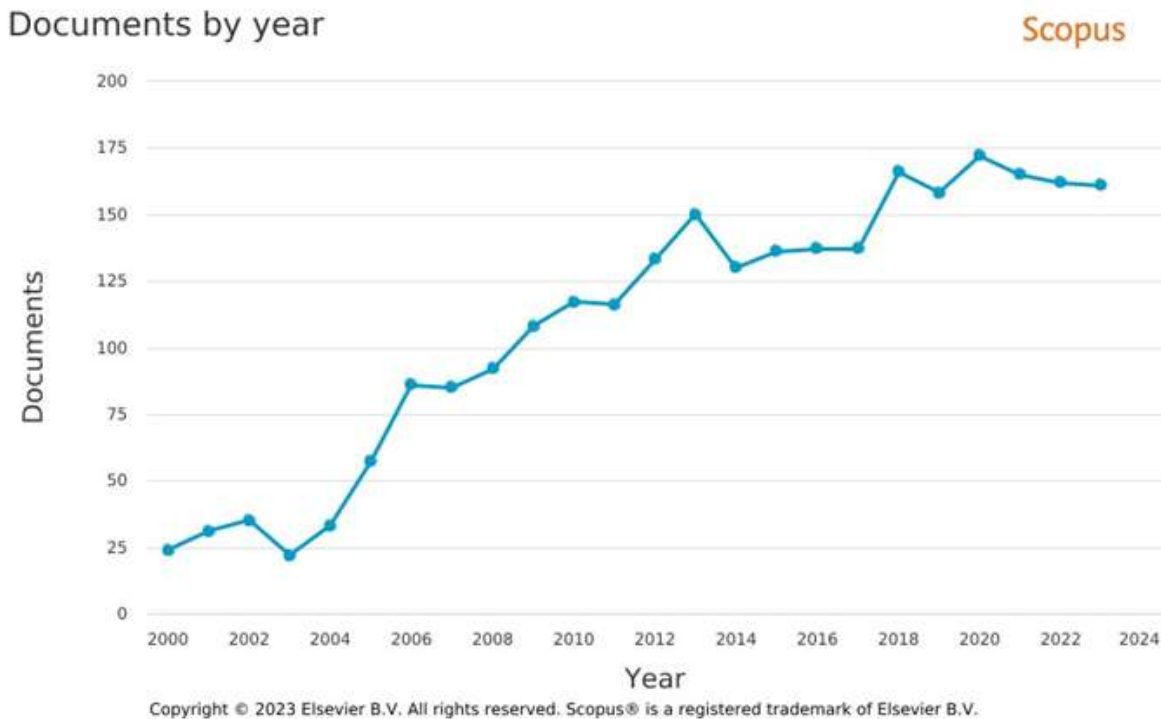


Fig. 2-

Scientific contributions published per year.

The most fertile areas of research in the subject matter that this scientific contribution addresses are business, management and accounting; Social Sciences; Medicine and Computer Science. The percentage values that support this criterion are shown in Figure 3.

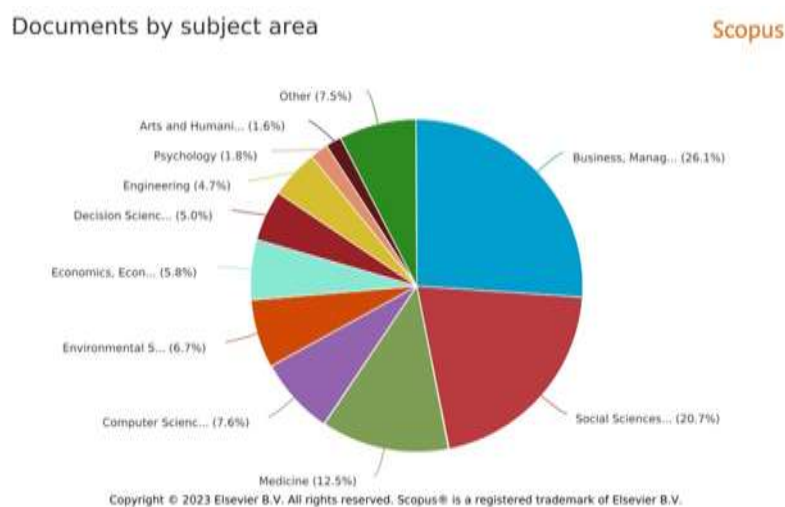


Fig. 3- Percentage of scientific contributions by area of knowledge.

3. Bibliographic analysis of the results.

Below, the most notable and referenced scientific contributions in the line of knowledge addressed in this work are identified and characterized: The purpose of the scientific contribution (Vegas-Meléndez & Solorzano Calero, 2022) was to interpret the new perspectives in public management to achieve more effective institutional governance in the Ministry of Production, Foreign Trade, Investments and Fisheries of Ecuador. The research design was of an interpretive phenomenological type, with a qualitative approach of inductive and descriptive nature. This was a non-experimental field study that used documentary review as a strategy to obtain theoretical foundations, reports and stories provided by key informants. The analysis was based on the phases proposed by Grounded Theory, from the identification of substantive and axial codes to the conceptualization and eventual formulation of a central category. Furthermore, hermeneutic (analytical-interpretive) praxis was used to make sense of the discourse expressed by the interviewees, who included academic experts and researchers, through in-depth and semi-structured interviews.

Among the findings, the category of Public Management 4.0: Intelligent Institutional Governance stood out, which was presented as a recommended practice in public management. This category emerged from the triangulation between the theory consulted, the stories of key informants and the criteria of the researchers themselves, providing space for symbolic interactionism. As a main reflection, the importance of integrating institutional governance into public management was highlighted as a way to encourage direct and committed citizen participation.

The research authored by (Barragán Martínez, 2022) establishes that during the health crisis caused by the covid-19 pandemic in Ecuador, new measures were implemented in the public administration with the purpose of reducing bureaucratic obstacles and improving practices. conventional public management. This article focuses on examining, from a postmodern perspective, the renewed approach to public administration, the role of information and communication technologies (ICT) and innovations in Ecuadorian government management. The methodological approach used was analytical, descriptive and qualitative in nature; The study was based on a survey conducted with 29 officials from four of the five branches of the State. The results revealed technological advances that could be applied in government entities with needs for supervision and control of resources, as well as in the management of access and accounting documentation.

The document (Logroño-Santillan, Morillo-Revelo, & Pavón-Rosero, 2022) states that the different administrative models of public management, adapted according to the historical context in which they have been implemented, play a fundamental role in the definition of the relations between the State, public administration and society, generating a complex research phenomenon. Therefore, the purpose of this work is to examine new public management with the objective of improving efficiency in the use of resources through government contracting. This will be carried out through a specific review of documentary sources, in order to identify similarities and differences between the models that constitute the focus of the study. The research aims to identify variables that help understand the challenges of public management in Ecuador, using data collection from the SAP Business Explorer platform, which facilitates a quick and direct exploration of corporate information. This document presents a case that illustrates the application of the described methodology. Finally, it is considered crucial to analyze public procurement as a means of optimizing resources, which raises the academic question of what could be the desired ideal model that, above all, contributes to reducing the disparity between social classes.

The researcher's one-person contribution (Oszlak, 2013) highlights that each generation experiences its own historical period as a singular and unrepeatable phase. He often recovers characters or events from the past to highlight certain historical continuities, but his approach to that previous era usually reflects a predominant attitude of rupture and distinction. With this, he perhaps intends to underline an intention of progress and improvement, thus establishing a simultaneous connection and separation between two eras.

From this perspective, every change, every reform, is perceived as something new, even if similar situations had been experienced in the past that could have failed or given rise to other transformation processes. Only the observer of the future will be in the privileged position of establishing, a posteriori, historical continuities or ruptures, despite the fact that the actors of each era are aware of their role as agents of change. Examples such as the "Second Industrial Revolution", the "New Figuration", "neoliberalism" or "postmodernity" illustrate the type of terms that observers use to refer to processes or phenomena that have already occurred, regardless of whether they continue to be valid in the time of observation.

The authors' contribution (Hinojosa & Acosta, 2021) highlights that the variables of bureaucratic capacities (effect) modified by government measures (cause) as a consequence of the health emergency. It displaced bureaucratic capabilities towards a new reality with its effect on institutional performance. Its objective was to analyze the current state and the effect of the measures adopted during the pandemic on the bureaucratic capacities of the judicial function. The research is qualitative and transversal. The information was obtained from two sources. The first was a semi-structured interview applied through convenience sampling; the second was a documentary investigation. The information was processed in accordance with bureaucratic capabilities in the public administration. A causal relationship supported by the logical-deductive perspective for the construction of knowledge was analyzed. The challenges faced by the Judicial Council were analyzed in four dimensions: reconcentration, institutional expansion, social participation and performance evaluation. A theoretical argument was developed as a basis for the analysis. The impact of government measures on bureaucratic capacities was analyzed under the cause-effect logic. Bureaucratic capacities due to government measures in the judicial function are close to the limit of its functionality as an institution, which compromises its services in the present and its possible collapse in the future.

3.3 Ecuadorian context of the organizational management approach in the public sector.

During and after the confinement resulting from the Covid 19 pandemic, some public sector institutions implemented applications based on the use of ICT, ranging from personnel attendance control, document management, management monitoring and control, monitoring of judicial cases, administration of agreements, use of business intelligence software and the use of geographic information systems tools, among others (Barragán Martínez, 2023).

Among the relevant problems that arise in organizational management, one could point out that of the country's large cities, such as mobility management, use of public roads, garbage collection, control of public transportation with safety, as well as new types of smart businesses and public services; in the Civil Registry the issuance of shifts that are scheduled for two or three months, giving rise to processors offering shifts for the day, causing corruption; Another of the big problems is the appointments for medical care by the Ecuadorian Institute of Social Security (IESS), delivering for 2 and three months on hold; The excessive red tape of public procurement causes processes to be delayed, determining that all public institutions and companies, decentralized autonomous governments (GAD's), have inefficient budget execution.

As never before, government authorities, as well as citizens in general, spoke about the need to prepare for the coming of the El Niño phenomenon. However, the lack of planning in the electricity sector has determined that Ecuador is involved in blackouts, which produces great losses in the productive sectors.

Without security there is no development and without development there is no security, a motto that for many years members of the armed forces pointed out, however, previous governments did not take into account, leading to an increase in drug trafficking in the country, with the armed forces appearing to be involved. and the police as part of the cartels, these groups have taken over prisons where the Ecuadorian state is not present.

Another strategic sector, telecommunications, also suffered a setback, since the state company CNT generates losses and the government has not been able to sign the renegotiation of contracts with the 2 large firms Claro and Movistar, which shows that there is great inefficiency in the state.

The increase in oil production announced by President Lasso at the beginning of his government was not achieved either, rather it was decreased from 498,723 barrels per day in May 2021 to 489,595 as of October 2023 (Portilla Paucar & Puetate Arteaga, 2023).

4. Conclusion

In the organizational management of the public sector there have been some advances in terms of the implementation of some applications, especially from the point of view of ICTs, however, it could not be mentioned that Ecuador is immersed in the Public Management Model 4.0 that it promotes. Intelligent institutional governance, since the principle of efficiency and effectiveness in the use of resources, transparency, results-based management and integrity and ethics are not met.

The organizational management approach in the public sector is of crucial importance today as it helps improve efficiency, transparency and accountability in the delivery of government services. By adopting effective organizational management practices, government entities can achieve better strategic planning, more efficient allocation of resources, and more informed decision making. This in turn leads to tangible benefits, such as optimizing internal processes, reducing costs and improving the quality of services offered to citizens.

Furthermore, the organizational management approach in the public sector fosters a culture of accountability and a higher level of responsibility among public officials. By establishing effective monitoring and evaluation systems, greater transparency can be ensured in the administration of public funds and in the implementation of government policies. Likewise, it promotes the adoption of ethical practices and compliance with high professional standards, which contributes to strengthening citizen trust in government institutions.

In summary, the organizational management approach in the public sector not only improves operational efficiency, but also promotes accountability and transparency, fundamental elements to build a more effective and reliable government that meets the needs and expectations of the citizens.

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