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Municipal Administrative Management in the International Context

Gestión Administrativa Municipal en el Contexto Internacional

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Abstract

The aim of this article is to analyze municipal administrative management in the international context. To this end, a literature review was carried out and theoretical information relevant to the subject of the study was obtained, based on articles from scientific journals indexed in recognized databases such as Scopus, Scielo and Web of Sciences. For data collection, the method of analysis-synthesis was used in order to critically recognize the context of administrative management. As a result of the review carried out, it was determined that the municipal administration presents deficiencies, including a lack of trained personnel who meet the required profile for the position, as well as problems and needs such as citizen insecurity, limited health services in terms of coverage and quality, abandoned works and territorial disorder. It is concluded that government activity today requires an improvement of the management system and the reformulation of work objectives, with a view to citizen satisfaction. For a local government, this satisfaction in the provision of public services is the basis for the actions of all public servants, which requires competencies that can ensure its efficient fulfilment.

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Keywords: Management, State, Government, Municipality.

Resumen

El objetivo de este artículo es analizar la gestión administrativa municipal en el contexto internacional. Para ello, se llevó a cabo una revisión bibliográfica y se obtuvo información teórica relevante para el tema del estudio, basada en artículos de revistas científicas indexadas en bases de datos reconocidas como Scopus, Scielo y Web of Sciences. Para la recopilación de datos, se utilizó el método de análisis-síntesis con el fin de reconocer críticamente el contexto de la gestión administrativa. Como resultado de la revisión realizada, se determinó que la administración municipal presenta deficiencias, entre ellas la falta de personal capacitado que cumpla con el perfil requerido para el cargo, así como problemas y necesidades tales como la inseguridad ciudadana, los servicios de salud limitados en términos de cobertura y calidad, las obras abandonadas y el desorden territorial. Se concluye que la actividad gubernamental actual requiere una mejora del sistema de gestión y la reformulación de los objetivos de trabajo, con miras a la satisfacción de los ciudadanos. Para un gobierno local, esta satisfacción en la prestación de los servicios públicos es la base de la actuación de todos los funcionarios públicos, lo que requiere competencias que puedan garantizar su cumplimiento eficiente.

Palabras clave: Gestión, Estado, Gobierno, Municipio.

Introduction

Internationalization has generated great challenges in society, affecting companies and institutions around the world and having a strong impact on the political-administrative structure of the State, which requires the development and modernization of factors such as transparency and communication, in order to achieve a more efficient execution of processes, as well as a substantial improvement in the administration of information within the entity.

The challenges in the knowledge community have evolved over time, allowing the application of technological, technical, theoretical and methodological tools in the discipline of administration, as part of the process of adapting to new learning within important factors such as decentralization, democratization, modernization and globalization that are taking place worldwide (Mendoza et al., 2022). In this context, administrative management has gained a leading role in institutions, given that the goals established, and

their development are subject to such management. Thus, in recent years, much research has demonstrated the importance of administrative management.

In this regard, Córdova et al. (2022) conclude in their study that at no level of the public sector was there a contingency plan in place to deal with the national emergency, so that employees were impacted by the pandemic, both professionally and personally. Consequently, administrative management must be assumed as a transcendent and decisive approach in the institutions. To this must be added the changes that environments are undergoing due to technological progress, and institutions must therefore adapt, with their own administrative management as a fundamental basis.

In this context, Galarza et al. (2020) in their research on administrative management and competitiveness during and after the emergence of covid-19, make a comparison of the main indicators of business competitiveness, allowing them to contribute to the improvement of administrative management, this model is applicable to a municipality that seeks to optimize its resources in order to be competitive. Likewise, Tapia et al. (2022) analyzed the elements that influence the effectiveness of the management of the municipality of Cuenca-Ecuador, demonstrating that the variables planning and leadership are elements that positively influence the optimization of municipal administrative management.

Álvarez & Delgado (2020) state that local government administration in Asia, Europe and Africa is deficient, and it is therefore crucial to examine the underlying reasons for these deficiencies and propose effective solutions. It is suggested that municipal authorities and managers consider various methodologies for organizational development as part of continuous improvement. In addition, the suggestion to incorporate management variables and dimensions in future research is pertinent. In this sense, it is necessary to identify and analyze in greater detail the specific problems affecting local governments in these regions. This implies a detailed analysis of aspects such as efficiency in administrative management, citizen

participation, transparency and accountability, among other relevant factors. By considering these essential dimensions, it is possible to gain a deeper understanding of the obstacles faced by municipalities and propose concrete strategies to overcome them.

This research approach not only seeks to identify problems, but also to provide concrete recommendations for improving municipal management. It also highlights the importance of the comparative perspective in addressing deficiencies in municipalities in different regions, as this can lead to the identification of best practices and lessons learned that could be applicable globally.

In Peru, on August 1, 1834, the Congress of the Republic generated the first Organic Law of Municipalities, which established a regulatory framework for its development at the national level. Later, the Political Constitution of Peru and successive laws gave local governments the functions of promoting local development, autonomously administering the self-interest of the community and providing public services to the locality (Salas, 2013).

In the context of decentralization, the local government must efficiently fulfill the different functions that are often performed by entities of national scope. Additionally, Law No. 27792 Organic Law of Municipalities (May 27, 2003) refers to the duty to promote economic and social development, with an impact on the strengthening of MSMEs.

According to Article 194 of the Political Constitution of Peru, modified by Law No. 30305, municipalities enjoy political, economic and administrative autonomy, which refers to the capacity to regulate matters within their competence, to decide on their budgets and functional organization, as well as to sanction in cases of non-compliance (Oficina Nacional de Procesos Electorales, 2023).

In this scenario, the functioning of the municipal government in Peru presents many deficiencies, including the lack of trained personnel who meet the required profile for the position, there are problems and needs among which stand out citizen insecurity, health services limited in coverage and

quality, works in abandonment and others with serious deficiencies.

The research is epistemologically justified since an exhaustive analysis of validated publications on municipal administrative management in the international context was carried out, in the light of the prevailing contemporary theories to finally make explicit the contribution(s) to administrative sciences. Therefore, the general objective of the article is to analyze municipal administrative management in the international context, in order to identify the factors that allow an efficient and effective management.

Methodology

A bibliographic review was carried out, with a descriptive approach, oriented to the selection of the knowledge that will serve as a basis for future applied research, and the design is phenomenological with an interpretative paradigm, which helped to analyze the subject in greater depth. The theoretical bases of the study are centered on the epistemological contribution of administrative sciences, which conceptualizes administrative management as the team of processes, procedures and activities through which public institutions dispose of their resources to achieve the satisfaction of the inhabitants (Monsiváis Carrillo, 2019).

With respect to the objective of analyzing municipal administrative management in the international context, scientific sources included in various selected databases, mainly Web of Science and Scopus, were investigated.

The Cochrane system was used, which covers the approach to the objective, the establishment of criteria for choosing sources, the search for sources, the application of criteria, data collection, analysis, presentation and interpretation of the results and, subsequently, the drafting of conclusions (Pardal-Refoyo & Pardal-Peláez, 2020). The selection criteria were: (a) thematic relevance in relation to the established objective; (b) publications included in high impact journals; (c) publications available in Spanish or English.

The selected publications were interpreted in terms of methodology, results and conclusions, being part of a comparative process to determine similarities or differences between the different sources reviewed. Finally, each reference was organized alphabetically according to the surname of the main author, following the style of the APA seventh edition and the specific guidelines of the journal.

Development

The current challenges in government administration demand the improvement of management systems, as well as the reconsideration of goals, objectives and work tasks, orienting them towards citizen satisfaction. The irruption of new participants and management modalities in the economy of nations also plays a relevant role in this scenario because it has generated that officials, administrators and governors of municipalities demand comprehensive and systemic learning, so that this has an impact on a more effective public management, which optimizes resources and designates sectors with inequality gaps (Machín Hernández et al., 2020).

In addition to this, Mendoza (2017), defines administrative management as a schematized character due to the fact that it is oriented to the achievement of objectives through the fulfillment of the administrative process: plan, organize, direct and control. This agrees with Luna Sono & Luna Hernández (2021), who argue that administrative management is a fundamental pillar for the evolution of public institutions, because it allows them to take initiatives in the processes, which leads to standardize administrative activities.

Consequently, Peña Ponce et al. (2022) stresses the urgency of establishing solid foundations in terms of administrative management, which will contribute significantly to strengthening the efficient management of the sector. However, the focus on solid foundations requires taking into consideration the risks that must be foreseen for effective administrative management, so that, according to Ormazá et al. (2020), the connection between the organization's weaknesses and the need to use risk assessment in administrative management is evident. This tool is

presented as a valuable mechanism for organizations, since it facilitates the identification of weaknesses and, therefore, the possibility of implementing improvements. By improving quality and performance, it contributes to the well-being of both the users who are part of the organization and those who belong to the outside world. It is crucial to explore how the effective execution of risk assessment and administrative management can specifically address the weaknesses identified, thus providing concrete solutions to optimize mobilization and strengthen interdepartmental coordination in the organization in question. This more detailed analysis will enable the establishment of specific strategies to address the identified weaknesses and improve the overall efficiency of the organization. This is in line with Alipoor et al. (2017) who indicate that it is advisable to reduce the complexity of the work rhythm and move towards a more flexible organization to promote stimulation and satisfaction in employees. This seeks to stimulate commitment, effort and the achievement of superior results.

Therefore, it is important to highlight administrative management in public organizations, especially in the municipal context and in urban development, emphasizing the constant need for municipal authorities and public servants to seek continuous improvement of their entities. This approach is justified by considering that the effectiveness of administrative management directly influences the excellence of the service provided, which translates into the satisfaction of users and residents.

Analysis of municipal administrative management

The study of administrative management involves focusing on the different contributions of public management through which public entities, specifically provincial and local municipalities, should manage their administrative policies and processes to promote the welfare of citizens and a better quality of life, especially in basic services for the most vulnerable population. In such context, public administration should be oriented to the use of action strategies and policy formulation where the governmental interest of the common welfare of citizens prevails (Alhaj et al., 2016). This is consistent with the study of

Gorla et al. (2010), who indicate that individuals play a fundamental role in the fulfillment of the current regulatory frameworks in order to guide actions to meet the requirements of citizens, therefore it is necessary to have leaders who possess the skills of handling and proper management of public resources available in the institutions, these leaders must be prospective, visionary, have the knowledge and experience in public management, they must also handle interpersonal relationships and ethics, it is understood that people who work in public institutions are servants of the country and must have an altruistic sense, concerned about the common good.

According to Neira et. al (2022), it is imperative to improve administrative management in the municipality of Condorcanqui in order to boost property tax collection, where variations in collection and the relationship identified offer valuable insights for decision making and the implementation of improved strategies.

On the other hand, in public administration, the management of administrative activity presupposes planning the management of state resources and the design of management activities, the tool of institutional strategic planning is key to effective public management, for this it is necessary to have the participation of citizens and determine the strategic objectives directed to the basic services of the population, these must be aligned to the scorecard where the activities to be carried out to meet the indicators established in the strategic plan are determined (Pacheco et al., 2018). (Pacheco et al., 2018). This is complemented by the research of Martins et al. (2019), where it was highlighted that effective management and permanent monitoring manages to control and determine the critical elements, this implies establishing the structure, distribution and division of the functions and responsibilities of local government management, in accordance with the positions or posts held in the different municipal areas. It has been verified that various aspects of the training process, such as learning tactics, responses obtained, support for the transfer and obstacles present, have an impact on the transfer of behavior and productivity when employees are assigned according to their job profile.

The aforementioned is supported by Chivenato (2014), who argues that management occupies a place of maximum importance in the organizational hierarchy, since it implies assuming significant responsibilities in administration. This implies that the person in charge of directing the organization must possess skills of influence over his or her work colleagues to achieve the desired results. However, it is the director or manager who must have leadership skills, be a skilled strategist and maintain effective communication with the organization's employees. The aim is to spread teamwork and achieve success as a company or institution.

On the other hand, Tarrillo et al. (2023) mention that intelligent organization models should be considered in order to evaluate administrative management. The valorization of cultural diversity, according to the study, is projected as a key element to cultivate a positive work environment, based on principles such as respect, dialogue, tolerance, agreement and union between individuals, groups and the community in general. It is argued that intercultural factors such as coexistence, functional structure, participation and interpersonal relations have a direct impact on administrative management. This is due to the presence of diverse customs, beliefs and traditions among collaborators, which implies that managers should focus on building an intercultural unit. This unity would not only facilitate communication but would also promote substantial transformations in all areas of society and thus be consistent for a high level of administrative management.

The aforementioned is consistent with the study of Carrión et al. (2022) who confirm that the intercultural aspects of employees influence the administrative activities of the entity. Because intercultural relations establish a connection based on the appreciation of diversity. Appreciation of cultural diversity will contribute to fostering a healthy work environment, based on principles such as respect, dialogue, tolerance, consultation and citizenship. It is important to note that the most technologically and economically advanced countries have effectively integrated intercultural mechanisms into their operations, personnel and organizational behavior,

achieving significant and favorable results for national development.

Consequently, Girao (2020), in his research evaluates the administrative management capacity of different Peruvian municipalities in the region of Ica, where a lack of interest in the officials in improving their management capacity was visualized, highlighting the administrative functions. Likewise, Molina et al. (2016) exposes the relevance of knowledge in economic and social progress, along with the challenges in the municipal administration of the city of Florencia (Cuba), which restrict the effective application of knowledge for local development. Municipal management is recognized as essential to orient available resources towards strategic goals and to take advantage of knowledge as a crucial element in the development process. The analysis focuses on different aspects of municipal management, such as government activity, municipal cohesion, the use of qualified professional force, among others. It shows that the municipal management faces several challenges to take advantage of the knowledge in favor of the local development of Florence. The problems range from lack of effective participation of local stakeholders to resistance to change and lack of training in key areas. The identification of these obstacles provides an opportunity for local decision makers to take corrective action and promote a more effective use of knowledge in the sustainable development of the municipality.

Approaches to the administrative management process

Recent research shows the striking similarity between productivity and management quality at the national level and indicates that leadership skills may play a crucial role in both employee performance and that of the organization. It is necessary to emphasize that the way of distributing work, coordination of tasks in the team, as well as considering the organizational structure of the municipality should be evaluated, the type of organizational design is key to municipal administrative management, because in these changing times flexible structures are required (Adhvaryu, 2018).

Machín Hernández et al. (2020) verified that governmental activity today requires an improvement of the management system and the reformulation of work objectives, with a view to citizen satisfaction. For a local government, such satisfaction in the provision of public service is the basis for the actions of all public servants, which requires competencies that can ensure efficient compliance. On the other hand, the mechanism of supervision and evaluation of the administration is a necessary instrument for public management and makes it possible to follow up the results of management and measure the impact on the satisfaction of citizens' quality of life. This research agrees with Gaviria del Águila & Delgado Bardales (2020) in their research on the improvement of public services in the strengthening of municipal management. The same that had as objective the proposal for the improvement of public services in municipal management and concluded that, facing the changes in public administration, the public service must be oriented to the citizen, with the purpose of satisfying and complying with quality. In view of this, a commitment between the institution and the citizen is necessary. The provision of public service focused on the citizen is, therefore, the government's challenge to achieve the resolution of citizens' needs, ensuring access to them.

The paradigm of development approaches is also observed, which establishes that administrative management has several conceptualizations or theories that support it. According to Plascencia (2018), there are two distinguishable theoretical currents in the public management sector: the first, procedural, postulates that the actions of an entity should focus on the tasks and activities performed, without the need for a direct connection with the purpose or project, characterized by its immediatist and short-term approach, although it is currently in disuse. The second theory, also proposed by Plascencia (2018), is that of management by results, which implies carrying out actions based on specific achievements, directly linked to the purpose or end of the entity or project. This theory holds that activities should contribute to generate added value and bring

about changes in those who use the goods and services generated by administrative management.

Additionally, Saavedra (2016) introduces the perspective of territorial sustainability, which requires that actions do not contradict the axes of economic, social and environmental development. That is, an effective administrative action in one axis should not be unfeasible in the others. This approach seeks to ensure that the territory, as the place of residence of people, guides the actions of public administrative managers. To achieve good municipal administrative management, its component elements must be integrated into public management systems.

Martins, et al. (2019) conducted an analysis on the effectiveness of mutual training in a large organization. The results demonstrated the impact of various instructional processes, such as learning tactics, reactions, transfer endorsement, and obstacles, on the transfer of behaviors and performance. It is relevant to highlight that training plays a crucial role as part of the administrative management strategy to ensure that objectives are met and positive results are obtained at the end of each municipal period.

On the other hand, it is important to take into account the analysis of the existing literature on the relevance of municipal awareness in relation to the provision of services by municipal councils in order to improve the satisfaction of the inhabitants. There is information on the concern on the part of the commune to create norms and public policies in favor of the villagers, but many of them remain only on paper because there is no such awareness of selfless service to citizens (Muhammad et al., 2017).

In this situation, it is crucial to consider how efficient administration has a positive impact on work performance within the municipal sphere. In this regard, Bautista Fasabi & Delgado Bardales (2020) conducted a research with an applied approach, focusing on the administrative employees of the Provincial Municipality of San Martín as the unit of analysis. The survey was used as a method to collect data, revealing that some municipalities do not implement effective management.

Therefore, the performance of the collaborators is deficient, the attention to the citizens is negative, creating dissatisfaction in the population of the commune and giving a bad image of the municipal management.

Therefore, it is important to mention that the identification of the qualities of work performance aimed at enhancing the municipal administration was carried out through a qualitative research that adopted a systematic review approach. Marín Cárdenas & Delgado Bardales (2020) carried out an analysis that focused on ten scientific articles linked to the variable job performance in municipal management. The results evidenced that such performance is related to the type of leadership exercised by officials to manage, therefore, leaders committed to social welfare are needed.

Likewise, Ganahreh et al. (2018) suggest that employees more effectively execute their job duties and responsibilities when they have access to relevant information and there is rigorous organizational control. In contrast, it is noted that managerial leadership did not exhibit any direct positive effect on staff performance. This result is attributed to the predominant patterns of leadership in Jordanian companies, which tend to be autocratic or free. Despite the preference indicated by the literature towards a democratic pattern of leadership, this study indicates that autocratic or laissez-faire models are predominant in the area and do not generate a direct positive effect on employee performance.

Indicators of municipal administrative management

The study examined evaluated the current administrative management and identified the administrative tactics implemented by the management with the objective of strengthening the work environment, among them is the improvement in communication using appropriate channels to achieve effectiveness. Another highly valued is the physical environment where the collaborators develop their functions, so to achieve an efficient and effective administrative management, in charge of those responsible for each municipality, the director must cultivate management competencies that allow him to achieve success in

the administration, highlighting the importance of satisfaction as a crucial element to encourage participation and commitment at work (Cabezas, 2019).

On the other hand, Sebakamotse & Niekerk (2020), highlighted the lack of effective oversight and accountability as key factors contributing to continued non-compliance with government legislation. This lack of compliance hinders administrative oversight and undermines accountability. Municipal administrators were identified as central to this picture. As leaders of the municipal administration, they have the responsibility to establish and ensure the implementation of effective internal administrative controls. These controls are essential to promote administrative accountability and mitigate lack of oversight. The research also suggests the need to strengthen the oversight role of political oversight bodies and committees. By improving their ability to hold the executive accountable, a more conducive environment for accountability is created. This strengthening could involve reforms to policies or oversight processes to ensure that there is an effective mechanism for holding the executive accountable.

Likewise, Girao (2020) reveals important deficiencies in several key aspects. The indicators used to assess these capacities focus on administration and planning at the municipal level, both personnel and material assets. On the other hand, his study showed that municipalities present significant deficiencies in their management capacities. One of the main concerns is the lack of a clear direction in the municipal administration; this lack of strategic direction implies that the management of the municipalities is carried out in an improvised manner and without a long-term plan. This situation can generate inefficiencies and difficulties for the sustainable progress and adequate development of local communities. In addition, the lack of interest on the part of municipal officials in innovating and improving administrative management capabilities is highlighted. This mainly affects crucial areas such as planning and management of basic administrative units within the municipal structure. These deficiencies appear to be more pronounced in rural municipalities, according to the data provided. The fact that

rural municipalities show greater weakness in these capacities may have several implications. For example, the lack of resources, both human and material, in these areas may be contributing to these deficiencies. In addition, the prioritization of immediate needs over long-term planning may be more pressing in rural municipalities due to budgetary and staffing constraints. To address these deficiencies in municipal administrative capacities, it is crucial to implement strategies that encourage long-term planning, improvement of administrative structures, and incentivizing innovation by municipal officials. This may require training and development programs to improve management and leadership skills, as well as the implementation of policies that prioritize strategic planning and administrative efficiency at all municipal levels.

It is essential, in this new scenario, not to forget that the pandemic has brought about numerous social and economic transformations. Entities have been compelled to modify their administrative models to ensure their effectiveness. The study focuses on trends in domestic and international society and how the state also assumed changes in management models during this crisis. Factors such as anxiety, demotivation and stress due to the remote workload have been identified, with repercussions on management for not meeting the established goals (García et al., 2021).

The effectiveness of local governments is determined by fundamental dimensions that describe administration and are used as the basis for evaluating performance. The purpose of this article is to develop a method to establish and evaluate these dimensions based on attributes that ensure effective public management in local governments. It is supported by indicators that provide the necessary information for decision making. The dimensions or phases of the administrative process are planning, organization, direction and control, each with their respective management indicators (Alarcón Barrero et al., 2020).

In another instance we have Lozano et al. (2020), from the perspective of the researchers, it is crucial to examine the statement that internal control lacks importance for the

collaborators in the aforementioned entity. That is, it is suggested that, if strategies to improve internal control were implemented, a proportional improvement in administrative management would not be experienced. To evaluate this premise, it would be necessary to analyze the perception of employees regarding internal control, as well as to investigate how strategies to strengthen internal control could influence the overall effectiveness of administrative management. In addition, potential variables and elements that could influence the connection between internal control and progress in management should be considered. This examination will make it possible to reach a more detailed understanding of the interaction between internal control and administrative effectiveness in the aforementioned entity.

Conclusions

There are many deficiencies in the functioning of municipal governments, including the lack of trained personnel who meet the required profile for the position. There are problems and needs such as citizen insecurity, limited health services in terms of coverage and quality, abandoned jobs and territorial disorder.

Government activity today requires an improvement of the management system and the reformulation of work objectives, with a view to citizen satisfaction. For a local government, such satisfaction in the provision of public services is the basis for the actions of all public servants, which requires competencies that can ensure its efficient fulfillment.

The lack of effective oversight and accountability are key factors that contribute to continued non-compliance with government legislation. In this context, the figure of municipal administrators is fundamental since they are responsible for establishing and ensuring the implementation of effective internal administrative controls.

It is necessary that municipal administrative management in the international context be oriented to the execution of action strategies and policy formulation where governmental interest prevails for the common welfare of

citizens; public policies should be managed within a hierarchical legal structure, and management should be measured through its four processes: planning, organization, direction and control.

Conflicts of interest

The authors declare no conflicts of interest.

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