

Transformation of Public Management with a Social Approach: A Model for Inclusive Development in the Amazonas Region

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Abstract

The article entitled "Transformation of Public Management with a Social Approach: A Model for Inclusive Development in the Amazon Region" aims to analyze the key factors in the modernization of public management and its relationship with municipal development in the Amazon region. It will examine how the implementation of Law No. 27658 has optimized administrative efficiency, promoting an inclusive approach focused on transparency and social welfare. The methodology employed was a non-experimental cross-sectional correlational design, using a non-probabilistic sampling of 162 municipal users. The data were analyzed using Spearman's rating coefficient to determine the relationship between the modernization of public management and factors such as efficiency in the use of resources, transparency and compliance with goals. The findings reveal a moderate positive relationship between public management modernization and municipal administrative efficiency. Although significant progress has been made in the adoption of technologies and transparency, there are still areas for improvement in decision making and optimization of administrative processes. This study

highlights the need to strengthen participatory governance and social equity for sustainable municipal development.

Keywords: Modernization of public management, Participatory governance, Administrative efficiency, Transparency, Municipal development.

1. Introduction

The ability to offer quality service to Peruvian citizens is intrinsically linked to the State Management Modernization Law No. 27658. This regulation seeks to optimize the effectiveness of public services, improve administrative efficiency and ensure compliance with institutional objectives. In addition, it promotes management by results and continuous quality improvement in the competencies assigned to the Presidency of the Council of Ministers, consolidating a citizen-centered approach and transparency in public administration, consolidating a citizen-centered approach and transparency in public administration. The public regime refers to the implementation of government policies aimed at fostering progress and promoting the welfare of the population. Its main objective is to implement concrete actions that improve the quality of life of citizens and generate a positive impact on society (Crosby, 2011).

In line with these premises, in 2007 a new paradigm was proposed, characterized according to the "Business Principles for the Modernization of Public Management", 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).

The main objective of the new approach to the Modernization of the Management of the Peruvian State is to improve the efficiency of the state apparatus, guaranteeing high quality attention to citizens. This approach prioritizes the optimal use of public resources, promoting transparency, effectiveness in services and a more agile and results-oriented State (PCM/SGP, 2019).

The conceptual and operational structuring of the public problem is based on the paradigm of new public governance, which establishes that people should play a central role in the co-production of policies, goods, services and regulations. In this model, the State-citizen relationship is transformed into a collaborative bond, based not only on effectiveness and efficiency, but fundamentally on the values of participatory democracy. The new governance promotes greater inclusion and co-responsibility in decision-making, consolidating a more transparent public management oriented towards collective well-being (Bryson & Bloomberg, 2014).

The new public management is oriented towards an innovative and proactive approach in government administration, with the objective of creating an effective regime to address and prevent corruption. This approach establishes a clear vision to ensure transparency and strengthen integrity in public management (Iguñiz, 2021).

Innovation in public management, with a social approach, involves promoting a results-oriented administration through a transformative approach and the incorporation of new technologies. This requires strategic planning with defined objectives and the implementation of monitoring

and evaluation systems to measure the progress and effectiveness of actions. This ensures that public policies respond to social needs and generate a positive impact on the quality of life of citizens (Delgado, 2022).

Along these lines, local governments in the Amazon region have begun to implement the modernization of public management with the objective of strengthening their administrative structure and promoting the principles of good governance. Foresight becomes a key strategic component to address the necessary structural changes in institutions, maximizing efficiency in public management. This approach seeks to improve the practices and services offered to citizens, boosting municipal development and ensuring a more agile and efficient public service (León et. al, 2023).

Currently, public management is aimed at optimizing the efficiency of government entities, establishing clear goals and rigorously defined deadlines. However, for this efficiency to be truly transformative, it is essential that these objectives be aligned with a concerted development plan that responds comprehensively to the needs and expectations of citizens. Only through strategic, participatory planning committed to the common good will public entities be able to generate a lasting and significant impact on the quality of life of the population (Varela, 2021).

Municipal development in the Amazon region requires a sociocultural approach that addresses the social and cultural phenomena that influence a society. This approach considers cultural models as key elements to benefit the target public and improve the quality of life of citizens. By integrating these aspects, a more efficient and effective public management is promoted, capable of responding adequately to local needs and demands, generating a positive and sustainable impact on the community (Polo et al. 2022).

New Public Management is an approach that integrates a series of elements, purposes, technologies and instruments designed to effectively implement government policies. From a social perspective, this regime promotes the execution of articulated actions that respond to the needs of the population, guaranteeing a more inclusive management oriented to the common welfare. Through a methodical cycle, it facilitates the planning, coordination and evaluation of public policies, ensuring that the country's development advances cohesively and for the benefit of the whole society (PCM/SGP, 2019).

As a result of recent developments, valuable lessons can be learned about the new approach to innovation and efficiency in Public Management, which seeks to generate public value in an effective and efficient manner. This modernization model implies diligent management by public entities, focused not only on optimizing processes, but also on improving the quality of life of citizens. By prioritizing equity and social welfare, a positive and tangible impact on society is pursued, strengthening trust in public institutions and promoting a more inclusive and sustainable development (Hegel, 2021).

Public Management with a social approach refers to a set of processes and tools aimed at planning, executing and evaluating public policies, with the objective of improving the quality of life of citizens, prioritizing equity, inclusion and sustainable development in decision making (Osborne, 2010).

The modernization of Public Management with a social focus involves the implementation of structural reforms and the use of new technologies to improve the efficiency and effectiveness of the public sector, with a special focus on promoting equity, inclusion and social welfare (Ramírez, 2016).

The modernization of Public Management with a social approach focuses on the incorporation of technological and methodological innovations that transform governmental operability, not only to improve efficiency in the execution of institutional activities, but also to generate creative and sustainable solutions that respond to social demands, promoting inclusive and participatory governance" (López, 2018, *Innovation in Public Management: Towards Participatory Governance*) (Figueroa-Huencho et al., 2011).

According to Garretón (2003), the focus of this research is on identifying the key factors that drive administrative efficiency, social welfare and the strengthening of citizen participation. To this end, the specific objectives were oriented to analyze the determining factors in the Modernization of Public Management and to evaluate the crucial elements in Municipal Administrative Management within the context of governmental management for development. This approach considers the planning, organization and optimization of economic resources, implementing technological and methodological tools to improve the provision of public goods and services, both tangible and intangible (PNMGP, 2021).

According to López (2018), Within the perspective of social modernization has created a working environment conducive to the implementation of reforms in public administration. These reforms seek not only to optimize operational efficiency, but also to address structural problems such as deficiencies in meeting social needs, dissatisfaction with public services, unemployment and lack of adequate services for citizens. Through an approach focused on inclusion and social welfare, these reforms aim to transform public management to respond more effectively to citizens' demands, improving the quality of life and promoting more equitable development.

The research was focused on determining how modernization and public management with a social focus contribute to municipal development in the Amazonas region, promoting administrative efficiency, social welfare and citizen participation, 2023, by identifying the key factors that drive administrative efficiency, social welfare and strengthening citizen participation: Analyze the determining factors in the Modernization of Public Management, as well as Analyze the determining factors in the Administrative Management of the Municipality.

Within the context of government management for development, a series of actions focused on planning, organization and optimization of economic resources are implemented. These actions are supported by the use of advanced technological and methodological tools that facilitate the provision of public goods and services, both tangible and intangible. The objective is to improve efficiency and effectiveness in the administrative management of municipalities, maximizing the use of resources and promoting an inclusive and socially responsible approach.

The implementation of results-based management has become a key tool in the modernization of public administration, particularly in local governments. This strategy not only promotes higher quality public policies, but also strengthens planning, budgeting and project management

with efficient and effective methods. In addition, it has solid monitoring and evaluation systems, ensuring a more transparent administrative execution aligned with institutional objectives (Ghiggo, et. al, 2023).

In this context, the process of innovation and modernization of the State differs from the traditional components of results-based management. Administrative transformation should not be limited only to the optimization of executive and civil service bodies, but should encompass a comprehensive vision that promotes innovation at all levels of public management. This approach goes beyond simple operational improvement, promoting an innovative regime of the State that focuses on overall performance, integrating all areas and occupations in a framework of efficiency, transparency and results oriented to social welfare (Valdez, 2019).

Public management reform in different sectors focuses on the creation of public value through effective actions by government entities. This is achieved when state interventions not only satisfy social needs through regulations, but also optimize the use of public resources, improving efficiency and meeting citizens' expectations (Arévalo, 2020).

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, 2020).

The social approach is an essential pillar in the modernization of public administration, since intersectoral linkages have a profound influence on quality of life and social equity. Modernization should not only focus on administrative efficiency, but also on ensuring that public policies respond effectively to the needs and demands of citizens. This social approach requires the implementation of strategic measures that not only improve service delivery, but also promote social welfare, ensuring that all sectors of society benefit equitably (Polo, 2021).

It also highlights the inseparable interrelationship between social development and the new evolving public management operating system, with a view to moving towards a globalizing administrative system in constant growth Castanedo (2022).

The role of public management is key in government reforms, especially from a social perspective. The administration of public resources directly impacts the quality of life and the fulfillment of objectives. In this sense, understanding the key activities at the municipal level is crucial, as they directly influence community welfare and development.

2. METHOD

2.1 Research design

The research design is correlational, cross-sectional and non-experimental, with the objective of evaluating the relationship between modernization, public management with a social approach and municipal development in the Amazonas region. Non-probabilistic and intentional sampling was used to select the participants, and correlational statistical techniques were used to analyze the relationship between the study variables.

2.2 Participants

The study population consisted of 253 municipal service users in a district in the northern region of Amazonas. For this research, we worked with a sample of 162 collaborators, selected through documentary records, following established criteria to guarantee adequate regulation and application. This approach ensures the collection of relevant information to analyze the relationship between variables and measure their degree of association, which is fundamental to understand municipal activities and their impact on the welfare and development of the community (Hernández et al., 2019).

2.3 Instruments

Data collection plays a critical role in a quantitative approach, as data quality and accuracy are essential for effective analysis. According to Muñoz (2018), he highlights that quantitative research is characterized by its focus on numerical data analysis, and is used for the study of phenomena in both social and natural sciences. Proper data collection is the first step in ensuring the reliability (it was 0.824 and 0.887 respectively) and validity of the data, through three expert judgments, which in turn ensures that the answers provided accurately address the research problem posed. In this study, a rigorous data collection plan was implemented to obtain essential information to achieve the research objectives. This process ensured the organization and accurate collection of the data necessary to reflect the characterizations of the population.

2.4 Procedure

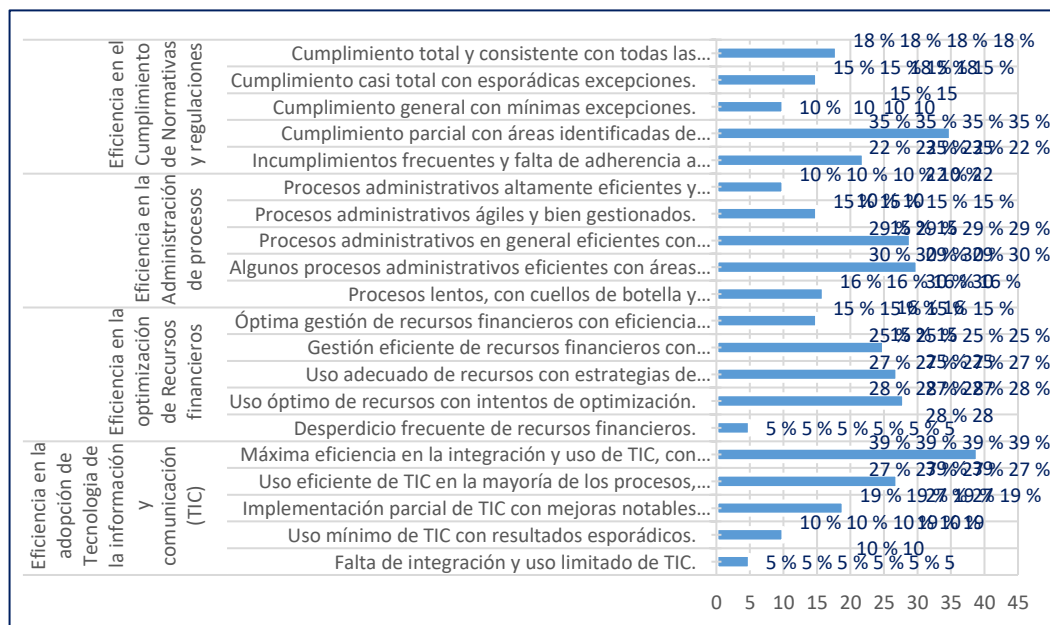
The research process began with the development of the instruments, designing a questionnaire addressed to the 162 selected users. The validity and reliability of the questionnaire was guaranteed by its prior validation. In the data collection phase, information was collected on the variables of modernization of public management and efficiency in the administration of resources in the municipality of the northern Amazon region during the year 2023. The questionnaires were completed in situ, with an average time of 12 to 15 minutes. During the fieldwork, a researcher was present to supervise and ensure the correct development of the process, with no incidents or difficulties reported.

2.5 Data analysis

Data analysis was initially performed in Microsoft Excel, and then the data were migrated to SPSS v26 statistical software to carry out a comprehensive descriptive and inferential analysis. Spearman's correlation coefficient (Rho) was used to explore the relationships between the key variables of the study. This methodological approach ensured the accuracy and reliability of the analysis, allowing a clear and appropriate interpretation of the results, as well as a rigorous estimation of the data, which contributed to the validity of the study.

3. RESULTS

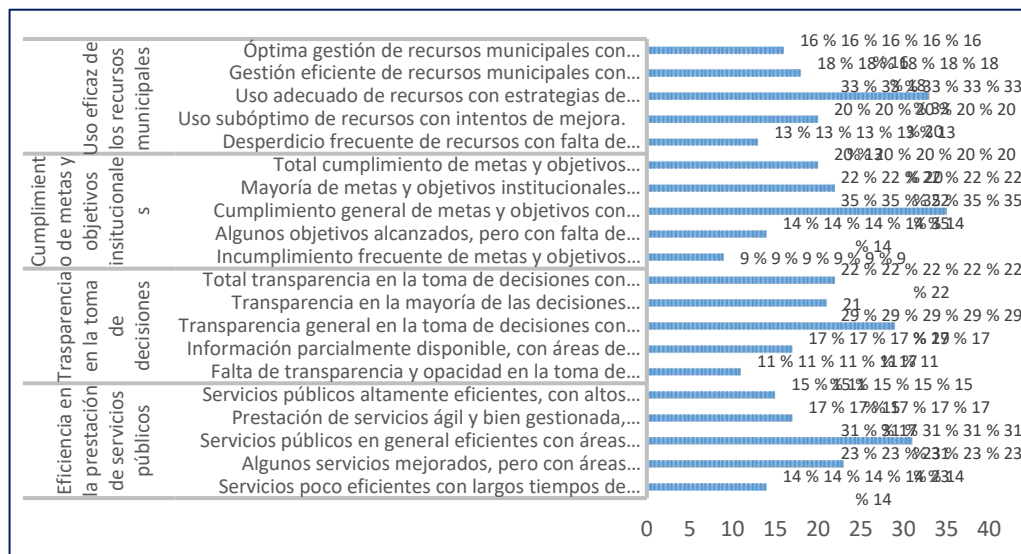
Figure 1. Determining Factors in the Modernization of Public Management



Source: Own elaboration based on the situational diagnosis.

In the critical analysis, 35% of the users' perception indicates that the Modernization of Public Management efficiently takes advantage of the adoption of information and communication technologies (ICT) in public management to improve efficiency and effectiveness in the provision of public services, promoting maximum efficiency in the integration and use of ICT, with a significant impact on management. With the perception of 28% users see the modernization of municipal public management that seeks to optimize the use of financial resources, which translates into an optimal use of resources with optimization attempts. Within the perspective of efficiency in the administration of processes in the modernization of Public Management, 30% of the users see some administrative processes that are efficient and that seeks to improve administrative processes, which translates into greater efficiency in the provision of public services and a reduction in time and costs. 35% of the users have a perception of efficiency in the compliance with rules and regulations that allow to ensure partial compliance with rules and regulations, which translates into greater transparency and accountability on the part of the municipality. The modernization of public management 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 administrative management of the municipality.



Note: Prepared by the authors based on the situational diagnosis.

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 found with a perception of 31% of the users who show that efficiency in the provision of public services is a relevant factor to guarantee public services in general with optimized areas. In this sense, 29% of the users indicate that the administrative management of the Municipality is on the right track to achieve greater efficiency in the provision of public services, where transparency in decision making is fundamental to guarantee a more participatory and democratic public management. 35% of the users have a perception that the fulfillment of institutional goals and objectives has been showing opportunities for improvement. In this sense, 33% have a perception that the administrative management of the Municipality 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.

Figure 3. Correlation Analysis between the Modernization of Public Management and the Key Factors of Municipal Administration.

Category	Statistics	Efficient use of municipal resources	Compliance with institutional goals and objectives	Transparency in decision making	Efficiency in the provision of public services	F key players in the Administrative Management of the Municipality
Modernization of Public Management	Spearman correlation	0.495	0.512	0.419	0.517	0.4912
	Sig (bilateral)	0.00	0.02	0.00	0.00	0.01

	N	162	162	162	162	162
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Note: Characterization of the results of the situational diagnosis.

Spearman's correlation analysis, with a significance level of 0.01 (less than 0.05), confirms the acceptance of the alternative hypothesis, demonstrating a moderate positive relationship between the modernization of public management and the determinants of the municipality's administrative management, with a Spearman's Rho coefficient of 0.4919. This result indicates that administrative management presents strengths in terms of efficiency in the provision of public services, the fulfillment of institutional goals and the effective use of municipal resources. However, areas for improvement are identified in the transparency of decision making and the optimization of certain management dimensions, suggesting the need to strengthen these aspects to consolidate a more efficient and transparent public administration.

4. Discussion

With the background and the research conducted 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 process of modernization 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. From this perspective, internal management is optimized through a more efficient and productive use of public resources to achieve the established institutional objectives (PCM, 2018).

It also ensures the operational continuity of public entities and their actions in the face of changes, through positive adjustments where greater training is expected to overcome setbacks and strengthen their response capacity (Romero, 2017). Administrative management must be agile in adapting to the constant changes in the environment to increasingly promote the welfare and development of its citizens (Longo and Echevarría, 2000).

However, both in theoretical and empirical terms, the processes of state reform and modernization of public management are still under construction, integrating a diversity of visions and proposals. These, in many cases, expose the limitations of traditional approaches to address complex realities, underscoring the need to adopt more innovative and flexible approaches in public administration (Echevarría and Mendoza, 1999).

What characterizes current times is the continuous review, 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 its assigned functions (Echevarría and Mendoza, 1999). In the Municipality of North Amazonas, it has been evidenced that there are improvement perspectives and procedures in accordance with its specific objectives, although some are in process due to lack of budget. It is important to evaluate the service spirit of the personnel and detect any irregularities in the processes.

Within this perspective, Barboza (2016) harbors differences in the commitment to state reform, which is hampered by numerous decrees in the government machinery, stressing the importance of each request for change being made from a practical perspective. This implies knowing the instances, advice and tools to 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 to the regional and local levels (Aguilar, 2019). In this process, the active participation of the different community representatives plays a fundamental role in the monitoring 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 implies optimizing the representation in which the state delimits the functions, introducing clearer and more efficient components, aimed at improving all processes and actions oriented to compensate the neighborhood's insufficiencies in order to optimize them and make them viable. In the context of the Modernization of Public Management with a Social Approach, this strategy is key to promoting comprehensive municipal development. By focusing on measurable results, it optimizes the use of resources and strengthens the capacity of municipalities to provide quality public services. This approach not only improves operational efficiency, but also fosters social inclusion and citizen participation, essential elements for ensuring sustainable and equitable development in communities.

5. Conclusions

In the modernization of public administration, the social approach is positioned as a key factor in strengthening citizen participation. Fostering spaces for dialogue and collaboration between public administration and civil society is essential to consolidate a more inclusive and democratic management. This not only guarantees decisions that are more transparent and aligned with citizens' needs, but also promotes more effective governance that is closer to the community, thus improving public trust and the legitimacy of the State.

As for the determining factors in municipal development, the efficient use of resources stands out as fundamental to ensure more effective public management. The results obtained reveal that the municipality's administrative management shows strengths in the efficient provision of public services and in the fulfillment of institutional objectives. However, there are still areas for improvement, especially in terms of transparency in decision making, which suggests the need to implement concrete actions to strengthen this aspect and improve confidence in municipal management.

Spearman's correlation analysis, with a significance level of 0.01 and a coefficient of 0.4919, confirms a moderate positive relationship between the modernization of public management and the determinants of administrative management. These results reflect strengths in the efficiency of public service delivery, the fulfillment of institutional goals and the effective use of resources. However, areas for improvement are identified in the transparency of decision making and the optimization of certain administrative aspects. In this context, the new Public Management seeks to implement concrete actions that promote social development in an efficient and harmonious manner, integrating technologies and instruments that reinforce a more effective and transparent public management, aligned with the welfare of the community.

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